

BOROUGH OF CARLISLE

2021 ANNUAL BUDGET OVERVIEW

COMMITTED TO EXCELLENCE IN COMMUNITY SERVICE



Resilience in the Wake of COVID-19



- Borough of Carlisle Emergency Management Coordination
- Carlisle Area Emergency Response Fund
- Community Action Network
- Collaboration with Community CARES



COVID-19 Strategies

- Assisted in implementing internet and phone sales of trash bags and recycling bins
- Estimate bills to limit the spread and interaction of Borough Staff and the public
- Moratorium on late utility bill shut-offs
- Delayed penalty period for property taxes

COVID-19 Recovery Strategies

- Small Business Group Committee formed to focus on small business support during COVID-19 and post-recovery strategy
- Suspended Sidewalk Ordinance to allow C-1 Businesses Ability to Expand Footprint for Patrons
- Temporarily Lifted Open Container Ordinance in C-1 Business District
- Permitted Commercial Use in Public Park Space
- Distributed \$149, 750 in Small Business Grants Through the CARES Act

COVID-19 Budget Adjustments

- Budget revenues lower due to COVID-19
- Hiring freeze of FT positions results in savings of \$465,320 for FY 2020
- Temporary freeze of FT positions and one position eliminated results in savings of \$369,893 for FY 2021
- Seasonal and select PT positions unfilled in FY 2020 results in savings of \$199,337
- PT reductions for FY 2021 estimated to save approximately \$41,000
- Adjustments to employee health insurance

2021 Budget Overview

Description	Projected Year End Surplus (Deficit)					
	01 General	06 Water	07 Stormwater	08 Sewer	09 Solid Waste	32 Parking
Projected 12/31/20 Fund Balance	\$ 6,381,030	\$ 5,765,629	\$ 680,148	\$ 8,040,828	\$ 311,326	\$ 1,130,748
Recommended Rate Change for FY 2021	No Tax Increase *	3.42% Rate Increase **	No Fee Increase	No Rate Increase	No Rate Increase	No Rate Increase
Projected 12/31/21 Fund Balance	\$ 5,750,917	\$ 5,188,945	\$ 829,259	\$ 8,629,490	\$ 223,732	\$ 1,009,106
Projected FYE 2021 Surplus (Deficit)	\$ (630,113)	\$ (576,684)	\$ 149,111	\$ 588,662	\$ (87,594)	\$ (121,642)

*The 2021 General Fund Budget reflects no tax increase.

**Water Rate Increase of 3.42%

GENERAL FUND



General Fund & Capital Projects Summary

- Fund Balance Goal Met
- 2021 Includes an Operating Deficit
- Budget Expenses Hold the Line
- Budget Revenues Slightly Lower Due to COVID-19
- No Proposed 2021 Tax Increase

General Fund & Capital Projects Summary

- Refinancing TIF Line of Credit
- Possible Call on Borough Guarantee
- Planned Capital of \$7,277,572 (5 year: \$11,408,804)

Budget Cuts & Delays

Total Operating Savings & Capital Eliminations: \$910,530

2021 Budget Savings and Delays		
Operating	Budget Decreases	Description
Medical Insurance	(221,003)	Initial adjustment of 14.3% plus additional plan changes.
Full-Time Salaries	(190,579)	Hiring Freeze until July 2021
Full-Time Position Eliminated	(79,704)	Communications Specialist
Part-Time Salaries	(41,249)	Reduction in hours for Parks & Rec. & Police Department.
Management Consulting Services	(15,000)	Reduction in Grant Writing spending.
Maintenance-Equipment	(9,600)	Related to AXON Performance Plan.
Overtime	(6,000)	Related to MPSAC Truck Enforcement.
Vehicle Fuel & Oil	(3,000)	Fire Department
Maintenance - Land	(2,990)	Playground Audit as free audit is available.
Chemicals	(922)	To close the gap on actual vs budget.
Total Operating Savings	(570,047)	

