

CARLISLE BOROUGH RESOURCE ROADMAP



2016 AGENDA FOR SUSTAINABLE COMMUNITY REVITALIZATION



The historic Carlisle Borough (population 18,600) is undertaking comprehensive efforts to revitalize the community, improve infrastructure, attract economic development and jobs, boost quality of life, enhance arts and cultural engagement, and move toward a sustainable future.

Following devastating manufacturing losses, Carlisle has focused its revitalization efforts in the distressed northwest quadrant. Since 2012, Sustainable Strategies DC (S₂) has worked with Carlisle Borough to undertake robust community planning efforts supported by federal, state, and local partners to inform Carlisle's redevelopment plans in the northwest quadrant, where Carlisle is poised to undertake transformative, multimillion dollar public works, projects, including major brownfields redevelopment, transportation upgrades, stormwater and green infrastructure improvements, and construction/rehabilitation of low-income housing. In partnership with Keystone Strategic Agency (KSA), S₂ is ready to broaden the focus of our collaboration with Carlisle Borough to take community-wide revitalization to the next level.

Beyond the northwest quadrant, Carlisle is committed to enhancing the civic, cultural, and economic vitality of the entire community, while ensuring growth and development are equitable and sustainable. This resource roadmap aligns Carlisle's priority projects with attainable federal, state, and local resources and outlines a 2016 funding agenda for sustainable community revitalization in Carlisle Borough.

THIS RESOURCE ROADMAP PROVIDES FINDINGS & RECOMMENDATIONS FOR HOW CARLISLE CAN:

Set priorities:

Based upon interaction with city officials and key organizational stakeholders in meetings held in Carlisle on January 13, 2016, this Roadmap identifies priority community revitalization projects which:

- Address priority community needs, or catalyze major revitalization;
- Have support from municipal officials and the public;
- Are feasible to implement from a staff capacity, funding capacity, legal and institutional perspective;
- Are competitive for grants and other resources.

Identify & Pursue Best Grant Resources:

The key function of this Carlisle Borough Resource Roadmap will be to identify the grants and other resources for which Carlisle's priority community projects are eligible and most competitive. The Roadmap will assess competitiveness factors and tactical considerations; typical funding ranges; required match amounts; timing considerations; and key next steps.

Strategize for Success:

S² will help Carlisle Borough effectively pursue identify funds by implementing 10 critical funding strategies:

1. Organize an internal Funding Team
 - With leadership from the top
2. Match community priorities to the best resource opportunities
 - Based on eligibility and competitiveness assessment
3. Prepare an annual funding strategy
 - Adopt by Borough Council
 - Share with Congressional delegation and state leaders
4. Develop briefing materials for top projects
5. Organize local support for top projects
 - Important for support letters, as well as pressing congressional delegation and state elected leaders
6. Identify matching opportunities early
 - Be strategic and first in line
 - Align budgeting to key project priorities & match requirements
7. Build relationships with federal agency leaders & program managers
 - Keep in touch
8. Build alliances with Congressional representatives
 - Bring a team to DC at least once annually
 - Work with district directors
 - Invite Members and staff to visit community and tour projects
 - Ask for their support on federal resources
9. Build relationships with key state leaders
 - Important for state funding, matching and grant support
10. Celebrate success
 - Groundbreakings, ribbon-cuttings
 - Invite congressional delegation, state elected leaders and key federal agency officials
 - Work with media

Carlisle Borough's Framework for Approaching Funding Priorities:

- ✓ Do we have the match?
- ✓ Do we have the administrative capacity?
- ✓ Is it a community priority?
- ✓ Will it produce real results?

CARLISLE BOROUGH REVITALIZATION PRIORITIES

NORTHWEST QUADRANT REVITALIZATION

- Brownfields Cleanup and Redevelopment
- Carlisle Connectivity Project
 - Reconstruct failing intersections, complete streets improvements, stormwater infrastructure

SUSTAINABLE COMMUNITY REVITALIZATION

- Berm Improvements
 - Air quality enhancement & reforestation
 - Reduction of slope grade & stormwater management
 - Walking Trail
- Municipal Energy Efficiency
 - Performance contracting and solar
- Road Diet Marking Replacement
- Biosolids Management, Stabilization, and Reuse
- Stormwater Green Infrastructure
 - GIS-Mapping
 - Frequent flooding areas

WORKFORCE DEVELOPMENT & TRAINING

- Carlisle Works
 - Environmental Workforce Development & Job Training Program
 - Highway & Roads Construction
 - YouthBuild
 - Project READY

ARTS, CULTURE, & HISTORIC REVITALIZATION

- My Brother's Keeper Stories
 - Lincoln Cemetery Walk
 - Network to Freedom
 - Mapping the Stories
 - Oral History Youth Project
- Historic Cemetery Wall
- Artistic Stormwater Green Infrastructure
 - Carlisle Urban Stormwater Park

PUBLIC HEALTH & SAFETY

- Fire Equipment & Facilities Upgrades
 - Recruitment & Retention
 - Back-up Generator
 - New roofs and facilities upgrades
 - Radios
- Police Department
 - Community Policing
 - Truck Enforcement
 - Hiring

2016 PRIORITY FUNDING AGENDA

Based upon our assessment of Carlisle Borough's top priorities, feasibility for funding, ability to match and leverage, and political/local support, we recommend the following priority funding agenda in 2016:

Project Title	Funding & Support Needed	Matching and Leverage	Key Next Steps
1. Carlisle Connectivity Project	\$12.1 Million DOT TIGER	> \$8.1 million (last year's match – approximately 67%) primarily from TIF District and PennDOT	<ul style="list-style-type: none"> ▫ Confirm level of TIF proceeds; ▫ Confirm funding request given new \$5 mil minimum; ▫ State and federal advocacy ▫ Plan event to bring top DOT officials to Carlisle; ▫ Coordinate with EPA and other federal agencies to push DOT for priority consideration
	\$380,000 Federal Transit Administration TAP grant (Pending)	30% match from Borough general funds	<ul style="list-style-type: none"> ▫ Coordinate with KSA on state-level advocacy for pending grant
	FTA Bus & Bus Facilities (Amount TBD: \$165,000 - \$40,000,000)	20% match required	<ul style="list-style-type: none"> ▫ Confer with Capital Area Transit on whether to seek this funding, and for which projects in Carlisle ▫ Isolate cost of bus facilities-related improvements from overall Connectivity project; ▫ Determine whether Carlisle/CAT has match
2. Stormwater Green Infrastructure	\$500,000 NFWF Chesapeake Bay Stewardship Fund Innovative Sediment Reduction Grants	1:1 match required	<ul style="list-style-type: none"> ▫ Can be used for planning or implementation ▫ Coordinate call with NFWF to discuss competitive projects ▫ Determine budget using eligible project costs ▫ Develop proposal for fall 2016
3. Carlisle Works	\$200,000 EPA Environmental Workforce and Job Training Development (Pending)	No match	<ul style="list-style-type: none"> ▫ Coordinate with Congressional delegation to make calls/send letters of support ▫ Advocate to DC EPA Headquarters
4. My Brother's Keeper Stories	\$350,00 ArtPlace America	No match	<ul style="list-style-type: none"> ▫ Phase II announcements in May
5. Municipal Energy Efficiency	\$ 2 Million ACE Grant	Loans < \$5 million or 50% of total project	<ul style="list-style-type: none"> ▫ Carlisle should determine if match available and if loan is viable option

