

BOROUGH OF CARLISLE
CARLISLE BOROUGH COUNCIL STRATEGIC PLANNING SESSION

March 11, 2023

Mayor Shultz called the Strategic Planning Workshop Meeting to order at 9:05 a.m.

The following members of Council were present: Mayor Shultz, Deputy Mayor Landis, Councilors Hicks, Perry, and Stuby. Also present were: Borough Manager Armstrong, Public Works/Engineer Malarich, Human Resource/Risk Manager Berrier, Police Chief Landis, Fire Chief O'Donnell, Parks and Recreation Director Crouse, and Finance Director Juday.

The following members of Council were absent: Councilor Mellen was absent due to illness; Councilor Crampsie was absent due to out-of-state commitment.

The purpose of this session was to work collectively to develop a preliminary strategic planning framework for the Borough of Carlisle that included a long-term vision and critical factors in its successful achievement. The Borough's organizational mission and values and to review and affirm the Borough's mission and values.

Business: Borough Council voted 5-0 to appoint Susan Armstrong as Alternate Borough Secretary for the purposes of the March 11 Strategic Planning Workshop. (Landis/Stuby)

Welcome and Introductions:

Mayor Shultz thanked Borough staff and fellow council members for their attendance and introduced the session's facilitator, Julia Novak, Executive Vice President of the firm Raftelis.

Facilitator Novak introduced colleague Catherine Carter, Julie Gieseke, and Janae Janick. Novak then reviewed the day's agenda and the norms and expectations for the Workshop. Each member of Council and staff were also invited to share their expectations for the session.

Community's Future:

Each member of Council was given the opportunity to share their individual perspective of Carlisle Borough's future and encouraged to describe their core values that guide their lives. (Attached herein expands upon Council members' responses.)

Community Overview:

Raftelis shared an Environmental Scan Overview, which provided quantitative and qualitative data. The Environmental Scan included demographic data, input received through an employee survey, themes from discussions with participating chairs of the Borough's Boards, Commissions and Authorities, and feedback shared by the Borough Management and leadership team. Themes from the Environmental Scan and the discussion that ensued are contained in the attached report.

Borough Council recessed at 10:12 a.m.

Borough Council reconvened at 10:30 a.m.

Community Vision and Directional Statement Group Exercise:

Borough Council participated in an exercise and to share their response to the following questions:

- ✓ What is true about Carlisle today that you hope will still be true 10 years from now?
- ✓ What is not true about Carlisle today that you hope will be true 10 years from now?

(Refer to the report contained herein for Council's responses.)

Borough Council recessed at 11:47 a.m. and reconvened at approximately 12:17 p.m.

Following the aforementioned exercise, participants then were broken into three working groups. One group developed a draft vision statement and the other two groups were tasked to craft directional statements for each strategic outcome.

The groups then shared the draft Vision and Strategic Outcomes:

Group 1: Vision

Carlisle, Pennsylvania is a thriving and vibrant community:

- *Where small town charm meets daring ideas*
- *Where everyone feels safe, connected and welcomed*
- *Where compassionate public servants care*
- *Where people are proud to call home*

Groups 2 & 3: Strategic Outcomes

- *Caring and Professional*
- *Vibrant and Thriving*
- *Dynamic and Responsible*
- *Healthy and Sustainable*
- *Welcoming and Livable*
- *Agile Transportation*

(Attached herein includes draft directional statements under each strategic outcome category.)

Organization Mission Statement and Values:

Borough Manager Armstrong shared the proposed Mission Statement and organizational Values using input from the staff survey.

Mission Statement:

*In Carlisle, we **CARE**. Our team is dedicated to providing quality public services that support a safe, diverse, and dynamic community.*

Values:

*In Carlisle, we **CARE**. We are...*

Committed

Accountable

Resilient

Ethical

Final Thoughts:

Each participant was asked to provide a one-word response regarding the day's event and outcome. (Attached herein includes those one-word responses.)

All participants were then reminded about the upcoming public outreach sessions, which Raftelis will facilitate on behalf of the Borough of Carlisle. Raftelis will solicit input from members of the community including reviewing the draft strategic planning framework developed. Public feedback and suggestions will be collected and then shared with Borough Council during a future public meeting, which has not yet been scheduled.