Budget Cuts & Delays

Total Operating Savings & Capital Eliminations: \$910,530

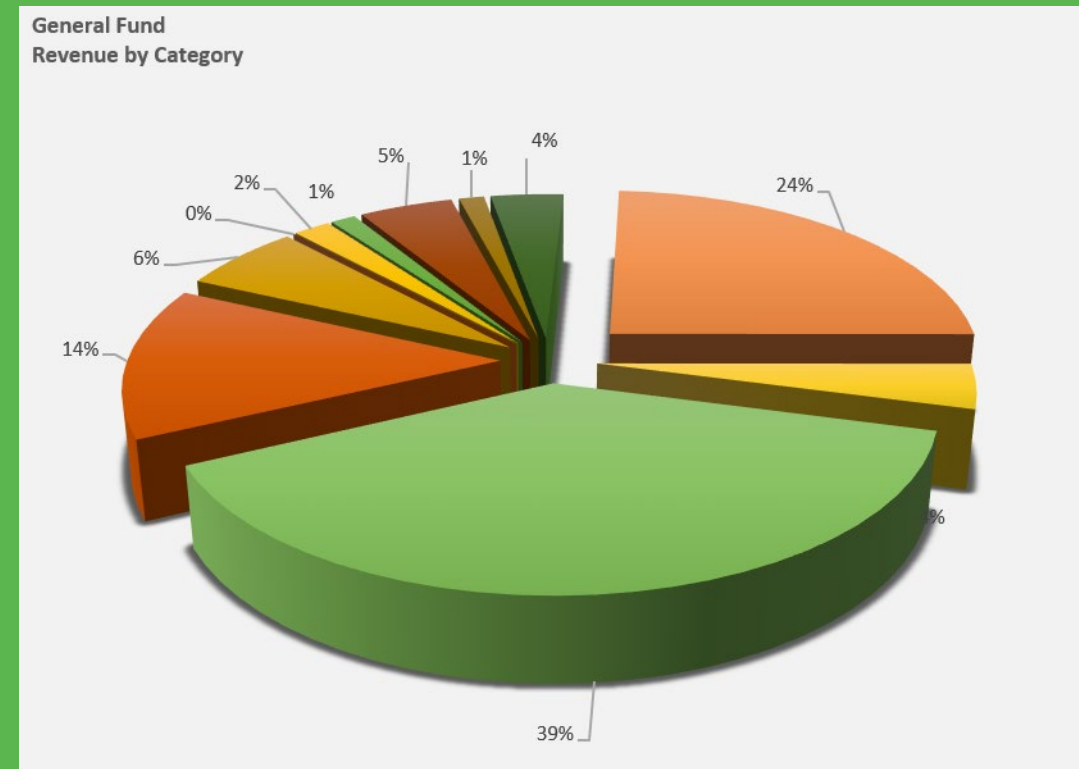
Capital & 5 Year CIP	Budget Decreases	Description
Special Projects Truck E-250	(45,000)	Evaluation Determined Removal. (2022)
Removed Platform Truck	(23,333)	Evaluation Determined Removal. (2021)
Goodyear Park Bridge Replacement	(42,150)	Evaluation Determined Removal. (2021)
Gymnasium Roof	(100,000)	Completed Through Repairs. (2024)
Police Roof	(130,000)	Completed Through Repairs. (2021)
Total Eliminated	(340,483)	
Salt Brine System	(120,000)	Pushed out 1 year.
Rental Inspector Vehicle	(33,000)	Pushed out 1 year.
Second Floor Upgrades	(136,000)	Pushed out 2 years.
MPSAC Truck Enforcement Vehicle	(100,000)	Pushed out 2 years.
Codes Pickup-Truck Replacement	(33,000)	Pushed out 3 years.
Total Delays	(422,000)	
Total Operating Savings and Capital Eliminations	(910,530)	