		cost. Grants < \$2 million or 30% of the total project cost. Max grant/loan combination cannot exceed 50% of the total project cost.	<ul style="list-style-type: none"> ▫ S² will coordinate a call with Debra Figueroa and Mark Malarich to discuss. ▫ S² will put together a memo outlining the information we will need and the steps necessary to submit a competitive application ahead of the April 1 deadline.
	Performance Contracting	No upfront costs; savings accrue after contract	<ul style="list-style-type: none"> ▫ S² will facilitate call to determine viability of pursuing performance contracting for municipal properties

The following pages provide more detailed discussion of the range of potential funding opportunities available in Carlisle’s key community priority areas.

NORTHWEST QUADRANT REVITALIZATION

BROWNFIELDS REDEVELOPMENT

PROJECT DESCRIPTION

Carlisle’s northwest quadrant revitalization effort took a big leap forward when, in early 2013, U.S. EPA designated Cumberland County Redevelopment Authority (CCRA), in partnership with the Borough of Carlisle and North Middleton Township, as an EPA Brownfields Area-Wide Planning (AWP) recipient. The economic and sustainable community planning underway in Carlisle and Cumberland County has made great progress, with the help of EPA AWP. This AWP effort has already produced a robust reuse plan that includes proposed mixed-use developments of up to 433,000 sq. ft. of new commercial development and 365,000 sq. ft. of new homes, producing 3,000+ permanent jobs, \$125 million in leveraged private investment, and \$49 million in tax increment over 20 years. Informed by a demographic trends and market analysis, the plan includes the development of a Fairground Avenue Stormwater Park, multi-use trails for bikes and pedestrians, and streetscape improvements including roundabouts and “complete streets” connecting the targeted brownfields to the downtown area.

In 2015, Carlisle Borough was awarded \$400,000 in EPA Brownfields Assessment funding to conduct environmental due diligence prior to acquiring several parcels of land necessary for the transportation and stormwater upgrades, to perform additional assessments necessary to secure private sector redevelopers at the brownfield sites, to conduct assessments of other key potentially contaminated sites in the surrounding area, and to support further reuse planning and stakeholder engagement. Carlisle is focused on attracting developers and businesses committed to a vision for sustainable, mixed-use development to the three brownfields sites: the Former International Automotive Components (IAC)/Masland Site (48 acres); Tyco Electronics; and Carlisle Tire and Wheel (12 acres). Carlisle Tire and Wheel was purchased by RE Invest Solutions, a national real estate firm specializing in brownfields redevelopment, who has indicated willingness to help realize the Borough’s vision.

TARGET FUNDING SOURCES

Brownfields Assessment, Cleanup, and Revolving Loan Fund	
Agency	U.S. Environmental Protection Agency (EPA)
Description	<ul style="list-style-type: none"> ▫ Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. ▫ The purpose of revolving loan fund grants is to enable states, political subdivisions, and Indian tribes to make low interest loans to carryout cleanup activities at brownfields properties. ▫ Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. <p>See more at: http://www.epa.gov/brownfields/types-brownfields-grant-funding</p>
Timing	Expected deadline: December 2016

Amount	<ul style="list-style-type: none"> ▫ Assessment: Up to \$200,000 for petroleum, up to \$200,000 for hazardous waste ▫ RLF: Up to \$1,000,000 in loans ▫ Cleanup: Up to \$200,000 per site
Match	Cleanup: Up to \$200,000 per site
Strategy & Key Next Steps	To be eligible to receive a cleanup grant the applicant must be the sole owner of the site that is the subject of its cleanup grant proposal. Carlisle is considering an approach under which it would obtain ownership of the Tyco Electronics site (make sure to use your EPA Assessment funding to conduct All Appropriate Inquiries!). If the Borough obtains ownership, Carlisle should pursue a site-specific EPA Brownfields Cleanup Grant to undertake cleanup activities necessary to attract redevelopers to the site.

Financing Strategies	
<p>A variety of tools and incentives to attract economic development are available to cities and townships in Pennsylvania. As Carlisle prepares to redevelop the northwest quadrant, it will be important to consider the best-combined use of these tools and incentives to help grow the tax base, attract desirable business, and boost economic development.</p> <ul style="list-style-type: none"> ▫ Tax Increment Financing (TIF): Carlisle is underway with establishing a TIF district in the brownfields redevelopment area. Through the use of TIF, Carlisle plans to divert future property tax revenue increases from the brownfields redevelopment area to support the Carlisle Connectivity project and provide match for state and federal grants, including the TIGER 8 grant. ▫ Keystone Opportunity Zone (KOZ): Keystone Opportunity Zones are specific commercial or industrial areas with greatly reduced or no tax burden for the property owners to provide incentives to re-establish and create industrial and commercial centers throughout the Commonwealth. While KOZs are very strong tools to attract business, they cannot interact with TIF districts. ▫ New Market Tax Credits: The NMTC Program provides tax credit incentives to investors to provide cash equity investments in certified Community Development Entities (lending and financial institutions), which may invest this equity in business and public facility projects in eligible low-income communities (the northwest quadrant qualifies). The credit equals 39% of the investment paid out, and can result in multiple million dollars in equity in local projects. The planning for an NMTC is complex, and requires significant expertise and transactional efforts to pursue. <p>Carlisle should consider utilizing a KOZ for the TYCO site, or any sites specifically geared toward advanced manufacturing, making, and other industrial uses. The TIF district can then be drawn to include the IAC and Carlisle Events sites, which are planned to be geared toward mixed-use development and senior/public housing. S² is prepared to coordinate with the KSA group to plan and implement the financing strategy for the redevelopment area that will best attract new business, while also providing the capital to invest in necessary infrastructure improvements and to match federal/state grant funding.</p>	