Public Comment:

No public comment.

Adjournment:

There being no other business, or public comment, the Strategic Planning Workshop Session adjourned at 1:55 p.m.

Sean M. Shultz, Mayor

Susan D. Armstrong, Alternate Borough Secretary

Borough of Carlisle, PA

Strategic Planning Workshop Summary

March 2023

On March 11, 2023, the Borough of Carlisle's (Borough) Strategic Planning Team participated in a one-day Strategic Planning Workshop, facilitated by Raftelis.

Introductions & Expectations

The retreat began with the Borough Council and staff introducing themselves and sharing their expectations for the workshop:

- I'm hopeful to come out of this with a vision for Carlisle that's more than a piece of paper we put on a shelf and is something we can continue to draw from and add to as we move forward.
- I'm hopeful to have discussions we haven't had in more formal meetings. I'm hopeful that we'll generate some new ideas and express them in a different way, and that we will have something that we can go out and implement and express to the public as a foundation for good policy.
- I'm hopeful we can create a document with guiding principles and concepts that we and the staff hold dear and feel empowered by. I'm hopeful that staff will feel aligned with what Council is doing and there will be shared energy and excitement.
- I concur wholeheartedly with the previous statements and I'm hopeful that we get a little closer to how we might go through the mechanics of the policy process and immediately start thinking about implementation.
- I'm looking forward to seeing how we continue to move forward. The community has been a little stagnant since I've been here, and I'm excited to see how we can help change Carlisle to make it an even better place.
- This process is consistent with what I was hopeful for when I interviewed with the Borough. I'm refreshed by this process and feel that in the past we were missing a good understanding of Council's objectives and vision for the community. This is very exciting for me as a leader to have the vision, mission, and values formalized for staff to see. I'm excited to cohesively carry this out throughout the organization and to see Council and the community's vision for the future.
- I'm excited about this process and am looking forward to creating a vision and implementing it.



- I expect to have a stronger vision and know where we're headed. It's good to have an overall guide for work and decisions moving forward, and we need to have a stronger understanding of the vision in order to appropriately evaluate people, job descriptions, etc. I think this will be a good process and good outcome.
- I like the idea of listening with respect and the norms for this conversation. I'm not sure what I expect for today. There's a problem today with extremism on one side or another, and I'm looking forward to enjoying the process we're going through and trying to get people in the middle.
- I'm looking for a broader vision for the community. Values and a mission help us to reach out to the community and interact with citizens, allowing us to get to the whole community.
- I'm look forward to hearing from staff and from the Borough as a whole.
- We haven't done things like this and I am excited to be part of it. We've done goal setting but haven't sat down to create a strategic plan. It's exciting to set a mission and vision and really be strategic. I'm excited for what we will do with this.
- I'm excited about having a visual representation of where we're heading that helps us to easily communicate our direction.

This I Believe

Participants were asked to come prepared to share "what they believe" about the future of Carlisle. This exercise is loosely based on the "This I Believe" essay format initiated by Edward R. Morrow on National Public Radio in the 1950s. Participants were encouraged to describe their core values that guide their daily lives. Responses from each Council member are bulleted below.

- *All I Really Need to Know I Learned in Kindergarten* is one of those cute poems many people connect deeply with and, although charming and simple, it's not where my foundation for life really emerged. *All I Really Need to Know I Learned in...* a DIY punk rock scene during my youth growing up in Lewisburg, PA. I believe in small town charms and reclaiming space. Lewisburg is a smaller, more isolated version of Carlisle with a beautiful historic, thriving downtown and prestigious college connected in its street grid. Our Conodoguinet Creek is not the mighty Susquehanna River, but their names alone start to uncover the forgotten history of the land and people who were here before these towns were "founded." But behind the beautiful facade of the Victorian buildings on Market Street were the wayward youths like myself who loitered in Hufnagel Park like it was our job. It was only a night spot though because it was central, well lit, lots of space to sit on the curb, and it was free. But on days you could find me lurking in the cemetery, along the abandoned rail piers, down by the river. These weren't all parks but secret spots full of strange wonder. You just had to invite yourself in. Carlisle is no different. I lurk by the railroad tracks. Explore our cave. Take the alleys. This is all to learn the secret lives of our spaces. Meet the inhabitants along the way, connect authentically with people, and use all of this to guide us on what our town can become. The obvious choices are not always the best ones.