Budget Deficit

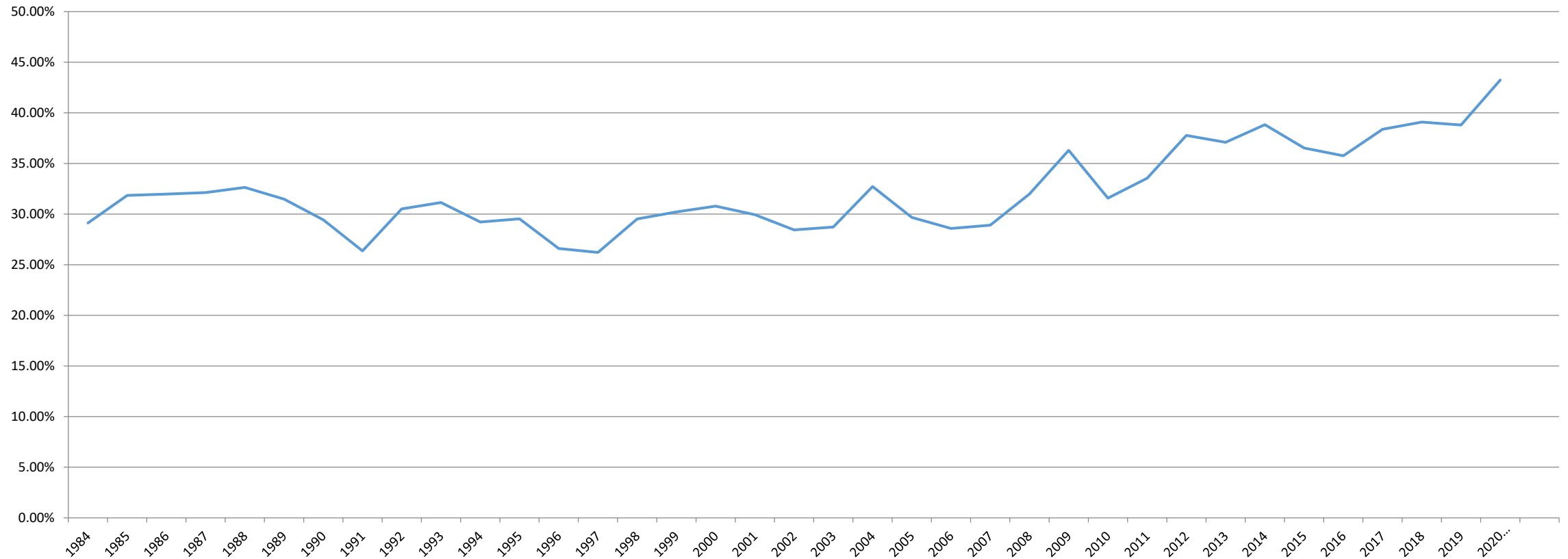
- Projected Deficit of \$630,113 for FY 2021
- Projected deficit initially \$1.5M, but able to be reduced through labor and benefit modifications, and reductions and delays of projects.
- Deficit is structural and is expected to continue

Local Government Finance

- Real estate tax is primary source of income.
- The real estate tax can only grow through construction of new homes/businesses or through County reassessment.
- Carlisle has little room to grow.



Property Taxes as % of General Fund Revenue



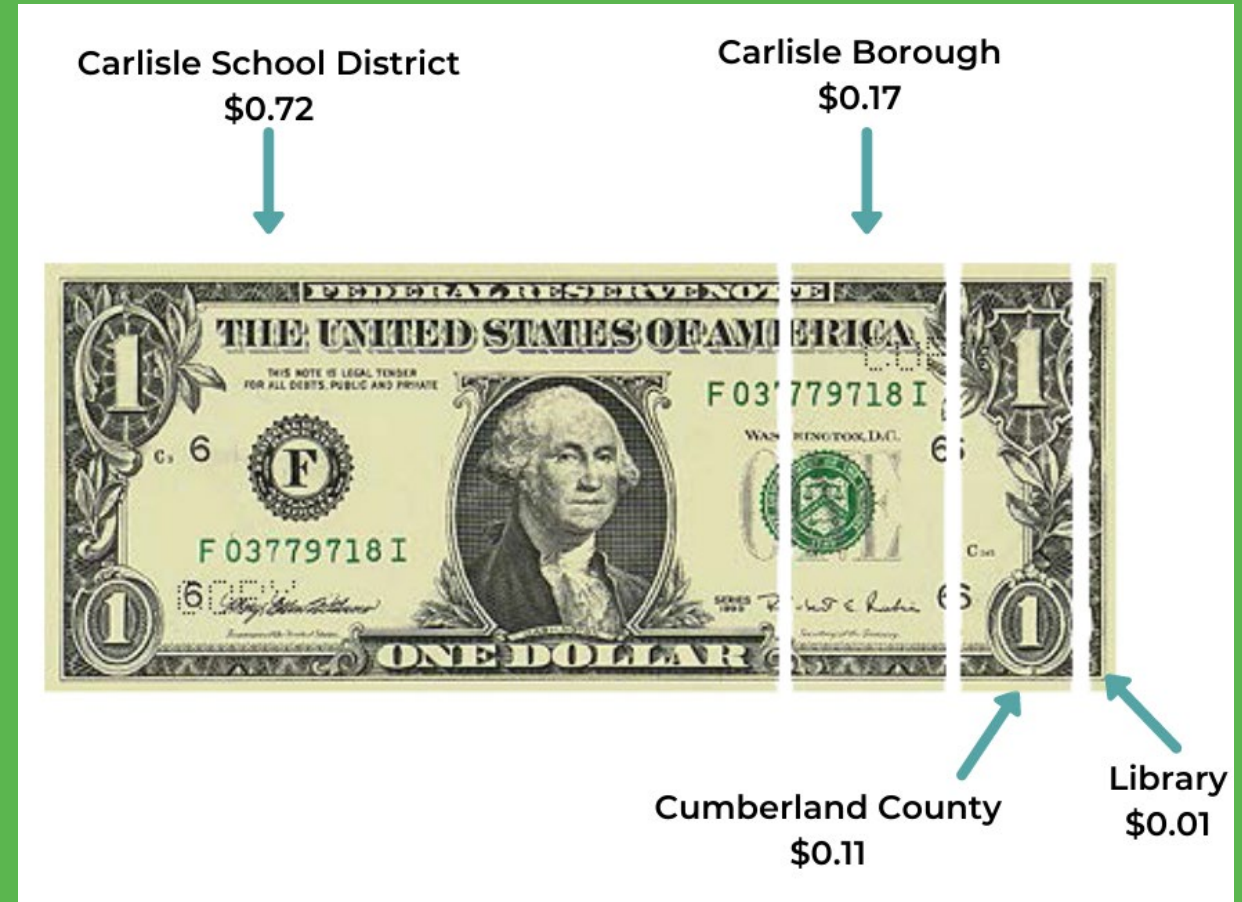
Real estate taxes have consistently comprised between 28.4% to 43.2% of the Borough's General Fund revenues.

