COMMON COUNCIL
MEETING AGENDA

MONDAY, SEPTEMBER 18, 2023 – 6:00 P.M.
COUNCIL CHAMBERS/CITY HALL/ONE CIVIC SQUARE

1. **CALL TO ORDER**

2. **AGENDA APPROVAL**

3. **INVOCATION**

4. **PLEDGE OF ALLEGIANCE**

5. **RECOGNITION OF CITY EMPLOYEES AND OUTSTANDING CITIZENS**

6. **RECOGNITION OF PERSONS WHO WISH TO ADDRESS THE COUNCIL**

7. **COUNCIL AND MAYORAL COMMENTS/OBSERVATIONS**

8. **CONSENT AGENDA**

   a. **Approval of Minutes**

      1. August 21, 2023 Regular Meeting
      2. August 31, 2023 Special Meeting

   b. **Claims**

      1. Payroll $3,460,696.12
      2. General Claims $1,479,132.86
      3. Retirement $107,695.97
      4. Wire Transfers $1,962,732.73

9. **ACTION ON MAYORAL VETOES**

10. **COMMITTEE REPORTS**
    a. Finance, Utilities and Rules Committee
    b. Land Use and Special Studies Committee
    c. All reports designated by the Chair to qualify for placement under this category.

11. **OTHER REPORTS – (at the first meeting of the month specified below):**

    a. **Carmel Redevelopment Commission (Monthly)**

b. Carmel Historic Preservation Commission (Quarterly – January, April, July, October)
c. Audit Committee (Bi-annual – May, October)
d. Redevelopment Authority (Bi-annual – April, October)
e. Carmel Cable and Telecommunications Commission (Bi-annual – April, October)
f. Economic Development Commission (Bi-annual – February, August)
g. Library Board (Annual – February)
h. Ethics Board (Annual – February)
i. Public Art Committee (Annual – August)
j. Parks Department (Quarterly – February, May, August, November)
k. All reports designated by the Chair to qualify for placement under this category.

12. OLD BUSINESS

a. **Second Reading of Ordinance Z-683-23**; An Ordinance of the Common Council of the City of Carmel, Indiana, Establishing the Conner Prairie Innovation District Planned Unit Development District; Sponsor: Councilor Aasen. **Remains in the Land Use and Special Studies Committee (9/26/23 Meeting Date).**

Synopsis:
Ordinance Establishes the Conner Prairie West Innovation District Planned Unit Development Ordinance (the "Conner Prairie PUD"). The Ordinance would rezone the real estate from S-1 Residential and Legacy PUD (Ordinance Z-501-07) to a Planned Unit Development district allowing the expansion of the Conner Prairie Museum onto the site in a style and character as depicted on the attached Concept Plan and Character Imagery.

13. PUBLIC HEARINGS

14. NEW BUSINESS

a. **First Reading of Ordinance D-2676-23**; An Ordinance of the Common Council of the City of Carmel, Indiana, Authorizing and Approving an Appropriation of Grant Funds from the Operating Balance of the General Fund to the 2023 Parks Department Budget; Sponsor: Councilor Rider.

Synopsis:
This ordinance appropriates $1,759.34 in grant funds received from the Federal Emergency Management Agency from the General Fund (#101) into the 2023 Parks Department budget line item 4239000 – Miscellaneous Supplies.

b. **Resolution CC-09-18-23-01**: A Resolution of the Common Council of the City of Carmel, Indiana, Approving a Transfer of Funds from the Grant Fund (#900) into the General Fund (#101), the Non-Reverting Parks and Recreation Extended School Enrichment Fund (#108) and the Non-Reverting Parks and Recreation Monon Center Operating Fund (#109); Sponsor: Councilor Rider.

Synopsis:
Transfers $16,951.78 from the Grant Fund (#900) into the General Fund (#101), the Non-reverting Parks and Recreation Extended School Enrichment Fund (#108) and the Non-

reverting Parks and Recreation Monon Center Operating Fund (#109) so that grant funds received from the Federal Emergency Management Agency can reimburse Carmel Clay Parks and Recreation.

c. **Resolution CC-09-18-23-02**: A Resolution of the Common Council of the City of Carmel, Indiana, Approving an Increase of the Guaranteed Maximum Price for the Police Headquarters Expansion and Court Addition Project; Sponsor: Councilor Worrell.

Synopsis:
Approves a $60,000.00 increase to the guaranteed maximum price of the Police Headquarters Expansion and Court Addition Project for a floor plan re-design and buildout that was requested by the Carmel Police Department.

d. **Resolution CC-09-18-23-03**: A Resolution of the Common Council of the City of Carmel, Indiana, Adopting the City of Carmel Fire Department Standard of Cover; Sponsor: Councilor Worrell.

Synopsis:
Resolution approves and adopts the Carmel Fire Department's 2023-2027 Standard of Cover.