CARLISLE CONNECTIVITY PROJECT

PROJECT DESCRIPTION

The Carlisle Connectivity project will re-engineer a network of critical state roads and community streets in an area that recently lost three large factories and thousands of jobs, leaving vacant brownfields in the midst of a distressed neighborhood that lies between the historic downtown, the world-famous Carlisle Car Events Center, Dickinson College, the Army War College, and key transportation facilities. The Carlisle Connectivity project will fix two dangerous and failing intersections, reconnect traditional grid streets as walkable complete corridors to new jobs and civic hubs, provide new access to bus transit, and deploy green infrastructure to manage stormwater in this Chesapeake Bay watershed. The result of this sustainable transportation investment will be an integrated neighborhood transportation system that provides new ladders of opportunity for workers and families to the regional transit system, educational institutions, community centers and public green spaces, and key economic hubs. These economic hubs include the established downtown, plus a new mix of up to 433,000 sq. ft. of commercial development and 365,000 sq. ft. of mixed-income homes, producing 3,000+ permanent jobs, \$125 million in private investment, and \$49 million in tax increment over 20 years. Project components include:

- Improvement of Fairgrounds Avenue from Penn Street to B Street as a complete street (\$4,400,000);
- Improvement of PA Route 34/Carlisle Springs Road with streetscaping and stormwater infrastructure (\$8,250,000);
- B Street Extension and improvement to reconnect neighborhoods and new development, between College Street and PA34/Carlisle Springs Road (\$2,750,000);
- Reconstruction of the failing intersections of Carlisle Springs Road, Fairground Avenue and an at-grade crossing of an active Norfolk-Southern rail line, with North Hanover Street (PA11), the main commercial corridor into the historic downtown; (\$3,190,000), and
- Raingardens, bioswales, tree planting, public spaces & other green infrastructure on these transportation facilities to manage stormwater (\$4,510,000).

TARGET FUNDING SOURCES

TIGER 8 Grants	
Agency	U.S. Department of Transportation (DOT)
Description	On December 18, President Obama signed the 2016 Omnibus Appropriations Act into law, appropriating \$500 million for an eighth round of the Transportation Investment Generating Economic Recovery (TIGER) competitive grant program. Similar to previous rounds of TIGER, the Department of Transportation (DOT) is authorized to award up to \$500 million to road, rail, transit and port projects that will have a significant impact on the Nation, a metropolitan area, or a region. - See more at: https://www.transportation.gov/tiger#sthash.WLr6rVq8.dpuf
Timing	Deadline: April 29, 2016

Amount	\$5 million - \$20 million – This is a change from previous years in which the minimum grant request for urban areas was \$10 million
Match	Between 30-70% to be competitive
Strategy & Key Next Steps	<p>Carlisle has landed on the Secretary Anthony Fox’s desk for TIGER grant funding two years in the running, first with a \$600,000 planning grant, then with a \$12,000 million implementation grant. This year, Carlisle will reapply with a strengthened application, improved project readiness, and real commitments for redevelopment of the Northwest quadrant brownfields sites. Recommendations for this year’s TIGER application include:</p> <ul style="list-style-type: none"> ▫ Emphasizing firm commitments for development in the Northwest quadrant; ▫ Persistent political advocacy, including direct communication with Secretary Fox and other top DOT officials; ▫ Cost/benefit analysis that emphasizing guaranteed benefits and does not include any benefits based on speculative development; <p>Key steps will include:</p> <ul style="list-style-type: none"> ▫ Confirming expected level of TIF proceeds; ▫ Determining whether to reapply for \$12,105,900 in TIGER8 funds with \$8,070,000 in match, for a total project of \$20,176,900, or adjust the ask now that the minimum amount is only \$5 million; ▫ Planning an event to bring Secretary Fox and other top DOT officials to Carlisle for a groundbreaking, ribbon-cutting, or related event in the redevelopment area; ▫ Coordinating the EPA to push for additional federal resources to leverage the AWP and assessment grants; and ▫ Coordinating with Congressional offices to ensure Carlisle’s project is a PA priority.

Bus and Bus Facilities Discretionary Grants	
Agency	U.S. Department of Transportation (DOT) Federal Transit Administration (FTA)
Description	<p>The transit capital investment program (49 U.S.C. 5309) provides capital assistance for three primary activities:</p> <ul style="list-style-type: none"> ○ New and replacement buses and facilities (Bus and Bus Related Equipment and Facilities program); ○ Modernization of existing rail systems (Fixed Guideway Modernization program); and ○ New fixed guideway systems (New Starts program and Small Starts.) <p>Eligible capital projects include the purchasing of buses for fleet and service expansion, bus maintenance and administrative facilities, transfer facilities, bus malls, transportation centers, intermodal terminals, park-and-ride stations, acquisition of replacement vehicles, bus rebuilds, bus preventive maintenance, passenger amenities such as passenger shelters and bus stop</p>

	signs, accessory and miscellaneous equipment such as mobile radio units, supervisory vehicles, fare boxes, computers and shop and garage equipment. See more at: http://www.fta.dot.gov/grants/13094_3557.html . These funds could potentially be used to maintain/expand the CAT Carlisle Circulator.
Timing	Expected announcement – March 2016
Amount	\$165,000 - \$40,000,000
Match	20% required match
Strategy & Key Next Steps	<p>Carlisle should consider working with CAT to pursue this funding, in addition to the TIGER 8 grant, to support the transit facility upgrades (shelters, bus pull-offs, signage, catchment area improvements) included in the planned complete streets improvements for the Carlisle Connectivity Project. This funding could help deploy new transit stops and catchment areas for the “Carlisle Circulator Bus.” Key next steps will be to:</p> <ul style="list-style-type: none"> ▫ Coordinate with CAT; ▫ Determine the cost of the bus facilities improvements included in the Carlisle Connectivity project; ▫ Determine whether Carlisle can gather the 20% match for these components; ▫ Determine whether the bus facilities upgrades are dependent upon TIGER 8 funding, and whether it makes sense to apply in this round.