I believe in an industrious spirit and being helpful to folks, and ourselves, when we stumble. I've been working since I was 15 years old. My work permit is older than my driver's license. I'm a first-generation college grad with a checkered academic past and the daughter of a Democrat and a Republican. And although Lewisburg is an affluent community filled with doctors and professors, my dad was a mechanic, a marine, and a Vietnam vet. Mom was a secretary. My extended family is filled with truck drivers and farmers. Hard workers. But we have also been on

welfare and used supportive resources when we had to. Working hard and making your own way is in my blood, but so is looking out for each other. And when I found myself in the scrappy, youth driven world of DIY punk shows at the Lewisburg Community Center, I not only found my people, I found a way of life that has strangely brought me to the position of Deputy Mayor.

I believe in Chaotic Good and dangerous ideas. Those punk shows were put together by quirky misfits who wanted to build something better than what was there before them. We were scrappy, nimble, resourceful, and frugal. Teens don't have money, but while we lacked in funds, we were rich in community and mutual aid and support and helpfulness. Sharing resources. The PA. The \$25 to rent the firehall. The art kid making a silk screen to sling shirts to pay for the next show. The best challenge is to tell one of those kids they couldn't do something, and they would prove you wrong. But the truth is that there were some adults in the room too who quietly supported and laid the foundation for these kids to thrive. But they also let them lead, stumble, then get back up and do it better the next time around. The community center and firehalls let us in despite our obvious lack of structure and they welcomed these odd fellows to take over every weekend even if it felt a little outside the norm they were used to. Building the skate park in Carlisle was not the path of least resistance. It wasn't easy and we haven't face planted, but we came out with some well-deserved scrapes and bruises. But we did it because we are learning on our feet. Carlisle is a better place because we didn't let the fear of the unknown stop us from something great that gives a space for folks who have otherwise been ignored. We need to be the advocates for the people who don't know to come to the meeting.

I believe time is worth more than money. When I look at Carlisle, I see these same people, the same possibilities, and more. But even though we have a long history, and experience to guide us in how things have been done before, we can't be so afraid of the unknown that we don't try things because we always look at the worst-case scenario. What about the best-case scenario? The old saying says, "Decisions are made by those who show up," but some people can't show up. They are out there hustling. They know how to make something happen when budgets are tight and not waiting for the windfall to get something good done. I see them. I try to make sure I never lose sight of them and meet them where they are, so they feel heard and know we make decisions with them in mind. But if we can't connect with folks, we need to do our best to walk in their shoes. I'm now the adult in the room quietly – or loudly – advocating for them and giving them the platform to lead. We all are. We can do a lot or a little, but some conventions need to be thrown out the window for quick fixes and then create a big plan for the future we are forever building towards.

I will also forever be that kid who will ask "Why can't we do this crazy thing?" and when told no, I'll also tell you why we can.

I believe in joy. Celebration. Getting a little loud and unruly. We all work hard. Let's make sure we find time to have fun too.

- I was born in a small Georgia town, where the only way you'd end up there is on purpose. I was raised in Carlisle, where my great aunt had a house on Lincoln Street. Growing up as that little girl with our family and friends staying in one place – we didn't travel outside of Carlisle – we didn't know whether we'd be accepted or not coming through this area as black people and, coming from South, you don't know where you're welcome. As kids we did that as well, where the majority of my friends lived around me. I never anticipated finding myself in this space, as a Councilmember

or director of a nonprofit organization whose voice is heard on regular basis. I believe it's a good time for me to be on this Council and have a voice I'm able to use. Carlisle was a different place when I was a kid. Police staff were not very warm, we sort of knew who the mayor was but not where we felt comfortable to talk to the mayor or Councilmembers. We had no clue who they were and didn't feel this was a warming place for us to be, so we stayed in our circle.