15. **AGENDA ADD-ON ITEMS**

16. **OTHER BUSINESS**

a. **Approval of CRC Purchase of 444, 506 and 508 S. Rangeline Rd.**

17. **ANNOUNCEMENTS**

18. **ADJOURNMENT**

COMMON COUNCIL
MEETING MINUTES
MONDAY, AUGUST 21, 2023 – 6:00 P.M.
COUNCIL CHAMBERS/CITY HALL/ONE CIVIC SQUARE

MEETING CALLED TO ORDER

Council President Jeff Worrell; Council Members: Laura Campbell, Sue Finkam, Kevin D. Rider, Adam Aasen, Anthony Green, Miles Nelson, Teresa Ayers and Deputy Clerk Jacob Quinn were present.

Councilor Timothy Hannon was not present.

Council President Worrell called the meeting to order at 6:00 p.m.

AGENDA APPROVAL

The agenda was approved unanimously.

INVOCATION

Pastor Ben Snyder, Carmel Friends Church, delivered the Invocation

Councilor Nelson led the Pledge of Allegiance.

RECOGNITION OF CITY EMPLOYEES AND OUTSTANDING CITIZENS

Council President Worrell and Chief Jim Barlow welcomed Police Officers from Jelgava, Latvia.

Boy Scout Evan Manders was recognized for being the Highest Earner in Popcorn Sales in the Carmel Community

Council President Worrell recognized the Carmel Fire Department Auxiliary for a Achieving a World Record for most people wearing red plastic fire helmets at once.

RECOGNITION OF PERSONS WHO WISH TO ADDRESS THE COUNCIL

Darin Johnson, who's running for Mayor in Carmel, asked Council to provide the dates land was purchased by the CRC, the total price paid for each parcel, the assessed value at time of purchase, source of public funds used to make the purchases, and finally the sale for price

which parcel was purchased after it was transferred to a developer. The CRC is tax exempt so when the CRC buys a parcel, it's no longer taxable.

COUNCIL AND MAYORAL COMMENTS/OBSERVATIONS

There were none.

CONSENT AGENDA

Councilor Rider moved to approve the consent agenda. Councilor Finkam seconded. There was no Council discussion. Council President Worrell called for the vote. The motion was approved 8-0.

a. **Approval of Minutes**

1. August 7, 2023 Regular Meeting

b. **Claims**

1. Payroll $3,540,480.08
2. General Claims $3,684,645.94
3. Retirement $107,695.97
4. Wire Transfers $6,121,420.99

ACTION ON MAYORAL VETOES

There were none.

COMMITTEE REPORTS

Council President Worrell reported that the Finance, Utilities and Rules Committee had not met.

Councilor Campbell stated that the Land Use and Special Studies had not met.

OTHER REPORTS – (at the first meeting of the month specified below):

There were none.

OLD BUSINESS

PUBLIC HEARINGS

Councilor President Worrell announced the **First Reading of Ordinance Z-683-23**; An Ordinance of the Common Council of the City of Carmel, Indiana, Establishing the Conner Prairie Innovation District Planned Unit Development District. Councilor Aasen moved to introduce the item into business. Councilor Nelson seconded. Councilor Aasen introduced the item to Council. Andrew Bradford, Vice- President and Chief Advancement Office for

Conner Prairie, presented the item to Council. Councilor Finkam asked the petitioner to be prepared to present in committee how this project will truly benefit residents. Ken Alexander, Site Master Plan Project Manager, stated that this project will be built out over 25 years, with some aspects moving quicker. Mr. Bradford stated that the Food, Farm and Energy will come to life in the next 5 years. The White River Education and Ecology Center will come online in the next 5 years as well as the trails that would be in partnership with Carmel Clay Parks & Recreation. He did not have a timeline for the office building proposed as it's relative to partners coming on board. The office building would be done by land lease. Everything except the Ecology Center and Food Farm and Energy will likely be a land lease. Councilor Finkam asked for the sq footage, the usage and the number of employees daily for the office building to be presented at committee. Mr. Alexander stated that they will work with the City and an arborist to exceed or at least provide areas of proper plantings along River Road. Councilor Finkam stated she wanted to talk about what kind of events they are planning to have and what kind of growth they are expecting from visitors. Councilor Finkam stated the building is too large and 300 employees everyday is too many. She will be a "no vote" if the office building remains at this scope. Councilor Campbell asked to see the studies that were cited that indicate a 20% increase to nearby property value. The American Alliance of Museum Study was where that number came from. If and when the bridge does get finished, shuttling across the campuses is something they would want to explore. Council President Worrell opened the public hearing at 7:01 p.m.

Brenda Myers, Hamilton County Tourism, spoke in favor of the project because of equity, economy and environment.

