

Community Resilience in Carlisle: Engagement and Wellbeing

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Research Goals

The goals of this research study are to measure city resilience using the the City Resilience Index (CRI). The City Resilience Index is a framework and online tool developed for the Rockefeller Foundation by Arup International Development. The research is being done in collaboration with the Greater Carlisle Project (GCP), the Borough of Carlisle, the Rockefeller Foundation and Arup International Development. The purpose of the research is to provide a gauge for the Borough of Carlisle with their current resilience standings. The results of this research will inform the community about specific areas of improvement and spark conversations about the strategies for building resilience in the region.

Approach

Our research team met with members of the Greater Carlisle Project committee and staff of the Carlisle Borough early in the semester to discuss goals and expectations for the project. We have collected quantitative and qualitative data corresponding to the seven topics in our area-Engagement and Wellbeing, input the collected data to the CRI tool and used the tool to construct an integrated profile of Carlisle's resilience. Data collection included interviewing municipal officials and leaders of community organizations, as well as reviewing written sources to obtain quantitative data about the community. Ellen researched Citizen Participation and Awareness, and Education; Natalie researched Health; Liv researched Culture, and Support and Welfare; and Logan researched Food, and Crime and Policing.

In order to properly assess our subcategories, we wrote interview protocols based upon the questions provided by the CRI. The interviews were semi-structured however: while we stuck to a few main questions, our interviews diverged from the protocols depending upon who we interviewed and what information they provided for us as the interview went on. Upon analyzing the data from our interviews, we filled in any information gaps with quantitative information found online. These mainly came from surveys or the websites of civic actors in the borough. This quantitative information was especially useful in answering specific questions provided by the CRI, for example Carlisle's adult literacy rate or number of hate crimes per 100,000 residents.

CITIZEN PARTICIPATION AND AWARENESS

Summary of Interviews

For the Citizen Participation and Awareness questions on the CRI, I interviewed Pastor Ryan Brown from New Life Community Church and Sean Shultz, Carlisle's deputy mayor. I thought their opinions would be interesting to compare and contrast, since Brown comes from the private sector and Shultz from the public. Had both of my interviewees been from the local government or vice versa, I might have received some biased answers so I came into these interviews hoping that the different nature of each interviewee's role in community engagement would keep the other in check.

Pastor Brown started by discussing the role of his church in the neighborhood in which it's located: it is one of the poorer ones in the borough, and also one of the most diverse, drawing in many immigrants and groups with conflicting interests. He says that going to church on Sundays used to be one of the great equalizers in a community, as people from all walks of

life were coming together for the same greater purpose. People have become less religious and may not even be Christian in this neighborhood now, however New Life Community Church hopes to continue playing an egalitarian role in the community through social justice. The building itself is used as a tool for partnership, with three other groups in the building that often host conferences on social issues affecting the area. Sean Shultz added context for the entirety of Carlisle, talking about how neighborhoods are often segregated economically and sometimes racially. He discussed how strong neighborhood groups exist throughout the borough and they work with federal grants to improve their neighborhoods. When interests coincide, the two groups can often compromise: when one neighborhood was disappointed houses on the Tire & Wheel site would be rentals, they worked with the developer on a plan to eventually transition to owner occupied housing. Both Shultz and Brown agreed there is limited to no youth engagement in Carlisle.

Shultz and Brown also agreed on something more positive however: the strong citizen engagement in general that exists in Carlisle. As mentioned earlier, Carlisle is home to many neighborhood organizations, and Shultz described some of their projects, including park renovations and a Help Your Neighbors Day. Brown backed this up, saying that there are many opportunities to get involved and most people want to give back. He highlighted United Way as an example of citizens, government, and businesses all working together, and says that donations for projects have come both from local businesses and corporate entities such as Giant. Shultz expressed the same gratitude for the contributions of local businesses, however said corporate ones tend to be more detached from the community. While Shultz emphasized that many people don't know their neighbors due to low density or high percentage of rentals (Carlisle is 50/50 owner occupied/rental, and most rentals are located north of High Street and in between South and West Streets), these programs seem to be turning the tide in higher density neighborhoods. While Shultz said that the distribution of council throughout town and on social media helps get the word out, Brown said that their activities are not well known. Shultz also mentioned however that citizens rarely attend council meetings.

Responses to CRI Questions

I. To what extent are communities within the city cohesive across different racial and cultural groups?

Carlisle is facing something of an identity shift: while it was once a relatively homogeneous community, it has recently received an influx of cultures and ethnicities through an increase of immigrants settling in the area.¹ As of 2010, Carlisle is 82.1% White, 7.9% Black, and 4.5% Hispanic. The town is also home to a large community of Bosnian immigrants.²

There are no gated communities, but Carlisle neighborhoods have not always been heavily integrated. This too is beginning to change however. Neighborhoods that would have once been associated with one race (for example, the area between High and B Streets being a "Black" neighborhood) are becoming more multicultural. While less segregation is ultimately a good thing, strong relationships within these newly multicultural neighborhoods are still in the

¹ Brown, Ryan. Personal interview. 18 October 2016.

² "Carlisle, Pennsylvania." *city-data.com*.

process of being formed completely. Economic circumstances also play a role in weak ties between neighbors: when someone who owns their house has five or six different neighbors in the rental property next door over a couple of years, there will not be as strong of an effort to get to know one's neighbors.³ In order for multicultural neighbors to truly be able to advocate for one another's needs and form a supportive neighborhood, there must be stronger communication among neighbors from different backgrounds.

Despite recent integration and immigration however, most of the town's black population still remains to the north of High St, while some of the neighborhoods in the Southwestern neighborhoods of town are 100% White. Neighborhoods further from the center of town tend to have very high White populations as well.⁴ A strong network of citizen-run neighborhood organizations are easing this process of creating community ties and carrying out projects to make Carlisle's neighborhoods more livable. This dedication to community service allows for the potential for all citizens to make their voices heard, and provide resources that the greater community may not know how to use to their full potential in light of these recent changes to Carlisle.

II. To what extent is support provided to communities to empower disadvantaged groups?

Most neighborhoods in Carlisle contain strong citizen organizations that advocate for their unique interests and partake in projects to make the neighborhood more livable, such as park renovations. Examples include South of South St, East Side Neighbors and West Side Neighbors. Through their projects, spaces such as parks go beyond simply being gathering spaces to become community development tools. West Side Neighbors' Heberlig-Palmer Park renovation for instance has brought the surrounding community together to help redesign a space that will be beneficial for making continued connections among neighbors for years to come. The renovation then concluded in a Grand Opening Celebration full of activities for everyone in the community; an exciting kick-off of the role the park will play in acting as a place that anyone in this diverse neighborhood can visit regardless of economic status.⁵

The federal and borough governments work collaboratively with these groups in improving the neighborhoods that they serve. Community Development Block Grants provide these groups with funds needed to carry out their projects and raise the quality of blighted neighborhoods. Pitt Street Pride is an example of one of these projects carried out through CDBG funds. The PIHRL project will also provide funds for low-income housing to be built on the Tire & Wheel brownfield site, however it has to be a rental program for a number of years.⁶ Since the non-permanence of renters leads to less of an investment in the neighborhood, this leads to concerns as to how well this project will improve the quality of the neighborhood in which it will be located.

While these neighborhood organizations and government grants are useful in creating a cohesive, safe community for all citizens, one concern lies in that there are few groups meant to specifically meet the needs of minority or immigrant groups. Although Carlisle citizens are by

³ Shultz, Sean. Personal interview. 1 October 2016.

⁴ "Races in Carlisle, Pennsylvania Detailed Stats." *city-data.com*.

⁵ "Heberlig Palmer Park Project and Fundraising." *Carlisle West Side Neighbors*.

⁶ Shultz, Sean. Personal interview. 1 October 2016.

all means tolerant (no hate crimes were reported per 100,000 citizens), these groups have distinct needs from the whole of their community that should be met.⁷ Existing neighborhood organizations are well-intentioned and often successful with meeting their goals, but when most of their leaders are from the upper middle class, there tends to be disconnect between leadership boards and the minority groups they serve.

One group that does specifically provide support for economically disadvantaged, minority groups in their neighborhood is Hope Station. Located in Memorial Park and surrounded by public housing, Hope Station serves its community on a daily basis through an after-school homework club at which snacks are provided and Dickinson College students volunteer. They also host holiday and back to school celebrations for the neighborhood, at which necessities parents may not have been able to afford otherwise are given away, such as Halloween costumes and backpacks full of school supplies.⁸

III. To what extent is support provided to communities to support young citizens?

Carlisle is on average a younger community than those surrounding it, with a median age of 33.4.⁹ Despite this, there are no organized civic groups for Carlisle youths to make a difference in their community and advocate for specific issues that affect them. This doesn't mean that Carlisle youths are keeping themselves out of civic life entirely. Sometimes, individuals or student groups will get involved with service projects. A quick glance through West Side Neighbors' records of community service activities shows a group of Carlisle High School carpentry students who helped raise garden beds as part of the Heberlig-Palmer Park Renovation.¹⁰ However, there is no organized effort to engage the youths of Carlisle on a large scale. As a result, youths are losing out on opportunities to develop leadership skills and discover their passions. They represent a large, underutilized group of citizens whose involvement in the community is needed to keep its benefits sustainable.

Schools and churches provide resources for youths during hours of operation, but there is no outreach beyond their constituencies or after hours. This could potentially perpetuate some of the social problems that come with Carlisle's neighborhoods becoming more multicultural and socioeconomically mixed. According to Pastor Ryan Brown of New Life Community Church, the YMCA once held youth nights which were attended by a diverse cross-section of Carlisle citizens. These gatherings played a role in introducing youths to peers with different experiences than their own, however when the YMCA had a transition in leadership, these programs were ended.¹¹ When youths have no formal means of connecting with someone from a different background, an opportunity to create understanding is lost. Without the sense of empathy formed through these interactions, social segregation will continue to exist.

IV. To what extent are all parts of the population engaged with, and participating in, matters affecting the city

⁷ "Carlisle, PA Crime and Crime Rate." *USA.com*.

⁸ Hope Station site visit. 21 October 2016. Kitzi Chappelle, Executive Director.

⁹ "Carlisle, Pennsylvania Demographics Data." *TownCharts*.

¹⁰ "HP Park Raised Garden Bed Dedication and Carpentry Certificate Award Ceremony Recap." *Carlisle West Side Neighbors*.