Transportation Alternatives Program	
Agency	PennDOT
Description	The TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation, trails that serve a transportation purpose, and safe routes to school projects.
Timing	Closed on January 8, 2016.
Amount	Up to \$1 million
Match	No match required
Strategy & Key Next Steps	Carlisle has a pending TAP grant request for \$380,000 to support the construction of a multi-use trail and cycle path alongside Fairgrounds Avenue and around a new roundabout to be located at the intersection of Route 11 (Hanover Street) and Fairgrounds Avenue in Carlisle.

Multimodal Transportation Fund Grants	
Agency	PennDOT
Description	Multimodal funding can be used to support (1) projects which coordinate local land use with transportation assets to enhance existing communities; (2) projects related to streetscapes, lighting, sidewalk enhancement and pedestrian safety; (3) projects improving connectivity or utilization of existing transportation assets; and (4) projects related to transit-oriented development. Multimodal funding is best suited for shovel-ready projects, with limited ability to use on design. See more at: http://www.penndot.gov/ProjectAndPrograms/MultimodalProgram/Pages/default.aspx#.Vr4wmOblZYA
Timing	Spring 2016
Amount	Up to \$3 million
Match	30% required match
Strategy & Key Next Steps	In 2014, Carlisle secured a \$1.5 million PennDOT Multimodal grant to conduct ROW acquisition, survey, appraisal, environmental assessment, engineering, and other pre-construction activities for the new roundabout. Carlisle should consider pursuing multimodal funding in the future to support other components and to help leverage federal resources into the project.

SUSTAINABLE COMMUNITY REVITALIZATION

Carlisle Borough recognizes the importance of environmental sustainability in 21st century community revitalization. The Borough aims to undertake equitable and sustainable development through priority projects that improve air quality, reduce GHG emissions, and encourage alternative transportation methods.

THE BERM PROJECT

DESCRIPTION OF PROJECT

Stromberg/Garrigan & Associates have developed an \$800,000 to \$1 million plan to make improvements to a berm constructed to buffer the view and noise of the Xcel warehouse from the Nottingham neighborhood. The plan consists of extending the slope of the berm on the residential side by performing slight excavations to add small steps. The steps would be covered by a new coating of soil, and then planted with a variety of trees and shrubs to create ecological diversity and stormwater management. Xcel Energy has provided \$480,000 toward the project. The project has important implications for air quality, stormwater management, and aesthetics.

TARGET FUNDING SOURCES

Congestion Mitigation and Air Quality Improvement Program (CMAQ)	
Agency	
Description	The Congestion Mitigation and Air Quality Improvement Program (CMAQ) seeks to fund transportation projects that will improve air quality and reduce traffic congestion. Examples of eligible CMAQ projects include pedestrian and bicycle projects, transit improvement programs, congestion reduction and traffic flow improvements, diesel retrofit projects, and funding of transportation demand management programs, among others.
Timing	Expected announcement: October 2016
Amount	Up to \$75,000
Match	20% required
Strategy & Key Next Steps	CMAQ funding is allocated by the Harrisburg Area Transportation Study (HATS) MPO to projects that are on the Regional Transportation Plan (RTP), which demonstrate clear air quality benefits. The RTP will be finalized over the next two months, so we should act soon to begin lobbying HATS to include Carlisle's desired projects that reduce vehicle transportation and emissions on the RTP.

MUNICIPAL ENERGY EFFICIENCY

DESCRIPTION OF PROJECT

Carlisle seeks to improve municipal energy efficiency and reduce energy costs through transitioning to clean energy sources such as solar power, as well as retrofitting publically owned buildings to increase efficiency. Carlisle is exploring several potential approaches to increasing municipal energy efficiency, including performance contracting, installation of a solar facilities on land at the municipal waste treatment plant, and conversion from HPS to LED Street lighting.

TARGET FUNDING SOURCES

Alternative and Clean Energy Program (ACE)	
Agency	PA Department of Community & Economic Development (DCED) and Department of Environment Protection (DEP)
Description	The Alternative and Clean Energy Program provides financial assistance in the form of grant and loan funds that will be used by eligible applicants for the utilization, development and construction of alternative and clean energy projects in the Commonwealth. Eligible applicants include businesses, economic development organizations, and political subdivisions (including municipalities). See more at: http://community.newpa.com/programs/alternative-clean-energy-program-ace/
Timing	Deadline: April 1, 2016
Amount	Loans cannot exceed \$5 million or 50% of the total project cost. Grants cannot exceed \$2 million or 30% of the total project cost, whichever is less. The maximum grant/loan combination cannot exceed 50% of the total project cost.
Match	1:1 required match
Strategy & Key Next Steps	<p>Key next steps for securing ACE grant/loan funding will include:</p> <ul style="list-style-type: none"> ▫ Carlisle should determine internally whether the community has the match required to fund the project and the viability of pursuing partial grant, partial loan funding. ▫ S² will coordinate a call with Debra Figueroa and Mark Malarich to discuss what components of Carlisle's energy efficiency needs will be best to include in this grant application. ▫ S² will put together a memo outlining the information we will need and the steps necessary to submit a competitive application ahead of the April 1 deadline.

Other Resources

- **Performance Contracting** – Energy performance contracts are an alternative funding mechanism designed to accomplish energy savings projects without up-front costs. The Energy Service Company (ESCO) conducts a comprehensive energy audit for municipal facilities and identifies improvements to save energy. The energy company guarantees that the improvements will generate energy cost savings sufficient to pay for the project over the term of the contract. After the contract ends, additional cost savings accrue to the Borough. LED lighting conversions could be part of a performance contracting package. S² has years of experience facilitating successful performance contracts for municipalities and can put the Borough into contact with various energy companies that could provide estimates on performance contracts should the Borough choose to pursue this approach to energy efficiency.

BIKE & PEDESTRIAN ACCESSIBILITY

DESCRIPTION OF PROJECT

One of the Borough's priorities in ensuring the safety of bikers and pedestrians in Carlisle is replacement of the Carlisle Road Diet markings, which have worn significantly since the implementation of the complete streets and traffic calming project in 2010. An additional potential measure to increase "bikeability" in Carlisle would be to implement a Borough-wide bikeshare program.

TARGET FUNDING SOURCES

See Transportation Alternatives Program and CMAQ

TAP is now the primary program to fund bike/ped initiatives. Measures that reduce emissions or encourage more bike/ped or public transportation use than Single Occupant Vehicles (SOVs) could also be eligible for CMAQ funds.