I believe there is better opportunity now. As an example, there is a black woman who lives outside the Borough who wrote a letter to the mayor asking for help. He called and spoke to her, even though he couldn't help in the way she needs, which made her feel heard. What we're trying to do today is important. I decided to run for Council to be an advocate and a voice for little black girls growing up, wanting them to see themselves in a position to make change and being able to use my voice even in times it's not wanted. Feeling heard and seen is what's important and we have the opportunity now to make sure not just our black community, but the entire community can see themselves here and in this space. The community is pleased with us taking time to come and answer their questions, and the fact that we're willing to give our time is more than important and the community sees that and will feel like they belong here. Watching this Borough change and become more diverse is important. I believe if we continue to move in the way we're moving there will be more people who look like me and more people from other communities of color that will want to be on Council and use their voice. The history here hasn't been grand in the way people of color have been treated, and I'm very appreciative of the fact that I'm sitting here in this role. Our work is important, and I don't take it for granted. You've made me feel like I belong here and that means a lot.

- I moved to Carlisle in August 2016. My wife and I first came to southcentral Pennsylvania a year prior and were searching for a home. We'd been to Carlisle a few times to visit friends and were drawn to the town, which is why we ended up buying a home here.

About a week after moving in, a neighbor stopped by to greet me. She welcomed me to the area, gave me some helpful information – such as when trash and recycling are picked up – and invited me to a monthly neighborhood group meeting held just a few blocks from my house. I decided to attend the meeting, and I'm glad that I did. I was impressed by how engaged those in attendance were about what was happening throughout the Borough and was pleasantly surprised to see a number of Borough officials and staff present. I became a regular attendee at these monthly meetings, and I've never regretted that. I doubt I would've become as involved in this community or have run for Borough Council had it not been for my neighbor welcoming me to Carlisle and inviting me to that neighborhood group meeting.

I believe that Carlisle is the type of place where you can get to know your neighbor, immerse yourself in helping to improve the community, and enjoy the charms of a small town in a historic and urban setting. It's the sort of place that someone can feel comfortable raising their family and that someone can move away from and yearn to return to (I've known a few people who have left the area for work and have told me that they hope to move back here). I grew up in a rural community and have since lived in an array of places, from big cities to towns similar in size to Carlisle. I've been happy to call Carlisle home because I've found a sense of community here that I haven't in most of other places that I've lived. This sense of community was on display just a few days ago at our town hall. We heard from a number of residents about issues they've experienced, and I'm happy that there are people here who are willing to come out and engage in civil dialogue on such topics.

During my first two years on Council, I had the pleasure of serving as the ERCP Chair. When I sat in on interviews for positions on our various boards and commissions, I was continually heartened by the number of quality applicants we had. I believe ours is a community where people are interested and willing to get involved and collaborate toward making it a better place.

Carlisle has room for growth. It isn't perfect. I know that. And I also know that not everyone in this community shares the same vision for what it should look like. At the same time, I do feel that we live in a place where genuinely good people want to help one another out and work together to improve this town that we all call home, and I believe that will still be true in the future. It's this belief that makes me proud to call Carlisle home.

- When people ask me why I got involved in politics and public service, I usually talk about the books on the foundation of our country and heroes of civil rights that my parents bought me in my youth. That's partially true, but the core truth is in what I spoke about the night I was sworn in, mostly in the third person because that was the only way I could get through the words with my mom sitting in the audience:

I have memories from my youth before I was seven, but the clearest, most impactful memories span from March 10 to June 24, 1981. Those 106 days began with the birth of my brother, Jason, 42 years ago yesterday and ended when he succumbed to a rare genetic spinal muscular atrophy. There are four types of SMA, and he had the most severe, Werdnig Hoffmann Disease. He suffered terribly. He had no use of his muscles. He could not swallow. He struggled to breathe. There was no treatment. There was, and is, no cure. My family had to watch helplessly as his disease progressed. It was never articulated to me as a seven-year-old boy, but I knew where it was headed. Jason took his last breath at Children's Hospital of Philadelphia when his respiratory muscles had atrophied until he was unable to take another.