¹¹ Brown, Ryan. Personal interview. 18 October 2016.

Citizen interest groups are spread throughout all neighborhoods. Service programs that they put on, such as Help Your Neighbor Weekends allow for neighbors to get to know one another through community improvement and looking out for vulnerable members of the community. Larger scale charities such as United Way and collaborative efforts such as the Greater Carlisle Project allow for even more engagement across neighborhoods, and for social issues facing the community to be tackled from more than one direction. The GCP in particular allows individual citizens and underrepresented groups to take initiative and have their voices heard in larger-scale community projects.¹²

In denser, downtown neighborhoods, these service events act as steps toward creating a community in which neighbors know one another on a personal basis.¹³ Resultantly, these neighbors will be more likely to aid one another beyond official neighborhood events. A few of Carlisle's newer, more suburban neighborhoods along Route 11 experience disconnect; not only between neighbors but from the community as a whole due to their physical location. Sean Shultz asserts that the blocks around Valley Meadows Park for instance sometimes feel like a separate town: the only road that connects them, albeit indirectly to Carlisle is Route 11 and other than the vast Valley Meadows, there are no gathering places for its residents.¹⁴ This evident sense of disconnect makes getting involved with community issues a challenge for these residents, who do not have a citizen group to speak up for their interests.

Physical spaces serve as a means for collaboration and social understanding as well. New Life Community Church's building serves members of the community beyond those who attend its Sunday services by sharing it with a few other community organizations.¹⁵ All of these groups can therefore interact with one another and easily share their specific perspectives as to how community issues should be approached. There are no limitations upon freedom of speech in Carlisle: these groups actively make their voice heard to the government in regards to community issues. As a result, citizens from all neighborhoods have someone advocating for their unique needs. There is some disconnect between the leaders of these groups and those who they serve however, since the leaders tend to come from the upper middle class and have never faced some of the social issues they are attempting to mediate.¹⁶

V. To what extent does the private sector contribute to society and the spirit of community within the city?

Carlisle has a strong network of small, local businesses, and citizens report having a good relationship with their owners. Meanwhile, small businesses owners work together to promote shopping locally, creating an economic culture that lifts up locally-owned downtown businesses rather than focusing upon competition amongst one another. This sense of community provides a helpful support system for any new local business. Through the Shop the Block initiative, visitors to Pomfret Street are encouraged to visit all of the shops, restaurants, and galleries the

¹² Brown, Ryan. Personal interview. 18 October 2016.

¹³ Shultz, Sean. Personal interview. 1 October 2016.

¹⁴ Shultz, Sean. Personal interview. 1 October 2016.

¹⁵ Brown, Ryan. Personal interview. 18 October 2016.

¹⁶ Brown, Ryan. Personal interview. 18 October 2016.

block has to offer. Their owners often collaborate on full-block events that bring a sense of community to something like shopping that is more traditionally an individualistic activity.¹⁷

Collaboration is also common between local businesses and the previously-discussed neighborhood organizations. Due to this neighborly relationship that goes beyond economic transactions, these small businesses are eager to get involved with community activities; whether it's through their presence or donations of money and products. A quick glance at the West Side Neighbors webpage shows multiple local restaurants having provided free lunches to volunteers working on a park project.¹⁸ Larger businesses in the area such as Giant have proven to be more distant but still involved corporate community members as well, through donations of food and coupons.¹⁹ At the same time, Carlisle citizen groups are holding local businesses and services accountable. The neighborhood organization South of South St's website contains an organized spreadsheet on which members can review local service providers they have had do work for them.²⁰ When business owners have these neighborly ties with their patrons, they are more likely to provide quality services due to the social consequences in their neighborhood of poor service.

The lost of the Tire & Wheel factory removed a large economic presence and thereafter corporate responsibility from the downtown: while the old factories were located in residential neighborhoods, the warehouses and trucking complexes are all located out of town. There have been no major complaints about their practices, but there are questions as to if these corporate entities are giving back to the community in proportion with how much land they take up and money they make for themselves.²¹ A trip to Carlisle C.A.R.E.S. also revealed that many warehouse workers take advantage of the homeless shelter's services and can be found in homeless encampments in parks, raising the question as to how well they are providing for their employees.²²

VI. To what extent are there strong networks of community-based organizations across the city to mobilize, organize, and exchange knowledge?

Between neighborhood organizations such as South Of South St and West Side Neighbors, and community-wide charities such as Project Share and United Way, the Carlisle Borough Council has many groups that focus on specific issues affecting the community with which to collaborate. These organizations themselves commonly combine their resources: West Side Neighbors' Heberlig-Palmer Park renovation has included partnerships with United Way, Project SHARE, various churches, and other community organizations.²³ As a result of these collaborations, community leaders have knowledge on how to best carry out their projects so that all citizens' needs are addressed. In the case of an emergency, this holistic approach is needed.

¹⁷ "Shop the Block -- Pomfret Street." *visitcumerlandvalley.com*.

¹⁸ "HP Park Raised Garden Bed Dedication and Carpentry Certificate Award Ceremony Recap." *Carlisle West Side Neighbors*.

¹⁹ Brown, Ryan. Personal interview. 18 October 2016.

²⁰ "Vendor Review List." *South of South Street Association, Carlisle, PA*.

²¹ Brown, Ryan. Personal interview. 18 October 2016.

²² Carlisle C.A.R.E.S. site visit. 21 October 2016. Shari Bellish, Executive Director.

²³ "Day Of Sharing Recap -- Project SHARE Farm Stand Grand Opening & Celebration in HP Park." *Carlisle West Side Neighbors*.

The Borough Council often takes advantage of these opportunities, and citizen input has changed the direction of proposed council activities. For instance, when the YMCA proposed moving to Thornwald Park, passionate citizen concerns about not wanting the park to be taken over by a private entity kept the move from happening.²⁴ This large scale mobilization of citizens through neighborhood organizations has resulted in a local government that is willing to include public opinion as a factor in making decisions. Neighborhood desire for more owner-occupied housing led the Tire & Wheel developers to shift their plan from being a rental-focused one to a transition toward owner-occupied housing. Citizen groups are drawing up their own ordinances to present to Borough Council as well. South of South Street's Rental Responsibility Ordinance was written in response to issues between the neighborhood's renters and landlords.²⁵ This specific initiative goes beyond collaboration between the local government and concerned citizens. As discussed earlier, renters can sometimes be disconnected from neighborhoods as a whole due to their non-permanence in the area. The Rental Responsibility includes the voices of a group that is often left out, and considers their experiences when examining relations in the neighborhood.

A comprehensive, holistic approach is taken when planning town-wide projects as well. In order to best fit the interests of all parties in Carlisle, the Urban Redevelopment Plan saw collaboration from citizen groups and Carlisle's businesses with the local government. Initiatives from citizen-run groups draws upon collaborative efforts as well. The United Way Day of Caring saw all of the aforementioned groups coming together to give back to the community.²⁶ This collaboration allowed for more areas to be served rather than the event having a focus upon a single organization's specific goals.

As discussed previously, there is somewhat of a lack of diversity on these organization's boards, leading to a disconnect between wealthier citizen leaders and the disadvantaged who they serve.²⁷ No matter how well-intentioned these groups are, if they are carrying out service projects without getting to know the people who they are benefitting and listening to their needs, this disconnect will always exist. While it is good that the upper classes have an investment in their community and a desire to help those who are in need, the strongest resiliency requires there to be a more diverse cross-section of the town holding leadership positions on these boards.

VII. To what extent are there inclusive, integrated, and transparent mechanisms for communication between local government and citizens?

By all means, Carlisle Borough Council strives to be transparent in its actions. There is a strong social media presence for people who cannot make council meetings; through online forums and council member's Facebook pages. Council members also live all throughout town and can easily be approached by their concerned neighbors.²⁸ As discussed in the previous section, citizen input is also put into consideration when carrying out a project, and in some cases has changed the direction of proposed projects.

²⁴ Shultz, Sean. Personal interview. 1 October 2016.

²⁵ "Rental Responsibility Ordinance." *South of South Street Carlisle, Pennsylvania*.

²⁶ Brown, Ryan. Personal interview. 18 October 2016.

²⁷ Brown, Ryan. Personal interview. 18 October 2016.

²⁸ Shultz, Sean. Personal interview. 1 October 2016.

However, attendance at council meetings tends to be low, whether due to lack of interest in the moment or other commitments that keep citizens from being able to put aside the time to attend. In these cases, citizens have to go looking for the information shared at these meetings. Social media acts as a good start toward learning council members' goals and positions, and Carlisle's neighborhood organizations take this further through providing summaries of meetings on their own websites.²⁹ If a citizen is more comfortable attending and expressing their concerns at a West Side Neighbors, this group and similar ones can act as messengers between citizens and the Borough Council. The assured attendance of neighborhood leaders allows them to express these concerns of citizens who are unable to attend, and then these leaders can pass information back to their neighborhood. Meanwhile, the borough's home rule charter encourages community participation in council.³⁰ While there are signs in braille in Carlisle Borough Hall, there are no official means of communication in minority languages; a concern considering the growth of Carlisle's immigrant population.

Limitations

Carlisle's size was perhaps the greatest limitation toward finding specific quantitative data: working with a town of less than 20,000 people, it is evident that some of the indicator questions are geared toward larger cities. Even the phrasing (per 100,000 residents) shows how these questions are more accurately answered by cities larger than Carlisle. While some rates per 100,000 citizens in Carlisle could be found despite this, others had no answer that could be found online, possibly due to no survey being taken. Youth unemployment rates for instance could be found for the state of Pennsylvania, but not Carlisle or even Cumberland County. Meanwhile, there was no information to be found about the number of charities operating per 100,000 citizens or total annual corporate charity as a percentage of the GDP.

Timing ended up being another limitation to this data: as a result of other expectations as a student, there was only enough time to do two interviews about citizen participation and awareness. Had we more resources, we could have interviewed board members from some of Carlisle's neighborhood organizations or even average citizens. We managed to find excellent information on neighborhood organization websites, however it would have been useful to have in-person interviews based specifically around the CRI questions.