Steve Baughman, resident of the Overlook at the Legacy, stated he is not opposed to the project, but he believes the 15% max coverage is misleading. His biggest objection is the 3-story office building.

Paul Zale, resident of the Overlook at the Legacy, thanked Conner Prairie for taking a lot of the comments to heart. Building height in Zone 2 is the biggest objection. Right now, in the PUD, Conner Prairie can subdivide without Council approval. In Zone 1, the windmill looks like it could be up to 125 ft.

Jim Roehrdanz, resident of the Overlook at the Legacy and the 2023 President of the HOA, stated they need more of a buffer at the Cherry Creek Blvd roundabout.

Matt Rummel, Carmel resident, works in the water resource business and believes they have done a nice job putting it together; it's environmentally sound.

Russ Jones, resident of the Overlook at the Legacy, stated they appreciate Conner Prairie's work so far, but they need more of a buffer.

Mike Hannigan, resident of the Overlook at the Legacy, says it has been a pleasure watching the city grow since he moved here 40 years ago. He asked Council to make sure they keep an eye on the details and ensure it's a beautiful project.

Chrstine Altman, Hamilton County Commissioner, sits on the board of Conner Prairie and is a Clay Township resident, stated that she is excited to bring Conner Prairie to our side of

the river. Carmel has been successful because we are thoughtful about placemaking, and this offers opportunities for Conner Prairie to be successful.

Karen Arland, Carmel resident, is excited about the recreation opportunities this project provides for her grandchildren.

Jack Russell, President of OneZone on behalf of the Business Issues Committee of OneZone, spoke in favor of the proposal. They believe this will be a transformational asset to the community.

Reggie Henderson, Carmel resident, President of the Board of Directors for Conner Prairie, and employed by Telamon Energy, stated Conner Prairie is approaching this as a partner and he's been impressed with how well Conner Prairie has worked with residents. He spoke in favor of the project.

Mike Cloud, resident of the Overlook at the Legacy, is supportive of the conservative and educational aspects of the project. He is concerned about the proximity of the hotel to the nearby elementary school and is also concerned about the traffic this project will bring. Seeing no one else who wished to address Council, Council President Worrell closed the public hearing at 7:26 p.m.

Jon Dobosiewicz, Nelson and Frankenberger, stated that they have added additional buffering to the PUD. He said they met on the site with a group of Plan Commissioners and he believed it was helpful for them. He invited Council to come out as well. C

Council President Worrell referred the item to the Land Use and Special Studies Committee.

NEW BUSINESS

AGENDA ADD-ON ITEMS

OTHER BUSINESS

City Council Appointments

Carmel Advisory Committee on Disability (Completing a Term that Expires on 12/31/23); One appointment. Jim Probst was appointed by Council unanimously.

ADJOURNMENT

Council President Worrell adjourned the meeting at 7:36 p.m.

Respectfully submitted,

_____

Sue Wolfgang, Clerk

Approved,

_____

Jeff Worrell, Council President

ATTEST:

_____

Sue Wolfgang, Clerk

COMMON COUNCIL
SPECIAL MEETING MINUTES
THURSDAY, AUGUST 31, 2023 – 8:00 A.M.
COUNCIL CHAMBERS/CITY HALL/ONE CIVIC SQUARE

MEETING CALLED TO ORDER

Council President Jeff Worrell, Council Members: Laura Campbell, Teresa Ayers, Miles Nelson, Kevin Rider and Deputy Clerk Jacob Quinn were present.

Councilors Adam Aasen, Sue Finkam, Anthony Green, Timothy Hannon were not present.

Councilor President Worrell called the meeting to order at 8:00 a.m.

CLAIMS

Councilor Rider moved to approve Claims. Councilor Nelson seconded. There was no Council discussion. Council President Worrell called for the vote. Claims were approved 5-0.

1. Payroll $3,497,784.92
2. General Claims $3,607,860.73

ADJOURNMENT

Council President Worrell adjourned the meeting at 8:01 a.m.

Respectfully submitted,

_____
Sue Wolfgang, Clerk

Approved,

_____
Jeff Worrell, Council President

ATTEST:

_____
Sue Wolfgang, Clerk

Total Gross Wages for REGULAR PAYROLL date 08/25/2023 $2,348,504.39

Total Payroll Liabilities for REGULAR PAYROLL date 08/25/2023 $1,112,191.73

I hereby certify that payroll amount listed above is true and correct and I have audited same in accordance with IC 5-11-10-1.

Controller

We have examined the foregoing payroll charges, consisting of one page(s), and except for payroll not allowed as shown in this register, such payroll in the total amount of **$3,460,696.12** is compliance with Section 2-12 of the Carmel City Code.

Dated this _____ day of _____, 2023

Acknowledged by the Common Council of the City of Carmel, Indiana.