And this may seem like an oddly dissonant way to talk about experiencing community in a positive way, but as much as the grief and trauma of those days sometimes continue to weigh upon me, I also have vivid memories of that school year. Like most kids, I loved recess – especially dodgeball. As Jason grew more ill, I stopped wanting to go out for recess most days. So, my first-grade teacher, Mrs. Ilg, spent time with me in the classroom, most often letting me quietly draw dozens and dozens of pictures. I drew lambs – probably a product of the combination of my Catholic Catechism and my suffering infant brother. And often along with that I drew rainbows – a symbol of hope. I placed one of those pictures with my brother as we laid him to rest. There was, coincidentally, a rainbow in the sky that evening. I remember my teacher's kindness. She gave more than would be expected from a teacher. She was an uplifting spirit in my life when I needed it most, consistently there for me when I was in school away from my family. To this day, I continue to look at teachers, especially elementary school teachers as my children make their way through those grades, with a special sense of appreciation. My first-grade teacher was a part of my community that lifted people up when they were at a low. She gave space and opportunity for me to thrive.

Those who know me well enough know I often look to the stars and astrophysics with passion and a sense of wonder. I have in my office an autographed photo given to me by my sixth-grade teacher's astronaut niece. I love to talk about the words of Carl Sagan describing the image Voyager 1 took of Earth from 4 billion miles away. Earth was a barely distinguishable dot sitting in a

sunbeam's glare. It is humbling. It reminds us how small and special our world is. As Sagan said, "it underscores our responsibility to deal more kindly with one another, and to preserve and cherish the pale blue dot, the only home we've ever known."

I hear from our residents, some just trying to scrape by sometimes, who care a lot about our community. I've seen the amazing capacity this community has to come together at crucial moments. It is the spirit that drives this Borough: when we rose against racism in 2000, when the community came together on climate change and again for racial equity, and when we united to help the most vulnerable among us weather the pandemic.

There are amazing moments we get to spend together in our community whether it's those one-on-one moments or more community-wide efforts like neighbors banding together to improve a park or to shift public policy. I know there are opportunities for Carlisle to be even better. Look at our poverty numbers while the County is about half our rate. I don't need to remind us of the demographics behind those numbers. Although not just in Carlisle, too many people struggle to find or hang onto safe, affordable housing. We have an opportunity to uplift those residents, which in turn lifts our entire community.

I have known from a young age how fragile and fleeting life can be. I know how fortunate we are to be here, clung together on this small patch of Earth spiraling through the vast cosmos, and I believe we do have a responsibility to reach out to each other through kindness, to empower others and give them the opportunity to thrive, and to be caretakers of our time together and for those to come. I believe that our future lies in these principles, and I have seen the arc of Carlisle headed in that direction. They are principles that I believe to be so crucial to this community.

I believe that our legacy will be in our ability to uplift the most vulnerable and underprivileged, treating everyone with respect and dignity, and that in the spirit that drives Carlisle, we will build a safer, healthier, more equitable community for all.

- I'm a prior military officer and have lived in over 25 different places. I've always considered myself a public servant and understand what motivated my early days to be public servant. I came to Carlisle in 2016 and had friends who said Carlisle sounded like a terrible place to live, wondering why anyone would live there. It took me four to five minutes of being here to realize it's worth coming back to give it another look. I don't know what it was that appealed to me about going back to a small town, but I want to make sure what appealed to me appeals to others who are looking for a new home, either temporarily or long term. People who grew up in Carlisle see the uniqueness of it and I want to embrace that. As the world changes, people don't have options to stay where they are and be more mobile. Carlisle can be at the top of the list as place they can be accepted no matter who they are or what income they make, as a place for them that's safe, respects them, and that they can afford. I don't measure the success of town by how much money they make or the home value, but by terms of how much pride people have in the community, and that's a hard thing to maintain over time when you set a high bar and high standard for your community. I came into public office thinking my days of public service were over. I think it's important that we have a balanced and respectful approach and it's what I hope my colleagues will continue to do. It can be challenging for the Borough Manager to maintain those standards, but they are absolutely essential. Lastly, there's a different moral framework of how I see our work. A utilitarian

approach is aimed at doing the most good for the most number of people, which is a fine approach to society, but I believe more in making a decision based on having the least voice and least options, because that could be me in any situation. This is how I view the kind of community I want to live in and the filter I use to make decisions based on those with the least voice and least resources, until somebody proves me wrong. I don't plan on leaving Carlisle anytime soon and it's the longest I've lived anywhere. I stay in public service because I love this country and I'm honored and privileged to work in this place. I view our community as the living room in a larger building.