EDUCATION

Summary of Interview

In order to answer the questions related to education, I have interviewed John Friend; the superintendent of Carlisle Area School District. As superintendent, Mr. Friend manages the school district on a day-to-day basis as well as envisioning how the missions of the district will be playing out in decades to come. I chose Mr. Friend as an interviewee because this large scope of his job would provide important information about the current climate at Carlisle Schools as

²⁹ "Category: Government." *Carlisle West Side Neighbors*

³⁰ Shultz, Sean. Personal interview. 1 October 2016.

well as an analytical look at where he believes they are headed, and how they have improved from the past.

Mr. Friend described the Carlisle High School campus' own vo-tech wing and wide range of honors and elective courses compared to its size as the school district's greatest educational benefits. Students have more resources through these than other local schools to discover a passion and if they want to pursue a trade, they can do so within their own building rather than having to go to a separate school. Dickinson College acts as another resource in the area with programs that students can attend. According to Mr. Friend, President Weissman is good about contacting the school district when Dickinson has a program that could be of interest to its students. However, from his description of the connection between Dickinson and CASD, Dickinson students mainly get involved at elementary schools rather than working with high school students.

Carlisle schools serve a diverse array of students, and Mr. Friend said that his staff is prepared for the challenges this provides. All teachers have to go through Excellence & Equity training in order to properly understand underprivileged students' unique needs. The school has also removed all prerequisites of Advanced Placement courses and pays for sophomores to take the PSAT; two important steps toward applying to college. While Mr. Friend said that recent test scores have not yet been released, Carlisle Schools' faculty are now more aware and flexible toward students' needs as a result of this training. He views the school's diversity and high turnaround rate in the student population as a privilege: new arrivals from the Army War College give CASD a microcosm of the world and students are exposed to more experiences and viewpoints than the average central PA student. He could not think of any harrowing instances of race or class-based bullying that have occurred recently.

Responses to CRI Questions

I. To what extent is quality education accessible and affordable to all?

Between racially and economically diverse students from Carlisle, and new arrivals from the Army War College each year, Carlisle High School acts as a microcosm of the world around it.³¹ The Carlisle Area School District provides free and compulsory primary and secondary education for all children, and most area families are taking advantage of it: 87% of adolescents are enrolled in public high schools, while 60% of children are in public primary schools.³² Educational attainment gaps across different races are concerning however. A higher percentage of Blacks and Latinos have less than a high school education than that of White youths. Meanwhile, more Blacks than Whites have a high school degree or bachelor's degree.³³ 80.25% of all Carlisle High School students scored proficient or higher on the state examinations, however the achievement gap among underperforming disadvantaged students has not closed.³⁴

³¹ Friend, John. Personal interview. 17 October 2016.

³² "Carlisle Pennsylvania Education Attainment Charts." *TownCharts*.

³³ "Carlisle Pennsylvania Education Attainment Charts." *TownCharts*.

³⁴ "Carlisle High School Academic Performance Data (2015-2016)." *Pennsylvania School Performance Profile*.

CASD is taking serious measures toward closing the achievement gap however. This is why I have given them a higher ranking. Teachers are required to go through Excellence & Equity training, which introduces them to some of the challenges that may restrict underrepresented students' academic performances. As a result, they are more prepared to provide necessary and discreet extra help to these students rather than placing them under the same expectations of more privileged students. Meanwhile, most prerequisites for honors and AP courses have been lifted, meaning that gifted but disadvantaged students can now enroll and perform to their full potential.³⁵

While the most recent test scores have not been released at the time of my interview with Superintendent John Friend, his measures toward closing the gap provide reason to believe that Carlisle Schools will only be moving forward toward their goals for all students in the future. Taking measures to assure that all students will succeed despite the limitations of coming from a disadvantaged background assures that Carlisle will have strong human capital across all demographics for generations to come. Friend noted that the well-educated of Carlisle tend to have a civic-minded attitude; one that hopefully his equity-based approach to education will allow to continue and expand.³⁶

II. To what extent has the city's adult population attained a high level of education?

Carlisle is located in the middle of a higher education hub in Pennsylvania: Dickinson College is located downtown, while Shippensburg University, Harrisburg University, and York College are all within an hour's drive. This results in a strong intellectual community in the area. 35% percent of adults have a Bachelor's degree or higher; more than every community in the area except for Boiling Springs and higher than the US and Pennsylvania average. In the meantime, 91% of residents have a high school diploma or GED, and 99% have completed primary school.³⁷ Meanwhile, Carlisle High School has a strong connection with local universities. High achieving students can take courses at Dickinson College, while Harrisburg University often does on-site visits.³⁸ Due to the high school's locations and the strong network it has built with local universities, Carlisle High School students get much exposure to higher education. Students who are interested in continuing on to higher education get the resources they need to succeed during the application process.

The relationship between Harrisburg University and Carlisle High School is especially strong in regards to low-income, minority students. CHS guidance counselors target them to get enrolled at the University, giving them valuable help through the entire process that they may not have had access to otherwise. CHS also picks up the tab for all 10th grade students to take the PSAT, allowing them to identify these students who may not have considered college as an option due to cost or lack of resources. While Carlisle offers few night classes for adults, online courses are widely available.³⁹ These are useful for adults who want to improve literacy, as well as anyone transitioning between jobs because their industry has closed down in the Carlisle area. The ease of being able to take a class from home as opposed to traveling to a university on a

³⁵ Friend, John. Personal interview. 17 October 2016.

³⁶ Friend, John. Personal interview. 17 October 2016.

³⁷ "Carlisle Pennsylvania Education Attainment Charts." *TownCharts*

³⁸ Friend, John. Personal interview. 17 October 2016.

³⁹ Friend, John. Personal interview. 17 October 2016

regular basis also makes these courses more accessible to adults who may have to work on top of going back to school.

With its location in downtown Carlisle, Dickinson College also provides valuable resources for anyone interested in higher education. Their relationship with Carlisle Schools only continues to grow. Interim President Neil Weissman has met with Superintendent Friend to discuss how to broaden relationships between departments at the two institutions, and how Dickinson can best provide resources to student groups at Carlisle High School who would use them.⁴⁰

Limitations

This study of Carlisle Area School District focuses mainly upon Carlisle High School. John Friend's interview and quantitative information gave a comprehensive view of how being an economically disadvantaged or minority student could affect one's success at Carlisle High School. However, little could be found in regards to test scores or demographic information in regards to Carlisle's elementary or middle schools, and Superintendent Friend focused his interview upon equity measures at the high school. To interview the principals at every other school in CASD would require more resources and time. At the time of Friend's interview, the most recent standardized test scores had not been realized. This created another limitation toward analyzing his equity programs. Since they had been implemented at the high school relatively recently and this latest testing data has not been released, it is still unknown how much these programs have closed the achievement gap between disadvantaged and privileged students.

SUPPORT AND WELFARE

Summary of Interviews

For support and welfare, I interviewed Lucy Zander of the United Way of Carlisle and Cumberland County. The United Way works to allocate funds to different organizations throughout the community that help support those in need. I thought she would be a good source to use because while they disperse funding for all the welfare and support organizations throughout the community, they also do a community assessment every year. This community assessment works exactly parallel to what our project aims to do.

Ms. Zander started the interview by explaining what United Way does within the Carlisle area and throughout Cumberland County. She explained that United Way funds around 40 programs and partners with 27 agencies to disperse funding to organizations throughout the community that vulnerable people within Carlisle can utilize.⁴¹ A few of these organizations include, Hope Station, Carlisle Cares, Cumberland County Habitat for Humanity, Employment Skills Center etc. These organizations are available to almost everyone in the public, although

⁴⁰ Friend, John. Personal interview. 17 October 2016.

⁴¹ "Live United". <http://carlisleunitedway.org/about-us/faq/>.

many of them have some kind of requirement to be able to use the service, they have to be able to show they have a pertinent need for help.⁴²

United Way is an organization within the community that brings together local businesses, volunteers and people from throughout the entire community to attempt to lift the burden of homelessness and poverty and create more stability for those living with these issues. The cohesiveness with this organization and the community is very easily seen through the connections that United Way has with so many different need-based organizations. Ms. Zander made a point to mention that once a year different community volunteers go to every single program they fund throughout the community and conduct a review of all the programs and grant them funding depending on their relevance within the community and their effect on the people that they help.⁴³ These volunteer review boards are a prime example of how the citizens of Carlisle are engaged and care about the general welfare and support of those in need throughout the community.

Kitzi Chappelle, the Director of Hope Shelter was also interviewed for the CRI Project, but for the culture portion. While her organizations works to create a more stable place for children in need, she also spoke to the cohesiveness of the community. As a resident of Carlisle for her entire life, she had a stable grasp on the consistencies and inconsistencies within programs for vulnerable people throughout the entire community and the relative opinions of those involved with them. She touched on the relationships between people within the community, and their relative perception of belonging. The information found within her interview is also important in this section to understand the relationships between organizations and the people they are helping.

Responses to CRI Questions

I. To what extent is help provided for vulnerable individuals who may not otherwise have immediate social support?

Carlisle as a community is home to over 40 different organizations and over 20 different non-profits, who's main goal is to help those within the community that are vulnerable to: abuse in the home, poverty, homelessness, financial and physical disabilities and food insecurity.⁴⁴ These programs not only work with vulnerable people within the community, but most if not all create a cohesive environment for volunteers and those more fortunate in the community to help those in need. Most people living within the Carlisle limits are within walking distance of organizations that will work with them to help create a more stable life. If they do not, the community has a CAT circulator bus that helps give people in need the opportunity to get to these programs, and even to get them to their jobs in the surrounding areas. There are also multiple workshops and trainings available throughout the year that focus on education the general public on problems that affect the community and how to be aware and give help to

⁴² Zander, Lucy. Personal Interview. 26 October 2016.

⁴³ Zander, Lucy. Personal Interview. 26 October 2016

⁴⁴ "Live United". <http://carlisleunitedway.org/about-us/faq/>.

those involved, like Human Trafficking Awareness Trainings presented by the Carlisle Area Family Life Center.⁴⁵

The gamut of programs available throughout the community ranges from support groups (for both men and women), to food banks and even to employment skill centers.⁴⁶ Overall, the total number of people that have been helped by these programs, especially United Way of Carlisle and Cumberland County within the past year is around 90,000 people.⁴⁷ Most, if not all, the programs offered within Carlisle's community are available to anyone that shows they are in need of the services. There are some instances where a certain individual may come in, and with specific experiences in their past, like a sexual assault, etc. they are offered services, but put on watch and have consistent check-ups to make sure they are using the services for the right reasons.⁴⁸

Once individuals begin to utilize the services within the community such as Carlisle Cares or Hope Station, they must continue to show that they are in need of the services. There are annual reviews by community volunteers through United Way, that check in with the organizations that make sure the needs of the community are consistently being met, and that the programs are helping the vulnerable people within the community.⁴⁹ Overall, there is a positive perspective of those that participate in these diverse programs. While there is a positive perspective of the programs, there are a few limitations to the programs that are apparent throughout the community.