Bikeshare

Private companies design, deploy, and manage bicycle sharing systems in municipalities across the country. While initially bike shares were seen as a tool for large, urban areas, they are increasingly being implemented in smaller cities and towns – particularly college towns and places that seek to attract millennials. S² is prepared to facilitate conversations between Carlisle and bike share operators to determine whether bike share would be a viable method for reducing GHG emissions and providing community members with alternate methods of transportation.

BIOSOLIDS MANAGEMENT, STABILIZATION, & REUSE

DESCRIPTION OF PROJECT

Carlisle Borough seeks funding and technical assistance to address issues relating to sludge from the waste treatment plant. Property owners have filed lawsuits against the Borough due to the smell from use of the sludge as a fertilizer. Ideally, Carlisle would like to repurpose biosolids as fuel.

TARGET FUNDING SOURCES

Municipal Waste Planning Grants	
Agency	Pennsylvania Department of Environmental Protection
Description	Under section 901 of Act 101, Municipal Waste Planning Grants can be used for (1) the cost of preparing municipal waste management plans; (2) the cost of carrying out related studies, surveys, investigations, inquiries, research and analyses, including those relating to siting; (3) environmental mediation; (4) feasibility studies and project development for municipal waste processing, disposal, or composting facilities, except for facilities for the combustion of municipal waste that are not proposed to be operated for the recovery of energy; (5) educational programs or pollution prevention, other technical assistance to small business for pollution prevention and education programs on household hazardous waste.
Timing	Expected announcement: October 2016
Amount	Up to \$75,000
Match	20% required
Strategy & Key Next Steps	Counties are the only eligible applicant for Section 901 funding. Carlisle should consider collaborating with Cumberland County to submit an application to support a plan to address the Borough's sludge problem.

Other Resources
<ul style="list-style-type: none"> ▫ EPA Technical Assistance – http://www.epa.gov/biosolids/partnering-ensure-more-effective-biosolids-management lists various partnerships with regulatory agencies, research universities, municipal agencies, and professional organizations to provide tools and technical assistance for biosolids management. State and EPA Regional Biosolids Coordinators are the first point of contact for many biosolids issues: <ul style="list-style-type: none"> ○ EPA Regional Office Biosolids Coordinator (Pennsylvania): Andrew Gaul, Water Program Specialist PA Department of Environmental Protection 400 Market Street, Harrisburg, PA 17101 Tel: 717-772-5629 ▫ Water Environment Federation's National Biosolids Partnership – Region 3 PA: http://www.wef.org/Biosolids/page3.aspx?id=7657

STORMWATER GREEN INFRASTRUCTURE

DESCRIPTION OF PROJECT

In addition to the stormwater green infrastructure projects planned for the redevelopment of the Northwest quadrant, Carlisle is interested in pursuing funding to undertake Borough-wide stormwater GIS mapping and modeling and additional improvements throughout the Borough as indicated within the 2015-2019 Capital Improvement Plan.

TARGET FUNDING SOURCES

Chesapeake Bay Stewardship Fund	
Agency	National Fish & Wildlife Foundation (NFWF)
Description	NFWF's Chesapeake Bay Stewardship Fund is dedicated to protecting and restoring the Bay by advancing cost-effective and creative solutions with financial and technical assistance. The Stewardship Fund awards \$8 to \$12 million per year through two competitive grant programs and directed technical assistance. Last year, NFWF partnered with EPA to award two types of grants: Small Watershed Grants (SWGs) and Innovative Sediment Reduction Grants (INSRGs). SWGs fund projects that promote community-based efforts to protect and restore the diverse natural resources of the Chesapeake Bay and its tributary rivers and streams. INSRGs fund projects that dramatically accelerate quantifiable nutrient and sediment reductions through innovative, sustainable, and cost-effective approaches, methods, and new technologies. Carlisle is eligible for both types of funding, as it is located within the Chesapeake Bay watershed boundary. One of the program priorities is green infrastructure in urban landscapes. NFWF will invest in projects that build local government capacity for advancing green infrastructure strategies, better integrate green infrastructure into existing local government programs, and/or accelerate adoption of green infrastructure practices on private lands. See more at: http://www.nfwf.org/chesapeake/Pages/applying-for-grants.aspx
Timing	Expected announcement: October 2016
Amount	SWGs range from \$20,000 to \$200,000. INSRGs range from \$200,000 to \$500,000.
Match	SWGs require 1:3 match. INSRGs require 1:1 match.
Strategy & Key Next Steps	Carlisle should consider applying for an INSRG grant to support stormwater GIS mapping, as well as other priority stormwater projects. S ² will coordinate with Mark Malarich to put together a project budget using eligible INSRG costs. We will arrange a call with NFWF to discuss the project and determine its competitiveness for fund.

Other Resources

- **Clean Water State Revolving Fund (SRF) Green Reserve Loans**
 - Could provide low-interest loans or grants
 - Need to determine 2016 level of Green Reserve funding for Commonwealth
 - Typically a lengthy process. After consulting with PennVEST, Carlisle should commence the planning and application process.
 - See more at <http://www.epa.gov/drinkingwatersrf>
- **Economic Development Administration Public Works Grants**
 - Project must guarantee significant job growth to be eligible
 - See more at <https://www.eda.gov/funding-opportunities/>
- **National Endowment for the Arts:** Carlisle has pending “Art Works” grant to deploy green infrastructure in the northwest quadrant in collaboration with artists

WORKFORCE DEVELOPMENT & JOB TRAINING

CARLISLE WORKS

DESCRIPTION OF PROJECT

“Carlisle Works” is a comprehensive training and local hiring program that aims to ensure that the planned redevelopment of the northwest quadrant results not only in improved quality of life, but also in the creation of ladders of opportunity to economic security for its low-income residents, with a special emphasis on low-income, minority youth. As a first step, under the leadership of Mayor Tim Scott, the Borough successfully completed a pilot program for youth job training in basic carpentry inspired by the My Brother’s Keeper Challenge, a White House initiative to bring a cradle-to-college framework to community efforts that connect economically struggling and minority citizens with high-skills jobs, workforce development, health care and educational facilities, quality housing, public green spaces, and key economic hubs. Carlisle Works could advance Carlisle’s My Brother’s Keeper Action Plan to develop and implement workforce training programs that provide low-income community members with:

- Brownfields redevelopment, environmental safety, and green economy skills;
- General education and housing rehabilitation; and
- Highway construction.