_____
Council President

_____ _____

_____ _____

_____ _____

_____ _____

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
CARMEL UTILITIES	398435	09/01/23	WATER & SEWER	1120-4348500		176.93	
CARMEL UTILITIES	398435	09/01/23	WATER & SEWER	1120-4348500		316.98	
							493.91
CHARTER COMMUNICATIONS	398436	09/01/23	INTERNET LINE CHARGES	1115-4344200		194.97	
							194.97
CHARTER COMMUNICATIONS HO	398437	09/01/23	CABLE SERVICE	1207-4349500		351.31	
							351.31
CITIZENS WESTFIELD	398438	09/01/23	OTHER EXPENSES	601-5023990		65.89	
							65.89
EXPEDIENT/CONTINENTAL BRO	398439	09/01/23	SUBSCRIPTION SOFTWARE	1115-4355600		928.43	
							928.43
TODD LUCKOSKI	398440	09/01/23	OTHER MISCELLANEOUS	1115-4239099		44.58	
							44.58
SPECTRUM BUSINESS	398441	09/01/23	CABLE SERVICE	1301-4349500		152.18	
							152.18
VERIZON	398442	09/01/23	OTHER CONT SERVICES	922-4350900		143.35	
							143.35
VERIZON	398443	09/01/23	CELLULAR PHONE FEES	1702-4344100		153.28	
							153.28
RAY MARKETING BY PROFORMA	398444	09/06/23	STAFF CLOTHING	1094-4356004		405.50	
RAY MARKETING BY PROFORMA	398444	09/06/23	STAFF CLOTHING	1094-4356004		2,217.50	
							2,623.00
ACE-PAK PRODUCTS INC	398445	09/06/23	CLEANING SUPPLIES	1125-4238900	58578	1,076.36	
ACE-PAK PRODUCTS INC	398445	09/06/23	OTHER MAINT SUPPLIES	1093-4238900		441.29	
							1,517.65
ACE HANDYMAN SERVICES HAM	398446	09/06/23	ADMIN OFFICE DOOR REPAIRS	1125-4350100	58497	429.48	
							429.48
CORVUS JANITORIAL OF INDP	398447	09/06/23	CLEANING SERVICES	110-4350600		775.00	
CORVUS JANITORIAL OF INDP	398447	09/06/23	CLEANING SERVICES	110-4350600		1,295.00	
CORVUS JANITORIAL OF INDP	398447	09/06/23	CLEANING SERVICES	1093-4350600		13,575.00	
CORVUS JANITORIAL OF INDP	398447	09/06/23	CLEANING SERVICES	1093-4350600		9,995.00	
CORVUS JANITORIAL OF INDP	398447	09/06/23	ADMIN OFFICE	1125-4350600	57543	365.00	
CORVUS JANITORIAL OF INDP	398447	09/06/23	PARKS & NR OFFICE	1125-4350600	57530	235.00	
							26,240.00
CURRENT PUBLISHING	398448	09/06/23	MARKETING & PROMOTIONS	1081-4341991		190.00	
CURRENT PUBLISHING	398448	09/06/23	MARKETING & PROMOTIONS	1091-4341991		285.00	
							475.00
ELLIS MECHANICAL & ELECTR	398449	09/06/23	BUILDING REPAIRS & MAINT	110-4350100		467.96	
ELLIS MECHANICAL & ELECTR	398449	09/06/23	BUILDING REPAIRS & MAINT	110-4350100		1,620.68	
ELLIS MECHANICAL & ELECTR	398449	09/06/23	OTHER CONT SERVICES	1093-4350900		3,832.90	
ELLIS MECHANICAL & ELECTR	398449	09/06/23	HVAC-PNR OFFICE WEST SIDE	1125-4350100	58576	535.31	
ELLIS MECHANICAL & ELECTR	398449	09/06/23	HVAC PROGRAM	1125-4350100	57431	145.00	
							6,601.85
ENVIRONMENTAL LABORATORIE	398450	09/06/23	MIDTOWN SPRAY PLAZA	1125-4238900	58295	30.00	
ENVIRONMENTAL LABORATORIE	398450	09/06/23	INLOW SPLASH PAD	1125-4238900	58294	30.00	
ENVIRONMENTAL LABORATORIE	398450	09/06/23	OTHER CONT SERVICES	1094-4350900		60.00	
ENVIRONMENTAL LABORATORIE	398450	09/06/23	OTHER CONT SERVICES	1094-4350900		30.00	
ENVIRONMENTAL LABORATORIE	398450	09/06/23	OTHER MAINT SUPPLIES	1094-4238900		75.00	
							225.00
NEW ERA TECHNOLOGY	398451	09/06/23	BUILDING REPAIRS & MAINT	110-4350100		487.50	
NEW ERA TECHNOLOGY	398451	09/06/23	BUILDING REPAIRS & MAINT	1093-4350100		438.75	
							926.25
FUN EXPRESS	398452	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		302.08	
FUN EXPRESS	398452	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		129.95	
							432.03
GRAINGER	398453	09/06/23	GENERAL PROGRAM SUPPLIES	1096-4239039		81.36	
GRAINGER	398453	09/06/23	BUILDING REPAIRS & MAINT	1125-4350100		44.60	
							125.96