While these program's intentions are to help as many people within the community as possible, there is almost always a limit to the amount of resources with the community. Places like Carlisle Cares in the recent months has found that an influx of those in need of places to sleep at night are making hard for the organization to fit everyone into a safe space to sleep.⁵⁰ Other places like United Way have noticed that many of the organizations throughout the community, while receiving adamant funding, find it hard to cope with the large amount of vulnerable people asking for their services and have to create waiting lists, that many times, the people on them are not able to receive the needed service.

II. To what extent is support provided to strengthen family units?

Carlisle as a community is home to more than 60 avenues for vulnerable people to receive need.⁵¹ Within these 60 or so organizations there are many that directly deal with family support, especially support for women and children in need including, Safe Harbor, WIC and Family Health Council of Cumberland County. Most of the services offered throughout the community focus on single mothers and children, but not traditional family units.⁵² There are options for those with more traditional families (mother, father and children), but these programs

⁴⁵ "Carlisle Area Family Life Center". <http://www.carlislefamilylife.org>

⁴⁶ "Live United". <http://carlisleunitedway.org/about-us/faq/>.

⁴⁷ Zander, Lucy. Personal Interview. 26 October 2016.

⁴⁸ Carlisle Cares Site Visit. 21 October 2016. Bellish, Shari. Executive Director.

⁴⁹ Zander, Lucy. Personal Interview. 26 October 2016.

⁵⁰ Carlisle Cares Site Visit. 21 October 2016. Bellish, Shari. Executive Director.

⁵¹ "What to Know About Cumberland County". <http://www.carlislepa.org/wp-content/uploads/2013/04/COUNTY-DIRECTY-1-17-2013.pdf>

⁵² Tapestry for Health and WIC Site Visit. 4 November 2016. Fair, Alyssa and Whitwere, Gail.

are limited by the amount of resources an organization has. Places like Carlisle Cares, works to help anyone within the community that need shelter, food or counseling services, but because of available space the people that most benefit from these services are smaller families or individuals.⁵³

In an effort to help those suffering from food instability, Carlisle as a whole has spent much of their time focusing on creating many different options for food pantries. Carlisle Food Panty, Project SHARE and Carlisle Emergency Food Pantries are just a few examples of places that have special programs for those in need, and for those that would be in need if an emergency were to occur.⁵⁴ While the community has focused much of their time on creating services for those in need of food stability, there has also been a shift in health services for those within the community. Places like Sadler Health Center create a place for those that cannot adequately acquire health services due to a lack of health insurance to come and receive the health services they need. Vulnerable people are able to receive services including dentistry, counseling, prescriptive, family practitioners and social services here.⁵⁵

The inclusivity throughout the community revolving around informal and formal ways of helping families in the community is vast. There are also regular events throughout the community that focus on entertainment for families. The Carlisle Theatre regularly sponsors events for local filmmakers to come in and show their work. There are also activities available for families to participate in sponsored by Hope Station and the borough such as Fall Festivals, Black History Month Celebration and artist exhibits.⁵⁶ All of these events are accessible to those throughout the community and are promoted by the borough on Carlisle's weekly event calendar online and through posters and word of mouth within the community.

III. To what extent do local communities and community organizations provide an additional avenue of immediate support for citizens?

Carlisle is home to many different organizations that work to bring together the people within the community. Places like United Way, work to support all the organizations and programs within the community by granting them funding to continue. This additional funding comes from sources such as government grants, non-profit organizations and donations from people within the community. This funding is imperative to continue every single program Carlisle offers. United Way works to send out volunteer reviewers to check in with every single program once a year and make sure their funding is being used to make the impact on the community that the programs say it will.⁵⁷

One specific program funded by United Way is Hope Station, which provides afterschool tutoring for students, and an afterschool snack program. This program helps build a sense of belonging for children that if not involved would not receive this help. While there are organizations that work to create a cohesive environment for those that are vulnerable, the sense

⁵³ Carlisle Cares Site Visit. 21 October 2016. Bellish, Shari. Executive Director.

⁵⁴ "Homeless Shelter Directory". <http://www.homelesshelterdirectory.org/cgi-bin/id/foodbank.cgi?foodbank=2597>

⁵⁵ "Sadler Health Center". <http://sadlerhealth.org>

⁵⁶ "Town Planner". <http://www.townplanner.com/carlisle/pa>

⁵⁷ Zander, Lucy. Personal Interview. 26 October 2016.

of belonging throughout the entire community of Carlisle is inconsistent. Kitzi Chappelle, the director of Hope Station asserts that because the community seems to be largely divided economically and unintentionally by race, smaller communities within the larger community feel a sense of belonging, but not a sense of belonging within the city of Carlisle as a whole.⁵⁸ Neighborhoods themselves have a support system based off of a general need everyone in that community has, such as; food instability, family issues etc.

While smaller communities, like neighborhoods feel more connected that with the entire community, Carlisle as a whole has a multitude of services available for those in need. There are over 60 combinations of community organizations, non-profits and community support groups available for vulnerable individuals to utilize.⁵⁹ There are programs focused on housing for both women with children and men within the community; Safe Harbor, Carlisle Cares and Genesis House.⁶⁰ A multitude of support is offered to help people build employment skills, find jobs and find affordable housing throughout the community. People can utilize the Cumberland County Housing Authority to find affordable housing, and assistance in finding a home for themselves and their family.⁶¹ According to Kate Molinaro who directs a section within the Cumberland County Housing Authority, 100 people are helped every year to find affordable housing.⁶² Along with affordable housing, there are over twenty churches or parishes throughout the community that offer a multitude of services.⁶³ Many of these parishes participate with Carlisle Cares to offer over-night housing for those in need.

Limitations

The biggest limitation for this section was time. While I e-mailed the two women to interview far in advance, their schedules were so packed that there was only a small amount of time where they could fit the interview in. Another limitation, while smaller was the overlap in organizations throughout the Carlisle community. There are so many different organizations that do similar things within the community that focusing on just one specific organization felt like it was forcing me to find a limit of information. The goal of trying to find and focus on every available assistance program within the community would take much more time.

CULTURE

Summary of Interview

For the section of Culture, Kitzi Chappelle was the main interviewee. Ms. Chappelle is a Board Chair for the organization and works directly with James Washington Jr. the CEO. Hope Station is an organization within the community that seeks to help the community become more cohesive and create a place for children to come for free after-school snacks and participate in a

⁵⁸ Chappelle, Kitzi. Personal Interview. 25 October 2016.

⁵⁹ "Live United". <http://carlisleunitedway.org/about-us/faq/>.

⁶⁰ "Homeless Shelter Directory". <http://www.homelesshelterdirectory.org/cgi-bin/id/city.cgi?city=Carlisle&state=PA>.

⁶¹ Molinaro, Kate and Varner, Chris. In Class Discussion. 25 October 2016.

⁶² Molinaro, Kate and Varner, Chris. In Class Discussion. 25 October 2016.

⁶³ "Churches in Carlisle PA". <http://www.churchfinder.com/churches/pa/carlisle> Google.com-

tutoring program. They hope to teach children how to become leaders within their lives and their community. I chose Kitzi Chappelle to be the main interviewee because while she is a Board Member for Hope Station she is also on the board of other community organizations like Safe Harbor and she has also lived in Carlisle her entire life, which mean she has a perspective not only of Carlisle's culture today, but in the past and how it has developed over time.

To explain exactly what Hope Station itself does within the community, Ms. Chappelle described the multitude of events and after school activities Hope Station offers. Every single day, any child from the community may come in after school and receive a free snack, without any questions being asked. The organization also offers tutoring, music lessons and a safe space for children to play after school until their parents are home. Ms. Chappelle, a resident of the community described Hope Station as a place where those of African American descent can come and feel included and participate in events to celebrate this heritage.

She described citizen participation for the events sponsored by Hope Station like Juneteenth, as very wide. Many people from the community, more than those that simply live in the area, or are of African descent participate in the events. She also described the culture of Carlisle as vast and diverse. Many residential places within the community are separated by economic class, which also influences the race diversity within specific neighborhoods. While Ms. Chappelle mentions this, she also made a point to explain that Carlisle is not generally a diverse place, but people generally have a positive outlook on their living situation within their smaller community within the larger city of Carlisle.

Responses to CRI Questions

I. To what extent is there a sense of cohesive identity and culture within communities and neighborhoods across the city?

Ms. Chappelle, born and raised in Carlisle within her interview, described Carlisle as a place that used to have a very visible cultural divide. While over the years this invisible line has become less definition, there is still a sense of division between people within the entire city. Although, the sense of belonging and pride within the neighborhoods surrounding Hope Stations is evident. The services Hope Station provides, brings in many children from around the area and every day there is a mass of children playing outside. According to Ms. Chappelle, the area around Hope Station is one of the most cohesive places in Carlisle, probably due to the similarity in economic income and race.

As a result of Hope Station, this neighborhood specifically has a large rate of participation in community events such as a basketball tournament and Juneteenth.⁶⁴ This participation is not only by the children, but by parents. Most of the events held are a way for citizens to identify with their own culture, but in a bigger way. Many of the events are focused on the African American identity and teaching young children about where they came from and what they can accomplish in life. The overall reactions to these events has helped create a stronger bond between those in the community and complements the larger Carlisle community as a whole.

⁶⁴ Chappelle, Kitzi. Personal Interview. 26 October 2016.

Ms. Chappelle also mentioned the influence Dickinson College has had on residents in the community in the past. Over the years, she notes that Dickinson's outreach within the community has lessened, but that at one time it was something within the community that regardless of race or economic status people could come together and attend the events held there.⁶⁵ She also mentioned that the overall influence of having a college within the town used to be someone what of an indicator of the culture within the town itself. Carlisle residents usually react positively to events held by the College and many people felt that it was a way for everyone in the community to feel a sense of belonging and pride. Although, over the years, Dickinson's outreach seems to have become less throughout the community and is no longer seen as a point of pride or belonging throughout the community.