In partnership with Cumberland County and the Harrisburg Area Community College (HACC), Carlisle Borough seeks to expand and improve the Carlisle Works initiative through hiring an executive director, building a comprehensive curriculum, recruiting participants from vulnerable populations, building partnerships with employers, and conducting effective job training for low-income residents.

TARGET FUNDING SOURCES

Environmental Workforce Development & Job Training	
Agency	Environmental Protection Agency
Description	EPA’s Environmental Workforce Development and Job Training (EWDJT) grants seek to further environmental justice by ensuring that residents living in communities historically affected by economic disinvestment, health disparities, and environmental contamination, including low-income and minority communities, have an opportunity to reap the benefits of revitalization and environmental cleanup. Through linking to on-the-ground assessment and cleanup activities, EWDJT grants train unemployed and under-employed residents of communities impacted by a variety of waste facilities, blighted properties, contaminated sites, and other environmental issues, for environmental jobs that contractors may otherwise fill from outside the affected community. See more at http://www.epa.gov/brownfields/fy2016-ewdjt-documents .
Timing	Expected award announcement: April 2016

Amount	Applied for \$200,000 in FY 2016
Match	No match
Strategy & Key Next Steps	<p>The Cumberland County Redevelopment Authority (RACC), in partnership with Harrisburg Area Community College (HACC), applied for a \$200,000 EPA EWDJT grant in January 2016. The grant will support an environmental workforce development and job training program to provide local, unemployed and underemployed residents with the skills needed to secure full-time employment in the environmental field, with a focus on hazardous waste remediation, environmental health and safety, green infrastructure management, and other specialties critical to the Borough's brownfields redevelopment plans. Key next steps:</p> <ul style="list-style-type: none"> ▫ S² will coordinate with the Congressional delegation to contact the EPA DC headquarters office in support of Carlisle's EWDJT grant. We will also work to coordinate support with the appropriate officials at EPA HQ in DC, as well as EPA Region 3 (with due consideration toward previous comments made regarding our firm's lobbying on this proposal).

YouthBuild	
Agency	Department of Labor
Description	YouthBuild is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. For more information see: https://www.youthbuild.org/
Timing	Expected announcement: October 2016
Amount	\$700,000 to \$1.1 million
Match	25% required match
Strategy & Key Next Steps	Carlisle has taken the lead on pursuing DOL funding to launch a YouthBuild program in Carlisle. S ² will be available to provide support as requested, including grant writing.

On-the-Job Training and Supportive Services	
Agency	Federal Highway Administration
Description	<p>In 2015, the FHWA launched a Pilot On-the-Job-Training Supportive Services (OJT/SS) Program through the Ladders of Opportunity Initiative to provide funding to State DOTs or local governments applying through their State DOTs as subrecipients to promote innovative, nationally and regionally significant, highway construction workforce development programs that build ladders of opportunity into the middle class for American workers. See more at:</p> <p>https://www.federalregister.gov/articles/2015/09/24/2015-24245/notice-of-</p>

	funding-availability-for-the-ladders-of-opportunity-initiative-pilot-on-the-job-training#h-16
Timing	Closed December 23, 2015.
Amount	Up to \$500,000
Match	No match requirement.
Strategy & Key Next Steps	<p>In December, Carlisle approached PennDOT about collaborating on an application to the FHWA Pilot OJT/SS program. While PennDOT was willing to collaborate, Carlisle ultimately did not apply to the program due to time restraints, among other concerns. Key next steps:</p> <ul style="list-style-type: none"> ▫ S² will communicate with our FHWA contacts to determine if this program will have another round of funding. ▫ We should discuss whether this program aligns with Carlisle’s goals for a highway construction job-training program and makes sense in terms of grant administration and program management.

Other Resources
<p>The Restoring the Environment and Developing Youth (READY) Program is a program funded by Howard County, MD, and administered by the Alliance for the Chesapeake Bay (the Alliance) to provide employment of young adults, aged 16-26, in building rain gardens and taking measures to reduce the flow of toxic stormwater runoff into Chesapeake Bay. READY is looking to expand to other areas in the Chesapeake Watershed. S² has hosted a webinar with Peter Bulka, a Crew Leader and Supply Chain Manager for the READY Program. S² will coordinate with Chris Varner to determine next steps in initiating a READY program in Carlisle. See more at: https://allianceforthebay.org/our-work/healing-the-land/ready-program/</p>

ARTS, CULTURE & HISTORIC REVITALIZATION

Carlisle Borough, in partnership with the Downtown Carlisle Association (DCA), the Elm Street Program, Carlisle Arts Learning Center (CALC), and other community organizations, is dedicated to enhancing the civic, cultural, and economic vitality of the entire community.

MY BROTHERS'S KEEPER STORIES

DESCRIPTION OF PROJECT

As part of Carlisle's My Brother's Keeper Plan, the Elm Street project is promoting the identity of the West Side Neighborhood by rediscovering the history of the neighborhood's black residents, including soldiers and freedom seekers. Through storytelling and oral history, the rich past of the neighborhood will be presented and celebrated. The project seeks to acknowledge the difficult, often tragic, barriers that black residents in Carlisle faced through an honest analysis of the history. This initiative will incorporate several projects:

- **Lincoln Cemetery Memorial Walk:** When Memorial Park was founded in the 1970s it was built atop the former Lincoln Cemetery, an African-American burial ground, which interred former slaves and soldiers. During the 1970's revitalization projects utilized as the cemetery space for a new park, many of the tombstones were misplaced. While there is currently a small plaque memorial with names, there is only one tombstone remaining on the site. This project will develop a larger memorial to commemorate the men and women still buried at this site as well as a walking art trail (arts and sculptures) along Pitt Street leading to the Historical Society's pocket park.
- **Network to Freedom:** The Network to Freedom is an area on the National Register of Historic Places which focuses attention on freedom seekers connected to the Underground Railroad. The Network incorporates a broad collection of sites which are associated with the Underground Railroad story. Currently, the Cumberland County Court House and Cumberland County Historical Society are on the National Register of Historic Places. This project seeks to include the former cemetery located where Memorial Park now stands into the Network to Freedom. Evidence suggests that former freedom seekers and Civil War veterans are buried at this site. Inclusion into the Network to Freedom would help promote a better understanding of the history of black residents in Carlisle.
- **Mapping the Stories:** Individual homes associated with the history of black residents – specifically freedom seekers and soldiers – who lived in this neighborhood will be identified in an interactive story-telling map, and markers will be placed on houses of importance to help residents recognize historical importance of their homes which have thus far gone unrecognized.
- **Oral History Youth Project:** Working with youth from Carlisle High School, students will have the opportunity to learn oral history and storytelling techniques and apply these skills to their own community. Through an 8-week program students will research stories of black history and collect these stories by recording oral histories from local residents.