Borough's Current Tax Structure

- Millage Rate: 3.495
 - General Purposes: 3.058
 - Fire Services: .437
- Millage rates are the amount per \$1,000 that is used to calculate property taxes.
 - A property valued at \$150,000 would be assessed \$524.25 in Borough property taxes ($\$3.495/\$1,000$ of assessed value)

Borough's Current Tax Structure

- Millage rate for Carlisle Borough has only been raised six times since 2002. It has remained constant since 2017, even though inflation has risen 5.85%
- Only 17 cents out of every tax dollar goes to the Borough to fund Borough operations and services. The remainder goes to the County and the school district.



DEPARTMENT OVERVIEWS

- **Finance**
- **Fire**
- **Police**
- **Parks & Recreation**
- **Community Development**
- **Water Resources**

FINANCE



Accomplishments

- Received Unmodified Opinion for 2019 Audit Report
- Received 2020 GFOA Distinguished Budget Presentation Award
- Received GFOA Award for Excellence in Financial Reporting for Borough's 2018 Audit
- Successfully transitioned utility billings to owner-only billings

Looking Forward

- Ensuring long-term structural sustainability
- Implementing credit card and E-Check payments for property tax payments
- Evaluate monthly utility billings based on successful upgrades to smart water meters
- Seeking continued improvement on budget presentation and audit reporting and renewal of corresponding awards

FIRE DEPARTMENT



COVID-19 Challenges

- Loss of revenue, fund raising for both fire companies
- Professional development training canceled
- Reduced number of fire prevention programs conducted



Fire Department Accomplishments

- Participated in local and regional cooperation initiatives, including SAFER grants to support recruitment & retention
- Working toward regional pre-planning activities in Carlisle, North Middleton, South Middleton
- CFRS worked with CASD & Childtime to establish learning lab for displaced elementary students
- Increased quarterly gift cards



Fire Department Accomplishments

- Emergency Service Academy w/area school districts
- Emergency operations training completed for Borough staff
- Joint effort with Borough Manager, Community CARES to establish temporary homeless shelter
- Emergency management of COVID pandemic



Fire Department Grants Awarded

- \$5,000 Partnership for Better Health Grant to purchase COVID-19 PPE for CFRS & Union
- \$50,000 Paycheck Protection Loan/Grant to CFRS to staff part-time employees for three months
- Union & CFRS awarded COVID grants from Office of State Fire Commissioner



POLICE DEPARTMENT



2020 Police Department Accomplishments

1. Calls for service despite COVID concerns
2. Training accomplished
3. Accreditation
4. Major cases
5. Technology updates
6. Community Events
7. New Department Members

Calls for service (despite COVID)

• Jan	1651
• Feb	1633
• Mar	1540
• Apr	1170
• May	1538
• Jun	1658
• Jul	1840
• Aug	2063
• Sep	2061
• Oct	1692

YTD Total
16846

Training Accomplishments

- Total of 103 instances of officers attending training
 - Sometimes entire department
 - Sometimes small groups or individual officers

(Many others canceled due to COVID restrictions)

Training Accomplishments

General topics to include:

Incident Command

Effective Policing

Leadership

Communications

De-Escalation

Hate Crimes

Search / Seizure

Range Training

Crisis Intervention / Mental Health

Use of Force / Duty to Intervene

Department Policies

Less Lethal Weapon Qualifications

Mandatory Legal Updates

Handcuffing

Medical Skills

Training Accomplishments

Specialized topics to include:

Financial Crimes

K9

Public Information

Online Intelligence

Instructor Development

Child Crime Investigations

Emergency Management

Drug Recognition

Computer Crimes

Homicide Investigations

Hostage Negotiations

Accreditation

- In June the Police Department successfully completed our in-depth inspection and achieved 3 year accreditation from PA Law Enforcement Accreditation Commission for the 3rd time.