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
GRAYBAR ELECTRIC CO, INC	398454	09/06/23	BUILDING REPAIRS & MAINT	1125-4350100		370.89	
							370.89
HAMILTON DISC GOLF	398455	09/06/23	MAINT HAZEL LANDING	1125-4350400	58535	3,249.99	
							3,249.99
JPMORGAN CHASE BANK	398456	09/06/23	OTHER STRUCTURE IMPROVEMN	1091-4462000		189,884.06	
							189,884.06
KONICA MINOLTA BUSINESS S	398457	09/06/23	COPIER	1125-4353004		396.82	
KONICA MINOLTA BUSINESS S	398457	09/06/23	COPIER	1091-4353004		351.26	
							748.08
NAPA AUTO PARTS INC	398458	09/06/23	GARAGE & MOTOR SUPPIES	1125-4232100		150.61	
							150.61
NORTHERN SAFETY CO, INC	398459	09/06/23	SAFETY SUPPLIES	1094-4239012		203.40	
							203.40
S & S CRAFTS WORLDWIDE IN	398460	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		533.85	
S & S CRAFTS WORLDWIDE IN	398460	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		186.13	
							719.98
SCAT PEST CONTROL INC.	398461	09/06/23	BUILDING REPAIRS & MAINT	1093-4350100		650.00	
SCAT PEST CONTROL INC.	398461	09/06/23	BUILDING REPAIRS & MAINT	110-4350100		165.00	
							815.00
SMITH GROUP INC	398462	09/06/23	OTHER CONT SERVICES	110-4350900		1,125.00	
							1,125.00
SPEAR CORPORATION	398463	09/06/23	OTHER MAINT SUPPLIES	1094-4238900		2,074.50	
SPEAR CORPORATION	398463	09/06/23	OTHER MAINT SUPPLIES	1094-4238900		14,704.41	
SPEAR CORPORATION	398463	09/06/23	OTHER MAINT SUPPLIES	1094-4238900		2,317.23	
SPEAR CORPORATION	398463	09/06/23	EQUIPMENT REPAIRS & MAINT	1094-4350000		703.00	
							19,799.14
STAPLES BUSINESS ADVANTAG	398464	09/06/23	OFFICE SUPPLIES	1125-4230200		95.64	
STAPLES BUSINESS ADVANTAG	398464	09/06/23	OFFICE SUPPLIES	1081-4230200		116.99	
STAPLES BUSINESS ADVANTAG	398464	09/06/23	OFFICE SUPPLIES	1081-4230200		11.02	
STAPLES BUSINESS ADVANTAG	398464	09/06/23	OFFICE SUPPLIES	1081-4230200		242.98	
STAPLES BUSINESS ADVANTAG	398464	09/06/23	OFFICE SUPPLIES	1081-4230200		145.31	
STAPLES BUSINESS ADVANTAG	398464	09/06/23	OFFICE SUPPLIES	1081-4230200		149.99	
							761.93
WILLIAMS ARCHITECTS	398465	09/06/23	OTHER STRUCTURE IMPROVEMN	1091-4462000		12,180.00	
							12,180.00
MOBILE MINI INC	398466	09/06/23	OTHER RENTAL & LEASES	1094-4353099		1,147.26	
MOBILE MINI INC	398466	09/06/23	OTHER RENTAL & LEASES	1094-4353099		1,147.26	
							2,294.52
WILLOW MARKETING MGMT, IN	398467	09/06/23	INFO SYS MAINT/CONTRACTS	1091-4341955		25.00	
WILLOW MARKETING MGMT, IN	398467	09/06/23	INFO SYS MAINT/CONTRACTS	1081-4341955		25.00	
							50.00
ACE HANDYMAN SERVICES HAM	398468	09/06/23	REPAIRS ADMIN OFFICE	1125-4350100	58573	925.00	
							925.00
BGI FITNESS	398469	09/06/23	REPAIR PARTS	1096-4237000		1,760.00	
							1,760.00
CORVUS JANITORIAL OF INDP	398470	09/06/23	CLEANING SERVICES	1093-4350600		2,041.20	
							2,041.20
ANNE MARIE BESSLER	398471	09/06/23	TRAVEL FEES & EXPENSES	1091-4343000		16.38	
							16.38
BRAINSTORM PRINT	398472	09/06/23	PRINTING (NOT OFFICE SUP)	1092-4345000		715.00	
							715.00
CAPITAL ONE COMMERCIAL	398473	09/06/23	REPAIR PARTS	1125-4237000		27.82	
CAPITAL ONE COMMERCIAL	398473	09/06/23	SMALL TOOLS & MINOR EQUIP	1125-4238000		305.46	
CAPITAL ONE COMMERCIAL	398473	09/06/23	OTHER MAINT SUPPLIES	1125-4238900		115.57	
							448.85
CARMEL UTILITIES	398474	09/06/23	WATER & SEWER	1125-4348500		346.39	
CARMEL UTILITIES	398474	09/06/23	WATER & SEWER	1125-4348500		567.85	