TARGET FUNDING SOURCES

ArtPlace America, National Creative Placemaking Fund	
Agency	ArtPlace America
Description	The National Creative Placemaking Fund is seeking projects that will deploy arts and culture to a specific geographic community in an effort to address a specific community development challenge and/or opportunity. Everybody and anybody is eligible to apply – from an individual or religious institution to a private, non-profit, or government entity. ArtPlace America’s National Creative Placemaking Fund grants program is an extremely competitive program; 50% of all funding goes to the geographic priorities of ArtPlace America’s foundation funders, and Carlisle does not fall within these priorities. See more at: www.artplaceamerica.org/our-work/national-creative-placemaking-fund/introduction
Timing	Due March 2, 2016
Amount	\$50,000 to \$500,000
Match	No required match
Strategy & Key Next Steps	Carlisle has submitted a Phase I application to ArtPlace America’s National Creative Placemaking Fund to support the My Brother’s Keeper Stories initiative and Lincoln Memorial Walk Park. Carlisle will receive notification about whether we have moved into Phase II of the competition by May 31, 2016. Should Carlisle advance to Phase II, S ² will be prepared to assist Carlisle with planning a successful site visit, as well as putting together a competitive full proposal.

Art Works & Our Town	
Agency	National Endowment for the Arts
Description	<p>Art Works grants seek to support community projects that engage the public with art, are distinctive and offer fresh insights, have the potential to be shared or built upon, and achieve the following key characteristics: creation and excellence, engagement, learning, livability, and collaboration. This year, there is a new category of Art Works called Creativity Connects.</p> <ul style="list-style-type: none"> ▫ Creativity Connects is a pilot grant opportunity in the Art Works category to support partnerships between arts organizations and organizations from non-arts sectors that include, but are not limited to, business, education, environment, faith, finance, food, health, law, science, and technology. <p>Our Town grants seek to support creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core. Creative placemaking is when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work - placing arts at the table with</p>

	land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies. This funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place.
Timing	Creativity Connects due in spring timeframe; Our Town expected to be released fall of 2016.
Amount	<ul style="list-style-type: none"> ▫ Art Works : \$10,000 to \$100,000 ▫ Our Town: \$25,000 to \$200,000
Match	1:1 required match
Strategy & Key Next Steps	Carlisle also has a pending application for \$95,000 in NEA Art Works Design funding (submitted on 8/13/16) to support the artistic stormwater green infrastructure features in the Carlisle Urban Stormwater Park. FY 2016 grants will be announced in April.

Other Resources
See "Keystone Historic Preservation Grants" below.

HISTORIC CEMETERY WALL

DESCRIPTION OF PROJECT

Molly Pitcher Historic Cemetery needs \$460,000 for a new stone wall. Molly Pitcher was renowned for her bravery during the Revolutionary War. She is well-known for assisting her husband at his gun station during the Battle on Monmouth. The historic graveyard is open to the public.

TARGET FUNDING SOURCES

Keystone Historic Preservation Project Grants & Keystone Preservation Construction Grants	
Agency	Keystone Recreation, Park and Conservation Fund
Description	<p>The Keystone Historic Preservation Project Grant program is available to nonprofit organizations and local governments for the planning and development for publicly accessible historic resources listed in or eligible for listing in the National Register of Historic Places. The purpose of the grant is to support projects that identify, preserve, promote and protect historic and archaeological resources of Pennsylvania for both the benefit of the public and the revitalization of communities. To be eligible, the historic resource must be located in PA and documented as being listed or eligible for the National Register of Historic Places. The Keystone Preservation Construction Grants program supports projects that rehabilitate, restore, or preserve historic resources listed in or eligible for listing in the National Register of Historic Places. See more at:</p> <p>http://www.phmc.pa.gov/Preservation/Grants-Funding/</p>

Timing	Due March 14, 2016
Amount	Planning: \$5,000 to \$25,000 Construction: \$5,000 to \$100,000
Match	1:1 required match
Strategy & Key Next Steps	We need to determine whether Moly Pitcher Historic Cemetery or any components of the MBK Stories project are eligible for planning or construction funding. We should arrange a call to determine whether to pursue funding project for either project or both. Carlisle should determine internally whether the Borough can come up with match for either project and whether there is administrative capacity to implement the grants, which require a great deal of reporting. S ² is prepared to assist with preparing a proposal.

ARTISTIC STORMWATER GREEN INFRASTRUCTURE

DESCRIPTION OF PROJECT

Envisioned as a result of a robust community engagement process for the revitalization of the northwest quadrant, the Carlisle Urban Stormwater Park (CUSP) will be a key component of the Carlisle Connectivity project that utilizes beautiful, artistic stormwater green infrastructure to handle the increased stormwater runoff from the overall redevelopment project. The project will include technical stormwater management analysis; landscape architecture & community design; ecological & public art; and community & artist engagement.

TARGET FUNDING SOURCES

See “NEA Artworks/Our Town”
Carlisle has an Art Works application pending to support the artistic elements of CUSP.

See “Chesapeake Bay Stewardship Fund”
CUSP’s innovative approach to stormwater management could also be eligible for NFWF Chesapeake Bay Stewardship Fund grants.

PUBLIC HEALTH & SAFETY

FIRE DEPARTMENT

DESCRIPTION OF PROJECT

Recruitment and retention is a high priority funding need of the Carlisle Fire Department, which consists of two volunteer companies. Additionally, Carlisle Fire Department seek funding for a variety of facilities and equipment upgrades, including a back-up generator, radios, and new roofs for fire department facilities. The Fire Department has struggled to access state and federal resources for fire programs and has asked S² to assist in making proposals more competitive.

TARGET FUNDING SOURCES

Assistance to Firefighter Grants	
Agency	Federal Emergency Management Agency
Description	The primary goal of FEMA's Assistance to Firefighters grants program is to meet the firefighting and emergency response needs of fire departments and non-affiliated emergency medical service organizations, including helping firefighters and other first-responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards. See more at: http://www.fema.gov/assistance-firefighters-grant .
Timing	Closed on January 14, 2016.
Amount	Up to \$3.4 million
Match	15% required match
Strategy & Key Next Steps	Carlisle has a pending AFG proposal for \$146,503 submitted on 1/15/16 to support the purchase of new attack/supply hoses to replace old, worn hoses.