II. To what extent is there a cohesive sense of city-wide identity and culture, in which all citizens feel a sense of belonging?

According to Ms. Chappelle, the sense of city-wide identity and culture is definitely lacking. There is a sense of safeness in that people do not feel as if they do not need to go out of their comfort zone and experience the different parts of Carlisle.⁶⁶ This comfort zone is largely due to the economic divide between citizens. Around 30% of Carlisle's total community makes \$10,000 or less throughout the year, while 26% make between \$20,000 - \$49,000 and 5% make over \$100,000.⁶⁷ There is a significant gap between economic classes in Carlisle and this has a direct impact on people's overall sense of belonging and pride in their community.

The economic divide within the community is readily apparent when one is driving through the town. There are sections that are run down or look like they have not had tenants that can afford to keep up with the fixes the residents need, an example is the area of homes around the newly renovated Hope Station Playground, which our class did a walking audit of. These sections compared to homes on the outskirts of Carlisle, many of which are larger, better taken care of and very obviously more expensive, is just one example of the apparent economic divide. Ms. Chappelle mentions that this could be one of the biggest impacts on why the community as a whole does not have a strong identity.

Although the community has smaller portions with a strong sense of belonging, and the community as whole does not, there are many festivals and events held throughout the year. While these events seem to have a high turn-out of participation to the eye, Ms. Chappelle notes that a lot of citizens actually are not aware of the events being held within the community. There is a very distinct gap between the neighborhood's strong sense of belonging within themselves and within the community as a whole. To bridge this gap, measures could be taken to create organizations that work to bring together people from different economic and racial backgrounds to work together.

Limitations

⁶⁵ Chappelle, Kitz. Personal Interview. 26 October 2016.

⁶⁶ Chappelle, Kitz. Personal Interview. 26 October 2016.

⁶⁷ "Carlisle, Pennsylvania Economic Data". <http://www.towncharts.com/Pennsylvania/Economy/Carlisle-borough-PA-Economy-data.html>

The biggest limitation I found within this section is that when asked about the community as a whole, Ms. Chappelle did not seem to feel like there was a huge sense of homogeneity within the community. Her interview was mainly focused on the area around Hope Station, and while that was useful, it would have been better to talk with someone that had a sense of how the community's culture as a whole was. This limitation was mostly due to time because scheduling interviews seemed to be a difficult task with people's busy schedules.

FOOD

Summary of Interview

For the topic of food, I interviewed Elaine Livas who is the Director of project SHARE in Carlisle. Project SHARE's mission is to supply food, nutritional education, and resources within the community to those in need. (projectsharepa.org) Elaine Livas started the project in 1984 with the intent of providing a mechanism for distributing food to economically disadvantaged people in the community. People in need at the time were moving around organizations such as churches in the community asking for food, with no way to identify or monitor the recipients. By starting Project SHARE, these individual's food needs were met and the underlying problems causing food insecurity were able to be better understood.

During the interview Elaine Livas discussed the obstacles that prevented people from accessing the proper food and nutrition they need. Problems ranging from lack of transportation, to dental issues preventing the ability to eat harder produce were identified during the interview. (citation) Project SHARE was behind many initiatives designed to mitigate these issues, such as offering a kitchen space in Project SHARE and classes to help people better understand the food they are eating. During the interview Livas discussed the lack of adequate food resources during the winter months that forces the farm-stand to slow operation. She also said that she knows there is enough food in the community, which is troubling. (Livas. 2016)

Elaine Livas made it clear throughout the interview that in order for people to improve their condition, they need to be empowered and feel a sense of self-worth. (Livas. 2016) Simply supplying the needy with food is not enough, and efforts to understand why they are in need are just as if not more important. Individuals that receive support while they are encouraged to learn and make decisions for themselves are often able to recover from events that have led them to be food insecure.

Responses to CRI Questions

- I. To what extent are adequate and nutritious food supplies affordable to all households?**

For upper middle class households nutritious food is readily available and affordable. For these individuals Grocery stores such as Giant in and around Carlisle successfully provide healthy nutritious food. The farmers' market and specialty stores add diversity and nutrition with their food products, but tend to have higher prices.

For economically disadvantaged people and those without access to transportation it is more difficult for people to access the food they need. Transportation costs, such as riding the bus to the store may make traveling to access nutritious food unaffordable. In order to stretch their money, some shop at second stores such as ALDI's where you can buy in bulk.

There are also programs such as The double up Market Bucks program in accordance with Project SHARE that help make healthy food affordable. The Double up Market Bucks program provides a cheaper opportunity for people to buy fresh local produce by doubling the buying power of people on food assistance programs SNAP, WIC, and FMNP. Project SHARE also operates a farm-stand in an area that has relatively limited access to grocery stores, that distributes produce to disadvantaged community members.

II. To what extent are there adequate and nutritious food supplies that are geographically accessible to all households?

For those with transportation, adequate and nutritious food is easily accessible for households in Carlisle, and grocery stores provide convenient points of procurement. Those without transportation however, depending on location have trouble obtaining a sufficient amount of food. Residents living in the area of Carlisle that is a USDA recognized food desert for example, where residents are at least 1 mile from the nearest supermarket. Walking to stores and then back carrying groceries is an arduous process and too taxing for some.

Those without vehicles sometimes feel pressure to buy a lot at once when they go to grocery stores because they are unsure of when they will be able to return. Public transportation such as the bus system are not affordable solutions to everyone, as the bus fair Farmers on the square and the Project SHARE farm-stand provide locations of food access within easier walking distance for some individuals. However, these resources are not always available and are subject to variability.

III. To what extent are there mechanisms in place to ensure continuity of essential food supplies in an emergency and during times of stress (e.g., imports from major source of supply are disrupted/stopped)?

Project SHARE has enough food for current month and the month ahead, but does not have a generator. Community connections exist with emergency and county organizations that would provide support in supplying food in case of emergency situations.

Limitations

The biggest limitation I encountered was finding information about the mechanisms for supplying food to Carlisle in the case of an emergency situation. Elaine Livas was informed about the stocks of food that Project SHARE had and how long those would last if a potential disaster happened but not about the whole of Carlisle and the state of other food distributors. Specific quantitative questions such as the one about the percentage of malnourished children I was unable to find answers for.

CRIME AND POLICING

Summary of Interview

For my topic of Crime and policing, I chose to interview Stephen Latshaw, the interim Chief of Police for the Carlisle Police department. His job entails such responsibilities as overseeing general operations, payroll, scheduling, and investigations. I asked him a variety of questions dealing with crime in Carlisle and relationships between the community and the Police department.

During my interview I learned that Carlisle is fortunate to not have a significant amount of violent crimes, most crimes being robberies or tied to drug and alcohol use. Networks exist such as open communication lines and crime-watch, which allows community members to anonymously contribute information to assist in solving crime. Latshaw mentioned how Carlisle Police officers regularly visit the schools to improve community relations and educate students, which may be one of the most effective ways to alleviate crime.

Throughout the interview, Stephen Latshaw stressed the importance of strong community relations in deterring crime, referring to citizens as the best eyes and ears of the Police department. (Latshaw. 2016) To facilitate a trusting environment the Carlisle Police department participates in community events and holds open forums where residents can voice their opinions. Council members and the mayor often attend these meetings as well. The police department recently ran a trial of body worn cameras to increase transparency between the department and the Carlisle community. Openness and community policing are seen to be the best method to reducing crime and improving community relations.

Responses to CRI Questions

I. To what extent do preventative programs play a role in tackling crime and violence within the city?

The Carlisle Police department participates with community groups around the borough and openly discusses crime related issues in Carlisle. Interim chief of police Stephen Latshaw is on Nextdoor.com, which allows community members to meet each other, and crime-watch provides a way for citizens to anonymously help solve crimes. Attending community events and meetings, going to schools and Hope station, allows citizens and officers to meet and discuss to better understand each other. These interactions play a significant role in bonding the Carlisle community together in a way that makes crime clearly un-tolerable and helps prevent its occurrence in Carlisle.

II. To what extent are there mechanisms in place within the city to assist the rehabilitation and reintegration of people with criminal convictions?

I was unable to find any programs in Carlisle Pennsylvania but also was unable to contact a parole officer who would have more knowledge of the issue.

III. To what extent does the city promote an urban environment designed to deter crime and violence?

The Carlisle Police department and the citizens of Carlisle both work together to deter crime and violence in the community. The Police department regularly does foot patrols and bike patrols to show presence in the city and community organizations hold events that officers attend as well. The mayor and borough council also support community policing. Open phone lines allow a flow of information back and forth from citizens to the Police department that helps solve and deter crimes.

IV. To what extent are corruptions within the city government adequately addressed?

I could not find any sources of information as to this question.

V. To what extent is the city government considered transparent and trustworthy?

City government members regularly attend community meetings and listen to community members. Human relations commission is very active and citizens are involved. A Body worn camera initiative is to be fully initiated within the next few years to help support a transparent environment.

VI. To what extent is policing and criminal investigation in the city effective?

In general police work and investigations are carried out effectively and efficiently. Clearance rate for crime is 9% higher than the county average. Large numbers of robberies and petty thefts that are nearly unsolvable may distort data. Investigators are competent and officers are very good at their jobs. Detectives are very dedicated and Intel is good. Supported by community relationships and trust between Police department and community

VII. To what extent are security forces available to enforce order in the city following a disaster?

According to Stephen Latshaw, a very good working relationship exists between Carlisle Police department and the State police department. Their relationship with Dickinson Department of Public Safety is strong as well, and allows the Carlisle Police department to mainly focus on areas off-campus. Middlesex township department also offers assistance when necessary. Mutual aid agreements exist with each of the 16 police departments in Cumberland county. When large event such as riot happens, county all cars call brings support from departments county wide. Cumberland county sheriff's department is also available in event of a substantial disaster event.

Limitations

I encountered significant problems when attempting to receive data regarding crime information for Carlisle. I was unable to find any information available as to citizens views on corruption specific to Carlisle. An interview with Matt Candland would have been helpful in retrieving data more pertinent to the city government and I should have contacted him for one. My interview with Stephen Latshaw proved unsuccessful in producing information regarding Reintegration and rehabilitation programs. He told me a parole officer would be more qualified to answer those types of questions. I felt this topic offered many specific questions where quantitative information was hard to retrieve.