CARMEL UTILITIES	398474	09/06/23	WATER & SEWER	110-4348500		206.98	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
CARMEL UTILITIES	398474	09/06/23	WATER & SEWER	1125-4348500		86.84	
CARMEL UTILITIES	398474	09/06/23	WATER & SEWER	1125-4348500		6.21	
							1,214.27
CARMEL UTILITIES	398475	09/06/23	SMALL TOOLS & MINOR EQUIP	1094-4238000		1,405.06	
							1,405.06
CINTAS CORPORATION #18	398476	09/06/23	OTHER MAINT SUPPLIES	1093-4238900		488.85	
CINTAS CORPORATION #18	398476	09/06/23	CLEANING SUPPLIES	1125-4238900	58380	709.27	
							1,198.12
CRISIS PREVENTION INSTITU	398477	09/06/23	INTERNAL INSTRUCT FEES	1081-4357003		2,224.58	
							2,224.58
DISCOUNT SCHOOL SUPPLIES	398478	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		57.95	
							57.95
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		54.69	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	110-4348000		672.88	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		170.18	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		15.73	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		186.59	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1091-4348000		8,195.65	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1091-4348000		41,624.39	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		59.10	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		121.89	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		43.43	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		69.77	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		21.75	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	110-4348000		80.04	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		254.23	
DUKE ENERGY	398479	09/06/23	ELECTRICITY	1125-4348000		468.80	
							52,039.12
ELAN FINANCIAL SERVICES	398481	09/06/23	TELEPHONE LINE CHARGES	110-4344000		1,114.72	
ELAN FINANCIAL SERVICES	398481	09/06/23	OTHER EXPENSES	853-5023990		119.60	
ELAN FINANCIAL SERVICES	398481	09/06/23	INFO SYS MAINT/CONTRACTS	1125-4341955		485.99	
ELAN FINANCIAL SERVICES	398481	09/06/23	TELEPHONE LINE CHARGES	1125-4344000		639.73	
ELAN FINANCIAL SERVICES	398481	09/06/23	CABLE SERVICE	1125-4349500		119.98	
ELAN FINANCIAL SERVICES	398481	09/06/23	SUBSCRIPTIONS	1125-4355200		199.90	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1125-4239039		61.54	
ELAN FINANCIAL SERVICES	398481	09/06/23	OFFICE SUPPLIES	1125-4230200		28.49	
ELAN FINANCIAL SERVICES	398481	09/06/23	EXTERNAL INSTRUCT FEES	1125-4357004		1,825.00	
ELAN FINANCIAL SERVICES	398481	09/06/23	SPECIAL PROJECTS	1125-4359000		87.90	
ELAN FINANCIAL SERVICES	398481	09/06/23	OTHER MAINT SUPPLIES	1125-4238900		104.95	
ELAN FINANCIAL SERVICES	398481	09/06/23	GARAGE & MOTOR SUPPIES	1125-4232100		850.00	
ELAN FINANCIAL SERVICES	398481	09/06/23	INFO SYS MAINT/CONTRACTS	1081-4341955		302.56	
ELAN FINANCIAL SERVICES	398481	09/06/23	SUBSCRIPTIONS	1081-4355200		254.50	
ELAN FINANCIAL SERVICES	398481	09/06/23	OTHER MISCELLANEOUS	1081-4239099		371.93	
ELAN FINANCIAL SERVICES	398481	09/06/23	CLASSIFIED ADVERTISING	1081-4346000		470.18	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		348.79	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		616.40	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		212.94	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		132.68	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1082-4239039		97.25	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1082-4239039		788.38	