Staffing for Adequate Fire and Emergency Response (SAFER) Grants	
Agency	Federal Emergency Management Agency
Description	The SAFER program was created to provide funding directly to fire departments and volunteer firefighter interest organizations to help them increase or maintain the number of trained, "front line" firefighters available in their communities. The goal of SAFER is to enhance the local fire departments' abilities to comply with staffing, response and operational standards established by the NFPA. See more at http://www.fema.gov/staffing-adequate-fire-emergency-response-grants .
Timing	Due on March 25, 2016.
Amount	Approx. \$1 million on average

Match	No required match
Strategy & Key Next Steps	S ² is coordinating with Chief Snyder to determine if Carlisle has needs/is ready to pursuer SAFER grant funding.

Rural Community Development Initiative	
Agency	Federal Emergency Management Agency
Description	This program provides funding to help non-profit housing and community development organizations support housing, community facilities, and community and economic development projects in rural areas (population under 50,000). See more at http://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants .
Timing	August 2016 (expected)
Amount	Up to \$250,000
Match	1:1 required match
Strategy & Key Next Steps	USDA Community Development Initiative funding could potentially help fund upgrades to fire department facilities. S ² will coordinate with Chief Snyder to prepare a project/proposal.

Other Resources	
<ul style="list-style-type: none"> ▫ PA Governor's Office of Homeland Security: In our experience working with communities in other states that are seeking resources for backup generators, state offices of the Department of Homeland Security have resources dedicated to protecting infrastructure critical to disaster preparedness, including providing generators for emergency management centers. See more at http://www.homelandsecurity.pa.gov/Pages/default.aspx#.VsflRuZoewZ 	

POLICE DEPARTMENT

DESCRIPTION OF PROJECT

The Carlisle Police Department priority projects for funding include community policing efforts, truck enforcement, and hiring (to replace officers rather than grow the force).

Community Policing Development	
Agency	U.S. Department of Justice Community Oriented Policing (COPS) Office
Description	Community Policing Development grants support programs that innovatively advance the field, are cost effective in their approach, and demonstrate an understanding of the principles of community policing and the law enforcement audience. See more at: http://www.cops.usdoj.gov/default.asp?Item=2450

Timing	June 2016 (expected)
Amount	Up to \$500,000
Match	No required match
Strategy & Key Next Steps	S ² will coordinate with Chief Margeson to determine whether CPD has an innovative community-policing program that could be competitive for COPs funding.

COPS Hiring	
Agency	U.S. Department of Justice Community Oriented Policing (COPS) Office
Description	Carlisle would be eligible for up to \$150,000 to cover portions of the salary and benefits of one officer. All applicants are asked to identify a specific crime and disorder problem/focus area and how CHP funding would be used to initiate or enhance their capacity to implement community policing approaches to that problem/focus area. See more at: http://www.cops.usdoj.gov/default.asp?Item=2450
Timing	August 2016 (expected)
Amount	Up to \$150,000
Match	No required match – must continue to fund officer after end of grant period, for at least one year.
Strategy & Key Next Steps	S ² will coordinate with Chief Margeson to determine whether there is the need and appropriate timing to apply for COPS hiring funding to replace retiring officers.

Other Resources	
▫ See CMAQ to support truck enforcement activities.	

PARKS & RECREATION

DESCRIPTION OF PROJECT

The Parks and Recreation Department priority projects include a community center and youth community center (possibly combined), bike infrastructure, and park facilities improvements.

TARGET FUNDING SOURCES

Community Conservation Partnerships Program (C2P2)	
Agency	PA Department of Conservation and Natural Resources
Description	PA DCNR provides grant funds for public parks, recreation, and trails projects, including:

	<ul style="list-style-type: none"> ▫ Land acquisition grant for park and recreation areas, greenways, trails, and natural and critical habitat areas; ▫ Planning grants for general or site development plans for parks, recreation areas, greenways and trails; ▫ Development grants for construction of parks, recreation areas, greenways, and trails; and ▫ Trail acquisition, planning, and development grants for public trails.
Timing	There are multiple rounds of C2P2 grants every year. Current round ends on April 13, 2016.
Amount	Varies according to grant program.
Match	1:1 match
Strategy & Key Next Steps	S ² can coordinate with Andrea Crouse to determine if she needs assistance with DNCR applications. S ² can also facilitate discussions with DCNR’s South Central Regional Advisors about the eligibility and competitiveness of projects.

Other Resources:	
	<ul style="list-style-type: none"> ▫ See <i>Bike and Pedestrian Accessibility</i> section ▫ See “Rural Community Development Initiative.” USDA Rural Community Development Initiative has funding available for community facilities upgrades, including community centers.

HEALTH & WELLBEING

DESCRIPTION OF PROJECT

While Carlisle Borough is not currently involved in any major health and wellness initiatives, S² wants to bring to Carlisle’s attention the wealth of federal and philanthropic (especially philanthropic) resources available to support projects that promote health equity, local food projects, and projects that utilize data analysis to inform strategies to improve health outcomes.

TARGET FUNDING SOURCES

Funding sources to support initiatives that promote health and wellness include:

- U.S. Department of Agriculture’s Community Food Program
 - (See <http://nifa.usda.gov/funding-opportunity/community-food-projects-cfp-competitive-grants-program>)
- U.S. Department of Agriculture’s Local Food and Farmers Market Promotions Programs
 - (See <https://www.ams.usda.gov/services/grants/lfpp>)
- Robert Wood Johnson Foundation’s Culture of Health and Roadmaps to Health Action Awards
 - (See <http://www.rwjf.org/en/library/features/culture-of-health-prize.html>)
- Kresge Foundation’s Fresh, Local, and Equitable Grants Program
 - (See http://kresge.org/sites/default/files/Fresh_Lo_Planning_RFP_v12_Nov.%2018.pdf)

- Aetna Foundation's Local Roots Grants Program
 - (See <https://www.aetna-foundation.org/grants-partnerships.html>)

Please contact S² to discuss any of the above programs to support new Carlisle projects that advance health and wellness.

SUSTAINABLE STRATEGIES DC'S

5 KEYS TO SUCCESS

1. Good & Well-Shaped Projects
2. Appropriate Funding Opportunity
3. Clear Grant Writing
4. Stakeholder Support
5. Strong Advocacy