HEALTH

Summary of Interviews

To gather information about health risks and basic health programs provided by the city of Carlisle we interviewed a variety of people as well as gathering quantitative information from additional sources. The main people we interviewed were Becca Raley from Partnership for Better Health and Silvia Herman from Carlisle's Mental Health & Intellectual Developmental Disabilities office. Becca Raley was chosen because she has spent her whole life living in Carlisle and has seen the many ways in which it has changed and become a stronger community. Raley was able to provide very detailed information about Carlisle is regards to health programs as well as additional services offered in Carlisle. Silvia Herman was chosen because her program works with a variety of different healthcare organizations in many different surrounding counties.

Becca Raley started her interview by describing what it was like growing up in Carlisle and seeing how the town has grown and become stronger through the years. Raley was able to provide a lot of very detailed information about the healthcare organization, Partnership for Better Health, in which she is the executive director. Partnership for Better Health works with surrounding counties to fund programs and organizations that will strengthen local communities in the way of health. Raley organizes many community fairs and educational programs for all people from the community to come and learn how to improve their health.

Silvia Herman's organization, Mental Health & Intellectual Developmental Disabilities, is run similarly. As director of this organization Herman works with local community members and placing them in the hands of the proper healthcare professionals. While Herman does not have any personal contact with these patients she is constantly communicating with healthcare organizations of varying specialties and from many different counties.

Both Raley and Herman agreed that while Carlisle has many programs for various healthcare needs, there is still much that can be done to make healthcare in Carlisle stronger. They agreed that in order to do such, advertising and outreach to minority and vulnerable communities need to be improved. Carlisle is a very diverse city and the type of people vary in the type of help they need and what they have access to. It seems to be forgotten that not everyone has regular access to community boards or internet, where both Raley and Herman said they post most of their organization's news and programs.

Responses to CRI Questions

I. To what extent are health risks monitored and controlled within the city?

It is not apparent that all health risks are being monitored. Risks that are being monitored are children's health, drug usage, and general health monitoring⁶⁸. Risks such as infectious disease are not being actively monitored throughout the community. There is limited funding for monitoring health risks within the city, however, Carlisle can apply for local and state sponsored grants and extra funding to provide financial assistance with health programs⁶⁹.

⁶⁸ Pennsylvania Department of Health

⁶⁹ Pennsylvania Department of Health

Funds such as the “Preventive Health Services Block Grant” is a grant administered by the Center for Disease Control and Prevention allows Pennsylvania the flexibility to identify key health risks and come up with better outcome programs to address those risks. This funding has assisted towns all over Pennsylvania fund projects for the prevention of cardiovascular disease, promotion of healthy eating and regular physical activity, needs assessment, data collection and analysis, health disparities, prevention of unintentional injury, community organization, TB Laboratory testing, and services for victims of sexual assault and domestic violence⁷⁰.

The Carlisle Comprehensive Plan of 2002 gives information on multiple government funded grants to benefit community members of low-income communities and municipalities with public health programs. The Local Government Capital Projects Loan Program provides low interest loans to municipalities with populations of 12,000 or less for the purchase of equipment and the purchase, construction, renovation or rehabilitation of municipal facilities. Priorities are given to projects that are necessary for public health and safety or involve intergovernmental cooperation⁷¹. Additionally, the Home Improvement and Repair Loans and Grants assists very low-income rural homeowners to remove health and safety hazards in their homes or to improve handicap accessibility⁷².

There is a slight lack of funding for programs to control and monitor the spread of diseases, such as infectious diseases, water and vector-borne disease, as well as a lack of funding for screening programs. In January 2010 the Carlisle Borough Council and Mayor approved an emergency voice messaging system for its residents and water consumers⁷³. The objective of this system was to be compliant with the “Revised Public Notification Rule for Water Treatment Systems” that requires municipalities to notify residents of “boil”, “do not drink” or “do not use” water notifications within 24 hours⁷⁴. This emergency warning system can help Carlisle residents avoid water-borne diseases as well as additional illnesses.

Minority and vulnerable groups in the community are often unable to benefit from any of the existing monitoring and prevention programs. Often times these programs are held by private doctors or are free by community health organizations. Many of the minority and vulnerable groups are unaware that these few free programs exist, due to the lack of advertisements in these minority neighborhoods⁷⁵. A few health organizations in Carlisle are working on initiatives to extend the existing programs to minority and vulnerable groups.

Becca Raley, executive director of Carlisle’s Partnership for Better Health was able to give us information on the public health programs her organization provides to the community. While Partnership for Better Health works collaboratively with local and regional organizations throughout parts of Cumberland, Perry, Adams and Franklin Counties to promote responsible health practices and enhance access to affordable, quality health care for all. Becca explained that often the people she sees at these programs come from the center of the city and often

⁷⁰ “Preventive Health Services Block Grant”. *Pennsylvania Department of Health*.

⁷¹ “Carlisle Comprehensive Plan”. *Borough of Carlisle*. Pg. 64

⁷² “Carlisle Comprehensive Plan”. *Borough of Carlisle*. Pg. 66

⁷³ “Emergency Notification System”. *Carlisle Pennsylvania Borough*.

⁷⁴ “Drinking Water Requirements for States and Public Water Systems- Public Notification Rule”. *Environmental Protection Agency*.

⁷⁵ Raley, Becca. Personal Interview

exclude minority community members. Raley was able to explain that she believes this problem comes from a lack of advertisements to minority groups. Often the Partnership for Better Health advertises its programs on social media and online community boards. Many minority communities have little to no access to computers or readily available internet access, making it difficult or impossible for them to find out about these programs⁷⁶.

Silvia Herman, director of Cumberland County's Mental Health & Intellectual Developmental Disabilities office was able to speculate that the same lack of effective advertisement was happening for her organization. Ms. Herman's organizations works with placing people from all over the county with the proper medical care. Silvia Herman stated that many of the people she works with placing are not from minority groups. Herman was able to address this issue and find better ways of making the organization more apparent to people from all over the community by advertising outside of the internet and working more within the community⁷⁷.

Becca Raley also mentioned that there is a 2-1-1 program where anyone with phone access can call in and ask general questions. This program helps community members become more informed about programs happening in their community as well as getting general questions answered. Raley is aware that the 2-1-1 operators are able to answer questions on general healthcare needs. These questions can be about where to go for a specific healthcare need, where to go for under or uninsured services, programs or fairs in the community, or quick tips on specific issues. As useful as this program is, Raley does not think that there are many people in the Carlisle community that are aware of its services.

II. To what extent are public health awareness and education programs implemented across the city and extended to disadvantaged or vulnerable groups?

There are public health awareness programs put in place by many of the community health organizations. However, some organizations are not providing the information to certain areas in the right way. Many organizations post information about health programs on the internet, yet not all people in Carlisle have access to internet. The public health awareness organizations provide support and patient placement to get people the right support.

There are sufficient mechanisms in place to link the findings of public health monitoring to the development of public health awareness and education programs. There are some-what well-funded health awareness and education programs and programs to promote healthy living. The Partnership for Better Health organization is one of the only public health education and awareness programs in Carlisle. Partnership for Better Health works with communities in Cumberland, Perry, Adams and Franklin Counties to provide education and support of public health. The work Partnership for Better Health does with the Carlisle community is to promote healthy living behaviors for both children and adults⁷⁸.

There is little to no funding for these programs that come from the government (local or regional). However, Partnership for Better Health works with surrounding counties to apply for

⁷⁶ Raley, Becca. Personal Interview

⁷⁷ Herman, Silvia. Personal Interview.

⁷⁸ Raley, Becca. Personal Interview.

grants to fund organizations start new programs for the community⁷⁹. There is provision in the school curriculum for sexual and general health education. Health information and warnings are communicated in multiple languages and methods appropriate for different ability groups (deaf, blind, illiterate etc.).

In 2003, Carlisle's Bosler Library was awarded a grant for \$126,500 to start a program named *Consumer Health Library*⁸⁰. This program is a database that was developed to maintain health resources and provide health education on library site. The *Consumer Health Library* provides content covering all areas of health and wellness from mainstream medicine to the many perspectives of complementary, holistic and integrated medicine. This full-text database covers topics such as aging, cancer, diabetes, drugs & alcohol, fitness, nutrition & dietetics, children's health, men & women's health, and more⁸¹.

Additionally, Carlisle Area Health and Wellness Foundation was awarded a \$45,000 grant to start their Wellness at Work program. Wellness at Work implements workplace wellness programs focusing on nutrition, physical activity and tobacco cessation, through the provision of program activities, policy development and work place environmental changes⁸². It may seem small, but implementing work place health education can make a big impact on worker productivity.

III. To what extent are programs to address substance abuse and addiction implemented across the city and extended to disadvantaged or vulnerable groups?

It seems that there are a sufficient number of programs in the community that address substance abuse. Since opiate addiction has become a greater issue in many cities across the United States, individual states are taking action. Public health and community support organizations in Carlisle have begun providing the community with the necessary support to deal with addiction.

There are few public government funded programs aimed at helping people recover from substance abuse. Those that do exist are inaccessible to many minority groups in terms of location and awareness. Carlisle has a widespread opiate problem that has been increasing since opiate addiction became a serious problem in 2013.

Partnership for Better Health has been awarded thousands of dollars for multiple different organizations to start up drug and alcohol abuse programs. There has been over a hundred thousand dollars granted to programs and initiatives ranging from the Carlisle school district, National Health Services, The Stevens Center, and Hope Station. These programs provided by the Carlisle schools teach students with interactive activities about drug and alcohol prevention as well as motivational speakers. The National Health Services and Stevens Center provides outpatient substance abuse treatment services to individuals who are under or uninsured. Hope Station, a multifaceted community organization uses family-based materials and public service announcements to address, education and increase public awareness of current local alcohol and

⁷⁹ "Grants Awarded". *Partnership for Better Health*.

⁸⁰ "Grants Awarded". *Partnership for Better Health*.

⁸¹ "Consumer Health Complete". *Cumberland County Library System*.

⁸² "Grants Awarded". *Partnership for Better Health*.

other drug issues. These community approaches to increasing public awareness and decreasing drug and alcohol abuse have been very effective in the past years⁸³.