(Inspection includes policies, training, equipment, facility, compliance with best practices)



Major Cases

5 Homicides

Suicides

4 Arsons

Robberies

Burglaries

Significant Thefts

Vehicle Thefts

Drug Investigations

6 Overdose Deaths

Solicitation to Commit Murder

Fatal Vehicle Accident

Indecent Exposure

Attempted Homicides /Shootings

Aggravated / Simple Assaults

Endangering Welfare of Children

Significant Criminal Mischiefs

Technology Updates

- 3 patrol vehicles replaced with Hybrid models
- Existing body cameras upgraded to more effective models
- Service Plan to cover repairs / updates to Tasers
- New electronic scheduling system for efficiency
- Several new laptops for evidence, administrative responsibilities, training, etc. with COVID Social Distancing Requirements

Technology Upgrades

- Upgraded Wi-Fi for station to support BWC and Vehicle cameras
- Various PPE for the safety of public and officers
- Upgrades for new dispatch system
- Upgrades to evidentiary storage / transfer system
- Expanded camera coverage in Borough

Community Events

- **Total of 44 instances of officers participating in community events**

Community Vigils

Readings for kids

K9 Demos

Sporting Events

Church Group Meetings

Youth Presentations

“Bigs in Blue”

Christmas gift project

Security Details

Community Meetings

Distribution of Wellness Bags

Safety Trainings / Presentations

Cocoa w / cop (YWCA)

Increased foot / bike patrols

(Many others canceled due to COVID restrictions)

New Department Members

- 3 new officers to replenish from separations
- New K9 to replace retired K9



PARKS & RECREATION



Impact of COVID-19 on Parks & Recreation Budget

- Recreation program revenue down \$80,000
- Community Center revenue down \$13,000
- Pavilion revenue down \$1,900
- Building & grounds rentals is at a \$5,000 surplus due to consistent rental of the Gatehouse and Shaffer Cabin rentals

Parks & Recreation-2020 Impacts of COVID-19



Yellow Phase-

TENNIS, PICKLEBALL, & BASKETBALL COURTS

OPEN

Tennis/Pickleball Courts:

- Players and spectators must maintain 6' of physical distance.
- No more than 25 people may assemble in the court area at one time.
- Use hand sanitizer and avoid touching your face.

Basketball Courts and Pads:

- "No contact rule" - NO GAME PLAYING - available for individual play only.
- No more than 4 people on the pad at once.
- Players and spectators must remain 6' of physical distance.
- No more than 25 people may assemble in the area of the basketball pad at one time.
- Use hand sanitizer frequently.

The graphic features a yellow background with a white border. It includes three photographs: a basketball hoop in the top left, a tennis court in the bottom left, and a pickleball court in the bottom right. The text is centered and uses a mix of bold, black, sans-serif fonts and a white, cursive script for the phase name.

Operational & program changes were necessary throughout the different phases of COVID-19.

Parks & Recreation-2020 Impacts of COVID-19



The Stuart Community Center served as a temporary shelter for Community CARES from April through July.

Parks & Recreation-2020 Impacts of COVID-19



Playground equipment closed during the pandemic to help prevent the spread of COVID-19.

Parks & Recreation-2020 Impacts of COVID-19



A screenshot of a Facebook post from Carlisle Parks and Recreation. The post is dated June 8, 2020, and was published by Stephanie Taylor. It features a share from Carlisle Borough Government regarding a COVID-19 update. The main text of the post states that the Carlisle Community Pool will remain closed for the 2020 season due to the COVID-19 pandemic, despite Cumberland County reaching the 'green phase' on June 12, 2020. Borough Manager Susan Armstrong explains the decision is based on safety and compliance with restrictions, including social distancing, capacity limitations, and sanitation requirements.

Carlisle Parks and Recreation
Published by Stephanie Taylor · June 8 ·

Carlisle Borough Government was sharing a COVID-19 Update.
June 8 ·

Carlisle Community Pool to Remain Closed for Season While Parks, Spray Pads, Playgrounds, and Recreational Programming Ramp Up

While Cumberland County will reach the “green phase” on Friday, June 12, 2020, the continued restrictions under the Governor’s Re-Opening Plan have weighed heavily in the conclusion and announcement that the Carlisle Community Pool will remain closed for the summer season due to the COVID-19 pandemic.