ELAN FINANCIAL SERVICES	398481	09/06/23	FIELD TRIPS	1082-4343007		-59.22	
ELAN FINANCIAL SERVICES	398481	09/06/23	INFO SYS MAINT/CONTRACTS	1091-4341955		302.56	
ELAN FINANCIAL SERVICES	398481	09/06/23	MARKETING & PROMOTIONS	1091-4341991		107.94	
ELAN FINANCIAL SERVICES	398481	09/06/23	TELEPHONE LINE CHARGES	1091-4344000		1,594.22	
ELAN FINANCIAL SERVICES	398481	09/06/23	SUBSCRIPTIONS	1091-4355200		301.42	
ELAN FINANCIAL SERVICES	398481	09/06/23	EXTERNAL INSTRUCT FEES	1091-4357004		95.00	
ELAN FINANCIAL SERVICES	398481	09/06/23	BUILDING MATERIAL	1093-4235000		744.02	
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1096-4239039		99.00	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
ELAN FINANCIAL SERVICES	398481	09/06/23	GENERAL PROGRAM SUPPLIES	1096-4239039		25.98	
							12,444.33
ELLIS MECHANICAL & ELECTR	398482	09/06/23	BUILDING REPAIRS & MAINT	1093-4350100		2,015.69	
							2,015.69
ENVIRONMENTAL LABORATORIE	398483	09/06/23	OTHER CONT SERVICES	1094-4350900		60.00	
ENVIRONMENTAL LABORATORIE	398483	09/06/23	OTHER CONT SERVICES	1094-4350900		30.00	
ENVIRONMENTAL LABORATORIE	398483	09/06/23	OTHER MAINT SUPPLIES	1094-4238900		75.00	
ENVIRONMENTAL LABORATORIE	398483	09/06/23	MIDTOWN SPRAY PLAZA	1125-4238900	58295	30.00	
ENVIRONMENTAL LABORATORIE	398483	09/06/23	INLOW SPLASH PAD	1125-4238900	58294	30.00	
							225.00
EXTRACTOR CORP	398484	09/06/23	BUILDING MATERIAL	1093-4235000		1,499.00	
							1,499.00
FUN EXPRESS	398485	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		99.99	
							99.99
GORDON PLUMBING SERVICE,	398486	09/06/23	BUILDING REPAIRS & MAINT	110-4350100		5,004.75	
							5,004.75
GRAYBAR ELECTRIC CO, INC	398487	09/06/23	BUILDING MATERIAL	1093-4235000		117.05	
							117.05
MONICA HADDOCK	398488	09/06/23	TRAVEL FEES & EXPENSES	1081-4343000		429.19	
							429.19
HALL SIGNS, INC.	398489	09/06/23	FLOWING WELL SIGNAGE	1125-4239031	58436	268.76	
							268.76
AMY HOLDERMAN	398490	09/06/23	TRAVEL FEES & EXPENSES	1082-4343000		20.31	
							20.31
AES INDIANA	398491	09/06/23	ELECTRICITY	1125-4348000		55.47	
AES INDIANA	398491	09/06/23	ELECTRICITY	1125-4348000		62.06	
AES INDIANA	398491	09/06/23	ELECTRICITY	1125-4348000		112.95	
AES INDIANA	398491	09/06/23	ELECTRICITY	1125-4348000		166.67	
AES INDIANA	398491	09/06/23	ELECTRICITY	110-4348000		1,244.58	
							1,641.73
IRON MOUNTAIN INC	398492	09/06/23	OTHER PROFESSIONAL FEES	1081-4341999		84.50	
IRON MOUNTAIN INC	398492	09/06/23	OTHER PROFESSIONAL FEES	1091-4341999		84.50	
							169.00
ISOLVED BENEFIT SERVICES	398493	09/06/23	MEDICAL FEES	1091-4340700		140.00	
							140.00
MARCEL ANDRES LAZDINS	398494	09/06/23	OTHER MISCELLANEOUS	1081-4239099		54.40	
MARCEL ANDRES LAZDINS	398494	09/06/23	OTHER MISCELLANEOUS	1081-4239099		144.40	
							198.80
LOWE'S COMPANIES INC	398495	09/06/23	SMALL TOOLS & MINOR EQUIP	1125-4238000		127.78	
LOWE'S COMPANIES INC	398495	09/06/23	SMALL TOOLS & MINOR EQUIP	1125-4238000		170.05	
LOWE'S COMPANIES INC	398495	09/06/23	OTHER MAINT SUPPLIES	1093-4238900		157.57	
							455.40
MAGERS BOOKKEEPING SERVIC	398496	09/06/23	OTHER PROFESSIONAL FEES	1081-4341999		450.00	
MAGERS BOOKKEEPING SERVIC	398496	09/06/23	OTHER PROFESSIONAL FEES	1091-4341999		435.00	
MAGERS BOOKKEEPING SERVIC	398496	09/06/23	OTHER PROFESSIONAL FEES	1125-4341999		120.00	
MAGERS BOOKKEEPING SERVIC	398496	09/06/23	OTHER PROFESSIONAL FEES	110-4341999		175.00	