The issues with these programs are that they are not made aware to all people in the community, and don't meet consistently. The extent of the programs supports or success is unknown. It seems that the more disadvantaged people (the people who may need these programs the most) are not always aware of these programs.

To put the severity of Pennsylvania and Cumberland County's issues with opiate addiction and opiate related deaths, the following statistics came from The Pennsylvania State Coroners Association. Between 2013 and 2014, most counties saw a 20 percent increase in deaths related to drug poisoning⁸⁴. In 2014 there were 30 unintentional overdose deaths in Cumberland County. In 2015 there were 41 overdose deaths. As of August 2016, there were 45 overdose deaths in Cumberland County, with 4 months left in the year. In 2014, the Pennsylvania State Coroners Association reported nearly 2,500 drug-related deaths, half of which were caused by opioid medications and non-legal drugs. Data for 2015 and early 2016 indicate these rates are increasing. Between 2000 and 2015, the rate of babies with neonatal drug withdrawal increased 850% in Pennsylvania (from 1.6 to 16 per 1,000 neonatal stays: Cumberland County's rate was 11.5 per 1000 stays, in 2015)⁸⁵. Many public health organizations in Carlisle and Cumberland County are working on strengthening their drug and alcohol education to students, families and community members.

IV. To what extent do general healthcare services operate within capacity at all times and provide adequate and affordable healthcare to all?

There are services in place, nonprofit community health organizations and nonprofit patient placement organizations. There seems to be no shortage of doctors or nurses at independent facilities like urgent care center etc. However, in the local regional hospital, patients often have to wait extensive hours before being seen due to staff shortages.

There are few mechanisms in place to ensure that access to healthcare services extends to all members of the community. However, some minority population groups find it hard to access affordable healthcare. There are urgent care facilities around Carlisle. These urgent care facilities are supposed to serve as quick, emergency offices for people in need of care and do not need to go to the hospital. Urgent care centers deliver medical care outside of the hospital emergency department, on an unscheduled, walk-in basis. Urgent care centers are primarily used to treat patients who have an injury or illness that require time-sensitive care but is not serious enough to visit the emergency room.

These urgent care facilities require insurance or an upfront copay before the visit, making it difficult for some people to afford. However, these urgent care facilities serve as a much better alternative to the regional hospital. While these facilities are helpful by offering after hour care to the community, they are just as remotely stationed as the hospital. In fact, Carlisle's urgent care office, All Better Care, is located at the corner of the street that the hospital lies on, equally as difficult for residents to access without personal transportation. These facilities are meant to

⁸³ "Grants Awarded". *Partnership for Better Health*.

⁸⁴ "Report on Overdose Death Statistics 2014". *Pennsylvania State Coroners Association*.

⁸⁵ Pennsylvania Health Care Cost Containment Council.

provide the community with more easily accessible healthcare services, but accessing All Better Care is difficult for people who do not have reliable transportation or can afford insurance copays.

Staff shortages are very common within general healthcare services across the city and there are severe shortages of skilled and motivated healthcare practitioners within the city. There is no spare capacity, and no mechanisms in place to draft in additional resources, to cope with surges in demand, and there is typically a significant negative impact on the health outcomes of patients seeking treatment from healthcare services at these times.

V. To what extent is effective maternal care and family planning available and affordable to all?

There seems to be a sufficient number of maternal health or family planning services in the community outside of a few organizations and private practicing doctors. Additionally, there does not seem to be an extensive effort to reach out to minority or vulnerable group. The Carlisle Regional Medical hospital has a women's health center with OB/GYNs that can assist with maternal health as well as family planning⁸⁶. Maternal care, family planning education, facilities and resources are severely under-funded and are not readily available or are unaffordable to many within the city. Minority and vulnerable groups are frequently unable to access these services.

When talking to Becca Raley, the executive director of Partnership for Better Health, she mentioned that Carlisle schools provide students with basic safe sex/ family planning education. There are no public organizations that work primarily on maternal care or family planning. However, the regional medical center provides the community with access to an OB/GYN that can assist with maternal care and family planning. Otherwise, family planning programs are not sufficiently advertised to the community.

Partnership for Better Health was able to secure a grant for Carlisle Area Health and Wellness Foundation to start a Post-Partum Adjustment (PPA) Support Group. This support group helps post-partum mothers get in touch with new mothers⁸⁷. PPA is addressed through support groups, materials and training for new mothers to get through the difficult first few months of motherhood.

Additionally, there is an independent organization in Carlisle, The Carlisle Family Life Center. This center provides women with a variety of women's health needs. The center helps woman with medical and material needs, ranging from donating maternity/baby clothes, baby supplies, individual and family counseling for all (especially those who are coping with unplanned pregnancies, or spousal abuse), abortion information, and parenting classes. The center can also provide women with a wide range of references for additional support and needs⁸⁸. The Carlisle Area Family Life Center is a great hidden resource in Carlisle for women and mothers, maternal health and family planning.

⁸⁶ “Women’s Health Center”. *Carlisle Regional Medical Center*.

⁸⁷ “Grants Awarded”. *Partnership for Better Health*.

⁸⁸ “How our staff can help you”. *Carlisle Area Family Life Center*.

VI. To what extent are healthcare services for non-communicable diseases (NCDs) available and affordable to all?

Carlisle is a very diverse community with a variety of medical needs. Many Carlisle citizens have some type of non-communicable disease. The most common non-communicable diseases diagnosed in Carlisle are diabetes and cancer. This is likely due to the lack of medical facilities affordable to minority communities, as well as the high concentration of carcinogens in the polluted air from trucks and nearby factories.

Non-communicable diseases such as cancer, cardiovascular disease and diabetes affect a large portion of the Cumberland county population. Rates of cancer in Cumberland county is 452.4 per 100,000 people, 8.6% of the population has been diagnosed with diabetes, and 20.8 per 100,000 people have chronic kidney diseases⁸⁹.

The main public facility to get treatment for non-communicable disease is the Carlisle Regional Medical Center, which has services for diabetes, cancer, heart care, kidney disorders, and respiratory issues⁹⁰. The regional hospital is the most commonly known place in Carlisle where citizens can access this type of specialized care, outside of private specialists' offices.

The hospital fees are not affordable nor accessible to all citizens. The average hospital charge for the medical management of diabetes is \$22,259, a price few Carlisle residents would be able to afford if they needed these types of services⁹¹. In the past fiscal year, the Carlisle Regional Medical Center made a net of \$121 million dollars on patient revenue⁹². Additionally, the hospital is on the outskirts of town and a car or bus is needed to get there. However, there are few bus stops around the hospital, none that go directly to the entrance.

There is a lack of quality facilities and personnel to manage NCDs. There is a lack of specialist treatment within the city for key NCDs such as cancer, cardiovascular issues, respiratory issues, diabetes, kidney problems etc. The only non-communicable disease treatments in Carlisle are through the Carlisle Regional Medical Center. While there are services to help those suffering from NCDs, the fees to be seen by the hospital physicians are high and therefore not available or accessible to all people in the community, especially those from minority or vulnerable groups.

VII. To what extent are mental healthcare services affordable and accessible to all?

There is an insufficient number of mental healthcare organizations and specialists in Carlisle to accommodate the general population, specifically to assist victims of crime and violence, immigrants, addiction patients, and those who are disabled. With such a diverse population it is inevitable to have a population of people who need mental healthcare services. Mental healthcare services are just as important to a community as general healthcare.

⁸⁹ "Cumberland County, PA". *US Department of Health and Human Services, Centers for Disease Control and Prevention*.

⁹⁰ "Medical Services". *Carlisle Regional Medical Center*.

⁹¹ "Diabetes- Medical Management". *Public Reports- Hospital Performance Report- 2015. Pennsylvania Health Care Cost Containment Council*.

⁹² "Financial Analysis 2015" *Public Reports- Hospital Performance Report- 2015*.

Mental Health, Intellectual & Developmental Disabilities (MH.IDD), an organization in Carlisle that functions under local governments in Cumberland and Perry county, has been working with communities all over the area for several years to address various mental health needs. MH.IDD works with local public and private sectors to place under or uninsured patients into the right care facilities.

Herman spoke about the difficulties running a mental healthcare organization. Herman mentioned that between all the communities between Cumberland and Perry county there are a number of people in need of the services MH.IDD provides. Through grant writing MH.IDD is able to fund local, independent organizations to start programs that benefit those with mental, intellectual, and developmental disabilities. Herman's organization gets separate funding from both state and local governments. Even though MH.IDD gets funding from two different sources, the funding for this multi-county program has taken a serious hit in the past few years. Herman discussed that both state and local governments had cut funding to some healthcare services and MH.IDD was taking a big hit. This funding cut was untimely for MH.IDD, as the number of people they were serving and people that needed their services was quickly rising⁹³.

With a staff of about 50 people, they are working on talking to patients, doctors, or outside organizations. Even though it seems that MH.IDD has its hands full, Herman said that she still thinks there is more to be done. Herman personally believes that it is difficult to educate an entire community on these issues and make them aware that these programs exist, however, she also believes the more people that know about what her organization does, the better off Carlisle people could be.

Additionally, there is a branch of the NHS Human Services Stevens Center in Carlisle. This mental health facility works with a variety of clients with varying needs. The NHS Stevens Center has special programs to treat youth with serious emotional disturbances, teenagers going through tough transitions in their personal life, adults with serious mental illnesses, people with mental health and substance abuse disorders, people suffering with post-traumatic stress disorder, people have experienced brain injuries, and people who are leaving the prison system. This center treats such a variety of people and unlike MH.IDD, are personally able to see and treat patients.

The combination of the multi-county Mental Health, Intellectual & Developmental Disabilities (MH.IDD) organization and the NHS Human Services Stevens Center, Carlisle residents are able to get a variety of mental healthcare needs met. However, there could be more facilities like NHS Stevens Center that see and treat patients, instead of referring them out.

VIII. To what extent are emergency medical services adequately resourced to deal with major events?

Attempts to obtain the level emergency medical resources have been made with no success. However, to determine the level of resources available in an emergency could be done by looking at the number of ambulances in Carlisle's fleet. This could also be done by looking at the number of physicians that work at the Carlisle Regional Medical Center, the number of physicians that are on call every night, and how often the hospital restocks their supplies.

⁹³ Herman, Silvia. Personal Interview.

When emergency medical services are needed to deal with any magnitude of an event they are available. A combination of ambulances, police, and firetrucks are readily available to report to the scene of an emergency's.