Borough Manager Susan Armstrong explained the rationale for the decision. “The safety of our community continues to be at the forefront of Carlisle Borough. Remaining compliant with the restrictions and precautionary measures that are recommended in the green phase for outdoor pools was examined closely by staff. Social distancing, capacity limitations, sanitation requirements, and the time needed to certify lifeguards and train staff were strongly

The Carlisle Community Pool remained closed for the 2020 season.

Parks & Recreation-Accomplishments



A Park Use Agreement allowed local gyms & studios to hold classes in our parks.

Parks & Recreation-Accomplishments

This week we want to see YOUR pictures in OUR parks! Everyday we will post a theme. We want to see your favorite pictures /places & how you utilize the parks!

TODAY'S THEME ➡ RECREATION PROGRAMS



Carlisle Parks and Recreation

Published by carlisleparksandrec
May 6 at 12:09 PM · 🌐

The answer is D — West South Street!

Bicycling Safety on Roads and Trails:

- Always wear a helmet: Pennsylvania law requires all cyclists under age 12 to wear an approved bicycle helmet. Helmets are... [More](#)

Find us on the maps!



G. Penn State's Dickinson School of Law

Staff utilized social media to highlight our parks and trails.

Parks & Recreation-Accomplishments

Each summer, we bring you musical performances from talented local artists as part of our Summer Artist Series. This year, due to COVID-19, the Summer Artist Series will look a little different. Every Sunday at...

[More](#)

PENNSYLVANIA COUNCIL ON THE ARTS A STATE AGENCY

Carlisle Parks and Recreation's



Virtual 2020 SUMMER ARTIST SERIES

SUNDAYS, JULY 5 - AUGUST 9

5 <i>July</i>	JUST ALVIN 60S, 70S, 80S	26 <i>July</i>	JIMBO SAGE Blues & Everthaang Else
12 <i>July</i>	FOWLER & FOLK Folk	2 <i>Aug</i>	SOUTH BOUND BUFFALO Country Rock Cover Band
19 <i>July</i>	TIMELESS BAND Oldies/ Classic Rock	9 <i>Aug</i>	JCT 114 Bluegrass, Country, Gospel Acoustic



Concerts will be pre-recorded and available for viewing on Carlisle Parks & Recreation's Facebook page. At your convenience, tune in after 6:30pm to catch these local performers!

*Please note- schedule is subject to change.



2020 Summer Artist Series: Junction 114

92 views • Aug 7, 2020

👍 4 🗨️ 0 ➦ SHARE ≡ SAVE ...

Summer Artist Series concerts took place virtually.

Parks & Recreation-Accomplishments



The department hosted a Trunk or Treat event on Halloween that followed CDC guidelines.

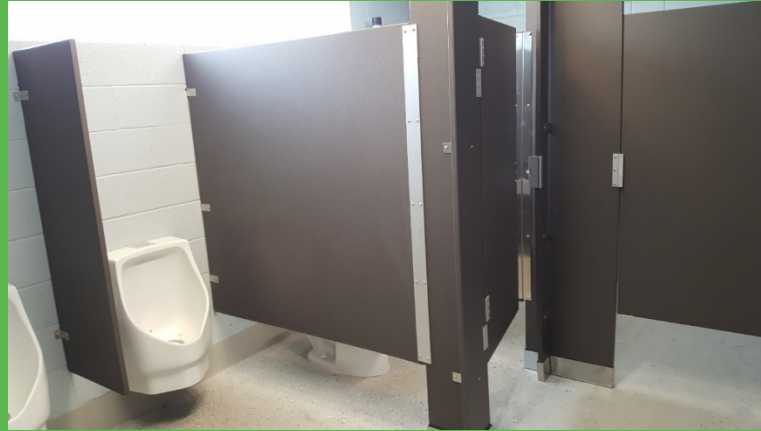
Parks & Recreation-Accomplishments



Melinda Hench, Kelsey Najdek, Kristin Zeigler, Andrea Crouse

Parks & Recreation-Accomplishments

LeTort Restroom
Renovations



Pool Vending Hut
Renovations



Drain Work in
Main Pool

Parks & Recreation-Accomplishments

Four new pickleball court lines were recently installed on the east side courts at LeTort Park.