After sharing their individual statements, Councilmembers were prompted to discuss how they connected with the statements shared by their peers. While they each participant grew up differently and has their own stories, there is a shared connection in what drew them to Carlisle. They each have areas they care about and people in their communities they're advocating for, but it can be difficult to do the best good for everyone and they're working to try and find the middle. Councilmembers agree that while data can be helpful, it's the personal story that connects for people and brings them together.



Environmental Scan Overview

The facilitator presented a high-level overview of the quantitative and qualitative data captured in the Environmental Scan. Following an overview of the demographic data and trends Carlisle has experienced over the past 20 years, Councilmembers discussed the necessity of knowing the story behind the data and taking a holistic viewpoint to truly understand whether trends are positive or negative. The group discussed the example that a decrease in median household income could be viewed as a positive shift towards becoming a more affordable community in which those with lower incomes are welcome and can establish themselves in Carlisle.

Following a review of the qualitative stakeholder input, a conversation ensued surrounding the concern of traffic within the community. Carlisle is often used as a detour from the local highways, during which the increase in volume acts as a stressor on the downtown markets. Traffic is viewed not as a barrier for future growth and development, but a shared frustration that all are experiencing. Participants further discussed a desire to create definitive goals of what downtown Carlisle will look like in the future, which is an important element in making the community better 10 to 15 years from now.

Themes from the Environmental Scan and group discussion are represented in the image below.



True Today, True in Ten Years

Borough Council was asked to share their responses to two questions:

- What is **true** about Carlisle today that you hope **will still be** true in ten years?
- What is **not true** about Carlisle today that you hope **will be** true in ten years?

Each Councilmember was asked to write three items in response to each question. All responses are captured in the following table.

True Today – Hope it will still be true in Ten Years	<u>Not</u> True Today – Hope it will be true in Ten Years
<ul style="list-style-type: none"> • Quirky • Historic character • Resilient and adaptable staff • Economically diverse • Support downtown businesses • Plenty of interesting activities and opportunities • Quaint, historic character • Community cohesion • Community participation • Welcoming to diverse constituencies • Historic preservation • Adaptive reuse • Creative vision • Letting community partner design and lead park renovations • Diverse (race, class, age, education) • Work toward more equitable community • Strong neighborhoods • Things to do • Transparent government • Quality staff • Becoming more diverse and inclusive • Plenty of services for the community • Growing • Great place to raise children • Walkable 	<ul style="list-style-type: none"> • Healthier community, both mentally and physically • More sustainable • More energy efficient building stock with older infrastructure retrofitted • Cleaner air and less traffic noise • Real public transportation to connect people to nearby jobs and Borough events • Affordability, factoring income and housing cost • Truly safe and walkable • Flexible and plentiful revenue streams to allow us to be bold • Safe, livable, connected, affordable neighborhoods navigated without a motor vehicle • Free transit that is frequent, accessible, consistent, and reliable • No food deserts • Implement 1970's plan to make square pedestrian only • Better public transit • Community connectivity • Improved walkability • Diversity and inclusion in County government jobs • More affordable housing • Benefactor of more state and federal money and assistance • More businesses of color downtown

Vision and Strategic Outcomes

After the facilitator reviewed the “True Today, True in Ten Years” exercise, participants worked in three groups to draft a vision statement and six Strategic Outcome Areas that help define Carlisle’s future identity. The groups also drafted success statements under each category, outlining what these outcomes mean for the Borough. The following section outlines the vision statement and each Strategic Outcome Area, as refined by the facilitator after the workshop.

VISION

Carlisle, Pennsylvania is a thriving and vibrant community:

- Where small town charm meets daring ideas
- Where everyone feels safe, connected, and welcomed
- Where compassionate public servants care
- Where people are proud to call home

STRATEGIC OUTCOMES

Caring and Professional

- Delivering dependable, quality services through our resilient, professional, and caring staff.

Vibrant and Thriving

- Inviting creative opportunities to build an inclusive community in our quaint and historic setting, by fostering an economically diverse, cohesive Borough.

Dynamic and Responsible

- Deliberately managing the financial resources necessary to advance bold initiatives and build a stronger community.