The Carlisle Regional Medical Center is the only emergency medical center that is resourced or available to Carlisle residents. However, the Carlisle Medical Center provides care to cities in Cumberland, Perry and Adams county.

IX. To what extent are emergency medical services adequately prepared to deal with major events?

Carlisle has a group called of DECOURT, which stands for disaster/ emergency outreach referral. DECOURT is made up of only volunteers who are trained to respond short term to major emergency events. These volunteers are trained to provide limited medical attention as well as counseling for those affected by a major event. These events may include deadly accidents, murder, fire, support and debriefing. These volunteers provide immediate response and can provide community members with information about ongoing services⁹⁴.

DECOURT is a local volunteer program but abides by statewide regulations. Silvia Herman stated that the volunteers perform annual emergency response drills so they are always prepared for a variety of emergencies.

An example of an emergency that DECOURT responded to was 9/11. In this case, the volunteers provided the Carlisle community with counseling, emotional support, as well as providing the community with ongoing information about the status of New York City⁹⁵. This is a wonderful program that services the Carlisle community in response to an emergency or major event.

Unfortunately, this seems to be the only emergency response team that is annually performing emergency preparedness drills. Similar to accessing information on the resources available for emergencies or major events, gathering additional information on emergency preparedness drills was unavailable, but was confirmed that such plans exist in the borough.

Emergency medical services should always be performing emergency preparedness drills, to ensure that all emergency facilities are able to provide medical services to the community. Additionally, such emergency preparedness plans should be made available to the Carlisle community so community members are able to understand what would happen in certain situations.

Limitations

When trying to find information about health practices and quantitative information specific to Carlisle, we were limited with our information. Many of the informants we interviewed and the sources we used to collect quantitative information had the majority of their information on Cumberland County, not Carlisle specifically. This posed as an obstacle for this section because practices that are done in other Cumberland county cities do not pertain to those

⁹⁴ Herman, Silvia. Personal Interview.

⁹⁵ Herman, Silvia. Personal Interview.

practiced in Carlisle. When collecting information for quantitative information, it was difficult to know what statistics applied to Carlisle specifically.

Silvia Herman, a woman interviewed from Cumberland County Mental Health and Intellectual Developmental Disabilities, was a great source of information on medical and mental health practices done in Cumberland County. Although the office was located in Carlisle, MH.IDD does not work solely with members of the Carlisle community.

Becca Raley from Partnership for Better Health was able to give us information specific to Carlisle. Partnership for Better Health works with schools and community events aimed at better health awareness. While Partnership for Better Health works with schools and organizing community events, the organization does not interact with other private health practices in Carlisle. Partnership for Better Health is a non-profit organization that aims at helping the community in all areas of health but does not work with other health organizations.

RECOMMENDATIONS

Food

There are a variety of opportunities for Carlisle to better meet the dietary needs of its citizens. Transportation seems to be one of the biggest issues when tackling food insecurity. The location of food distribution centers force some residents without access to vehicles to travel far distances or choose less healthy alternatives. Providing free bus transit to grocery stores would reduce the cost for those without vehicles to access food, and allow them to spend their money directly on food. Elaine Livas supports fully funding and provisioning the farm-stand, especially through the winter when it slows operation from 3 to 2 days a week. Doing so would provide food to those individuals who most need it, and those without vehicles at the same time. Access to nutritious food should not be dependent on the seasons.

One possible solution is the formation of a Co-Op, which would be a group of people where they work together to decide what they want to buy. This would allow the group to buy food at retail prices and work together to divide and utilize the food. This approach not only supplies food for cheaper but also empowers and educates people around making food choices. The stigma associated with food stamps and food banks can have negative effects on peoples feelings of self-worth, and changing these harmful attitudes is the first step.

Projects that educate and support individuals to make conscious decisions for their own lives offer better, long lasting results. One such project is the kitchen at project SHARE where people can come and learn about the food they consume and how to process it to meet their own needs. People need to care about themselves before real progress can be made. Better funding for projects that educate and provide community for these disadvantaged individuals provides more long-term solutions for improving dietary habits and nutrition.

Education

While Dickinson students are very involved at the elementary schools, there is a gap at the secondary level, when students are looking into college and discovering their passions. Dickinson students could be tutors, mentors, and friends for CHS students who have fewer resources that would help them succeed at home. Carlisle High School has guidance counselors to aid students through the process of applying for college, and Superintendent Friend noted that

waiving the PSAT costs would help identify disadvantaged students who should be on a college prep track. Having Dickinson students who were once in the same position to mentor these students who are potentially the first from their families to go to college would give them someone who could relate to these students in a way that college-educated professionals couldn't.

Dickinson could also provide information about programs happening at the college that would fit these CHS students' interests, therefore helping them develop a passion and giving them an idea about what life at a four-year college is like. The Clarke Forum for instance brings in renowned professionals from a variety of fields. Giving CHS students access to programming like this would allow them to delve deeper into their interests before they even step foot on a college campus.

Health

Recommendations for health focused organizations and for improving the general health resilience of Carlisle is to increase community outreach. After interviewing community members it appeared to be a theme that these community organizations were seeing participation from people of a particular socioeconomic status. More outreach needs to happen in lower class neighborhoods, where likely, more people will benefit from Carlisle's programs. Ways to improve outreach is to advertise on more diverse forms of news outlets. Something that seems too often be forgotten is that not all people have equal access to internet or televisions. When organizations in Carlisle are advertising their services by social media, tv or radio ads it is likely that their information is missing a large portion of people. A more all-encompassing approach would be to advertise organization services through newspapers or flyers in community buildings where all groups of people can see them.

Support and Welfare

There seems to be an overwhelming feeling that the services; the amount and different kinds throughout the community are filling in almost every gap imaginable. There is such an array of organizations that help with homelessness, poverty, food insecurity, counseling services, family help and so much more that the only recommendation that could be given is that there may be too many organizations to help vulnerable people available. Due to the fact that there are so many organizations within the community there are waiting-lists for people to be able to receive help, it may be helpful to create a smaller amount of organizations that help with a wider range of needs, which would lead to greater funding, therefore helping more people.

It could also be helpful to change the way that organizations are reaching out to those in need. After speaking to Ms. Zander, it became apparent that many of the organizations are trying to reach those in need by the internet and through word of mouth. While word of mouth seems to be working well, there could be better ways to reach people such as posters or people going out into the community and advertising the available services.

Citizen Participation and Awareness

In order for Carlisle's neighborhood and service organizations to truly become resilient, their boards need to contain more diverse cross-sections of the populations they serve. The current boards that are mainly from the White upper middle class are invested in their communities and doing work to bridge gaps between different economic and cultural groups. However, leaders who come from the same backgrounds as those who they are serving have an

understanding of what it means to be part of a minority or disadvantaged group in Carlisle that a more privileged board member will never experience. Having boards that strongly emphasize with their served populations in this way makes it more likely that these sometimes forgotten groups will receive appropriate, necessary services. Meanwhile, with a more diverse group of voices running them, neighborhood organizations will be able to properly tackle a wider range of issues facing their communities rather than taking a broader approach to creating social capital among neighbors. If minority citizens have someone advocating specifically for them, they will be more likely to get involved with these organizations and therefore be more strongly integrated into the neighborhood.

Youths are one of the most ignored age-based demographics in Carlisle. Getting some youth clubs founded in Carlisle for local students is an absolute necessity moving forward: many older kids complain about being bored in Carlisle but don't know all that it has to offer and aren't doing anything to improve it. If Carlisle provides its youths with an organized means to get involved in their community, it will help them develop leadership skills, meet other youths from different backgrounds, and keep them out of trouble that comes as a result of boredom. If those who complain that youths are doing nothing but causing trouble actually created something for youths to do that would be beneficial, there would be fewer activities to complain about. Dickinson College offers a wide variety of activities and service groups for its students, but these are generally not open to the wider community. The college could keep local students better informed about opportunities to engage happening at the college, or even aid Carlisle groups in forming youth clubs with which they would collaborate in the future.

Citizen leaders and groups have taken it upon themselves to fill the communication gap between Carlisle Borough Council and the general public, but Borough Council could be doing more to keep citizens who cannot attend meetings for a variety of reasons informed. Creating a newsletter to be distributed throughout the community that explains what Borough Council is working on would reach a larger scale of citizens than even the individual citizen group's website summaries. It would also allow news from council meetings to reach citizens without internet access in their homes. Citizen groups could take the same initiative in regards to what issues apply specifically to their neighborhood. Online Q&A sessions in which council members can answer questions from citizens who cannot make or don't want to attend town hall meetings would give these people the opportunity to speak directly with someone who is making key decisions that affect their futures. Borough Council could do this through expanding their social media presence: Facebook Live holds much potential for these informal, online gatherings.

Culture

While it is evident that there is a divide between the sense of belonging felt within neighborhood and throughout the community a few things could be done to lessen this divide. The community as a whole could work to create a better outreach method when events are taking place. The community/organizations may need to look at what the best way to relay information about events being held in Carlisle is and work on that. The community's sense of belonging is something that Carlisle as a whole has struggled with for quite a while. The divides between neighborhoods is something the borough could work on, creating a more cohesive living space for many people of different economic classes would be a way to bring a bigger sense of belonging into the community.

Another way the community could become more cohesive, is by creating organizations or programs that focus of educating the youth about different cultures and communities that make

up the Carlisle area. After interviewing Ms. Chappelle, it became apparent that there is a very visible divide throughout the community. Creating opportunities for children to come together, not only while they are in school, but outside, could create a more inviting community for everyone. When you start with educating the children, they go home and tell their parents what they have learned and from there it continues to become a conversation between people. Once the children learn how to work together, that invisible divide between neighborhoods will disappear.

Crime and Punishment

The Carlisle Police department does well at building and maintaining community relationships which provide an atmosphere that helps to deter crime. Increased surveys and media outreach to better understand the Carlisle community's opinions on initiatives like the body worn cameras would be useful. Rehabilitation and reintegration programs for convicted felons should be readily advertised and available. From looking through online sources, none were able to provide a location in Carlisle, while many were available in Harrisburg.

The City government regularly holds community meetings and forums which provide opportunities for citizens to speak on issues in Carlisle. Follow up meetings that would address and show what has been done in response to these voiced opinions could reinforce community-government relationships.

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