Anonymous donors provided the funds for the painting of the new courts, removal of the old pickleball court line and provided funds to purchase four, new portable pickleball nets. The total donation was \$3,600.

Even with the new pickleball lines, tennis lines on the east side remains.



Parks & Recreation-Challenges Moving Forward

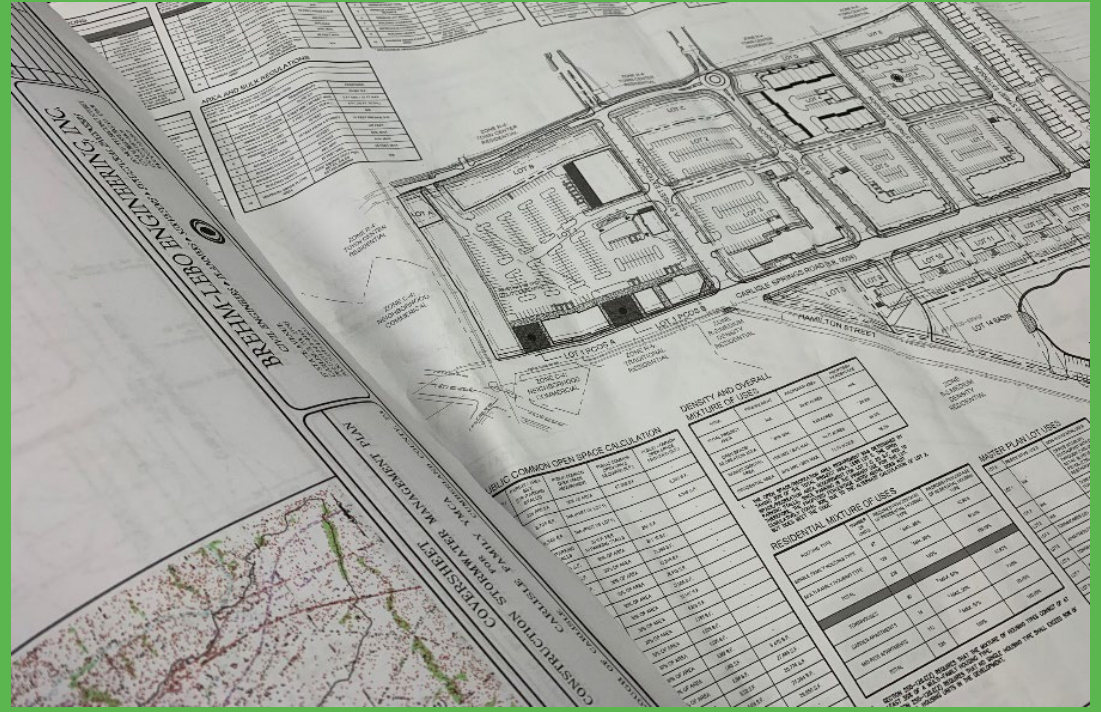


Parks & Recreation-Challenges Moving Forward



- Determining Staff Level For Parks Maintenance Crew
- Currently operating with three maintainers for 17 parks, swimming pool and facilities, and snow removal
- Continue collaborating with other departments to complete projects

COMMUNITY DEVELOPMENT



COVID-19 Impacts on Permit Activity/Revenues

- The number of total permits were $\frac{1}{2}$ what they would typically be for the last four years
- Permit revenues are at $\frac{1}{4}$ where they typically are
- The estimated project value is down 29% over the past four-year average

Community Development Accomplishments

- Assisted with US Census field canvassing/surveying
- Attended meetings & offered input on two mixed-use projects in South Middleton, which will affect Borough
- Assisted Public Works with assembly, coordination, delivery, & replacement of recycling bins & toters
- Assisted with administration & delivery of Borough bags

Community Development Accomplishments

- Adapted to, fast-tracked, & provided technical guidance on permits/requests
- Adjusted meetings to adhere to social distancing guidelines
- Handled calls, concerns, & questions about the impact of COVID-19 on landlord-tenant issues, evictions, property maintenance, and construction

2021 Objectives

- Continue to offer certainty, flexibility, & stability in the processing of applications, permits, as well as the enforcement of property maintenance matters
- Work with Climate Action Plan as it relates to community, land-use, and development strategies
- Continue to learn, evaluate, & recommend best options for fostering growth for downtown merchants and other businesses to minimize economic hardship as we navigate the coming months.