Healthy and Sustainable

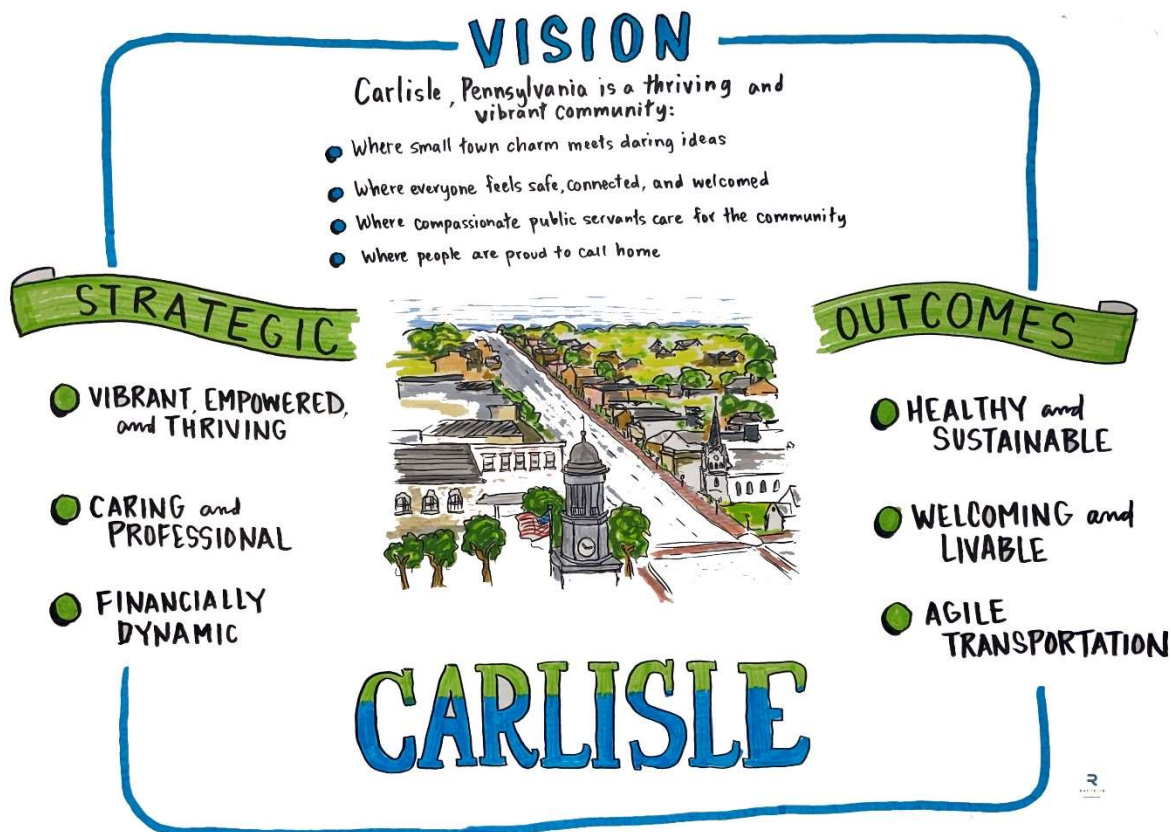
- Growing a healthy community, supported by thoughtful neighborhood spaces, that is socially and environmentally sustainable, improves quality of life, protects ecosystems, and conserves natural resources.

Welcoming and Livable

- Building and maintaining welcoming, affordable, and diverse neighborhoods that allow residents and businesses to flourish.

Agile Transportation

- Investing in safe pedestrian-, bike-, and transit-friendly options that connect people to the places they need to go, with convenient, accessible infrastructure that reduces car dependency.



Mission and Values Review

The participants also reviewed the mission statement and values, to ensure cohesion with the draft strategic framework.

MISSION STATEMENT

In Carlisle, we **CARE**. Our team is dedicated to providing quality public services that support a safe, diverse, and dynamic community.

VALUES

In Carlisle, we **CARE**. We are...

- Committed
- Accountable
- Resilient
- Ethical

Parting Thoughts

As the workshop came to a close, participants were asked to share a one-word reflection on the day:

- Happy
- Surprised
- Wowed
- Excited
- Content
- Educated
- Interested
- Satisfied
- Enlightened
- Energized
- Pleased
- Cautiously optimistic
- Jazzed