WATER RESOURCES



COVID-19 Adjustments

- Creation of Work Teams and Modified Schedules
- Limited entrances to facilities
- Required PPE and testing
- Modified construction schedules
- Postponed curb & sidewalk inspection program

2020 Accomplishments

- Reduced Utility Street Restoration backlog by over 80%
- Excel Stormwater Diversion
- Initiation of Stormwater Master Plan
- Chesapeake Bay Pollutant Reduction Plan
- Penn Street Water Tank Painting
- Focus Sewer System Rehab in northeast
- Staff training and certifications



Major 2021 Projects

- Carlisle Connectivity Project
- Sanitary Sewer & Water Distribution Systems Rehabilitation
- Stormwater Master Plan
- Smart Water Meter Conversion
- Biosolids Management Evaluation



Challenges

- Maturing workforce
- Keeping utility rates affordable

Enterprise Funds

- Water
- Sewer
- Stormwater
- Solid Waste
- Parking
- Highway Aid

WATER FUND



WATER FUND SUMMARY

- Fund Balance Goal Met
- Operating Surplus (Reserves Used for Capital Expenditures)
- 2021 Rate Increase: 3.42%
 - Minimum Bill Increase of \$1.71/quarter
 - Average Bill Increase of \$2.28/quarter

WATER FUND SUMMARY

- 2021 Debt Issuance Likely
- Planned Capital of \$5,534,761 (5 year: \$16,013,511)

SEWER FUND



SEWER FUND OVERVIEW

- Fund Balance Goal Met
- Operating Surplus
- No 2021 Rate Adjustment
- 2021 Debt Issuance Likely

SEWER FUND OVERVIEW

- Planned Capital of \$2,709,750
(5 year: \$27,253,200)
- ATAD Project Study

STORMWATER FUND



STORMWATER FUND OVERVIEW

- Fund Balance Goal Met
- Operating Surplus
- No 2021 Rate Adjustment
- 2021 Debt Issuance Likely
- Planned Capital of \$852,287 (5 year: \$2,712,094)

SOLID WASTE FUND



SOLID WASTE FUND OVERVIEW

- Fund Balance Goal NOT Met
- 2021 Includes an Operating Deficit
- Bag Rate Consideration
 - No 2021 Rate Adjustment
 - 3% Contract Increase
 - To Eliminate Operating Deficit, a \$6.28 bag rate would be needed

SOLID WASTE FUND OVERVIEW

- No 2021 Debt Issuance Proposed
- No 2021 Capital Projects Planned

PARKING FUND



COVID-19's Effect on Parking

- Stopped downtown enforcement for four months; still not enforcing long-term meters
- Stopped residential enforcement for five months. Began issuing tickets August 24
- Stopped collecting lease & other permit payments. Lease payments resumed September 1

COVID-19's Effect on Parking

- Parking garage did not charge fees until September 1
- Laid off 6 part-time employees; 3 have returned
- CIP Projects put on hold because of lost revenue

COVID-19's Effect on Parking

Category	2020	2019
Overtime Parking – tickets	\$43,772	\$82,870
Residential Parking – tickets	\$6,901	\$16,808
DJ Fines	\$4,565	\$12,419
Parking Meters	\$126,792	\$239,251
Parking Garage:		
Leases	\$28,117	\$51,158
Daily	\$20,499	\$40,891
Hotel	\$15,553	\$82,104
Jury	\$2,925	\$6,906
Leases (Parking Lots)	\$40,211	\$63,804

*Revenue figures through October 31 of each year.

2020 Accomplishments

- Updated Borough Code to reflect the enforcement time of parking meters
- Combines all Cumberland County contracts & agreements into one meter parking agreement
- Updated rates jurors paid in parking garage

2020 Accomplishments

- Implemented parking program for Cumberland County Adult Probation
- Reinstated Cumberland County Victim Services parking agreement after pilot program
- New retaining wall built in West Chapel Avenue parking lot

Looking Ahead to 2021

- Evaluate meter hood program
- Resurface, landscape, and evaluate stormwater in the W. Pomfret Street parking lot
- Perform interior maintenance in Pomfret Street Parking Garage
- Begin enforcement of gold meters
- Evaluate fee charged for gold meters

PARKING FUND OVERVIEW

- Fund Balance Goal Met
- Operating Surplus (Reserves Used for Capital Expenditures)
- No 2021 Parking Rate Increase
- No 2021 Debt Issuance Proposed
- Planned Capital of \$316,663 (5 year:\$802,223)

HIGHWAY FUND



HIGHWAY AID FUND OVERVIEW

- 2021 Decrease in Liquid Fuels Allocation
- Planned Capital of \$660,000 (5 year: \$3,542,000)
- Projected Fund Balance Remaining for 2021 is \$1,169,326