							1,180.00
ERIC MEHL	398497	09/06/23	CELLULAR PHONE FEES	1125-4344100		50.00	
							50.00
NEON ONE LLC	398498	09/06/23	SOFTWARE RENEWAL	1125-R4355200	569223	199.00	
							199.00
NORTHERN SAFETY CO, INC	398499	09/06/23	SAFETY SUPPLIES	1094-4239012		58.50	
							58.50
PANERA BREAD	398500	09/06/23	FOOD & BEVERAGES	1081-4239040		629.05	
PANERA BREAD	398500	09/06/23	SPECIAL PROJECTS	1081-4359000		66.31	
PANERA BREAD	398500	09/06/23	SPECIAL PROJECTS	1091-4359000		66.31	
							761.67
REPUBLIC WASTE SERVICES O	398501	09/06/23	TRASH COLLECTION	1125-4350101		622.78	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
REPUBLIC WASTE SERVICES O	398501	09/06/23	TRASH COLLECTION	1125-4350101		366.75	
REPUBLIC WASTE SERVICES O	398501	09/06/23	TRASH COLLECTION	110-4350101		217.12	
REPUBLIC WASTE SERVICES O	398501	09/06/23	TRASH COLLECTION	110-4350101		121.87	
REPUBLIC WASTE SERVICES O	398501	09/06/23	TRASH COLLECTION	1093-4350101		1,160.21	
							2,488.73
SHERWIN WILLIAMS INC	398502	09/06/23	OTHER MAINT SUPPLIES	110-4238900		107.53	
SHERWIN WILLIAMS INC	398502	09/06/23	CARMEL DR BRIDGE REPAIR	103-4460703	58581	163.14	
							270.67
SPEAR CORPORATION	398503	09/06/23	EQUIPMENT REPAIRS & MAINT	1094-4350000		711.78	
							711.78
STAPLES BUSINESS ADVANTAG	398504	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		560.39	
STAPLES BUSINESS ADVANTAG	398504	09/06/23	OFFICE SUPPLIES	1081-4230200		32.59	
STAPLES BUSINESS ADVANTAG	398504	09/06/23	OFFICE SUPPLIES	1081-4230200		300.19	
STAPLES BUSINESS ADVANTAG	398504	09/06/23	OFFICE SUPPLIES	1091-4230200		45.79	
							938.96
SYSCO FOOD SERVICES	398505	09/06/23	FOOD & BEVERAGES	1095-4239040		546.10	
SYSCO FOOD SERVICES	398505	09/06/23	FOOD & BEVERAGES	1095-4239040		4,144.16	
SYSCO FOOD SERVICES	398505	09/06/23	FOOD & BEVERAGES	1095-4239040		233.24	
							4,923.50
T A R CONCEPTS	398506	09/06/23	EQUIPMENT REPAIRS & MAINT	1094-4350000		15,293.19	
							15,293.19
TERRYBERRY COMPANY LLC	398507	09/06/23	OTHER CONT SERVICES	1091-4350900		52.45	
TERRYBERRY COMPANY LLC	398507	09/06/23	OTHER CONT SERVICES	1081-4350900		185.23	
TERRYBERRY COMPANY LLC	398507	09/06/23	OTHER CONT SERVICES	1081-4350900		178.07	
							415.75
VERIZON	398508	09/06/23	CELLULAR PHONE FEES	1081-4344100		498.22	
VERIZON	398508	09/06/23	CELLULAR PHONE FEES	1091-4344100		120.04	
VERIZON	398508	09/06/23	OTHER MISCELLANEOUS	1081-4239099		974.74	
							1,593.00
VERIZON	398509	09/06/23	CELLULAR PHONE FEES	1125-4344100		1,467.86	
							1,467.86
WAL-MART COMMUNITY	398510	09/06/23	SPECIAL PROJECTS	1125-4359000		86.32	
WAL-MART COMMUNITY	398510	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		179.43	
WAL-MART COMMUNITY	398510	09/06/23	GENERAL PROGRAM SUPPLIES	1081-4239039		673.91	
WAL-MART COMMUNITY	398510	09/06/23	GENERAL PROGRAM SUPPLIES	1082-4239039		125.05	
WAL-MART COMMUNITY	398510	09/06/23	GENERAL PROGRAM SUPPLIES	1082-4239039		29.94	
WAL-MART COMMUNITY	398510	09/06/23	GENERAL PROGRAM SUPPLIES	1082-4239039		76.42	
WAL-MART COMMUNITY	398510	09/06/23	GENERAL PROGRAM SUPPLIES	1082-4239039		23.52	
WAL-MART COMMUNITY	398510	09/06/23	GENERAL PROGRAM SUPPLIES	1082-4239039		218.13	
							1,412.72
ZOGICS LLC	398511	09/06/23	OTHER MAINT SUPPLIES	1096-4238900		2,370.65	
							2,370.65
A & F ENGINEER CO, LLC	398512	09/07/23	PROJ 20-03	202-R4340100	R103557	14,486.00	
							14,486.00
AAA EXTERMINATING INC	398513	09/07/23	BUILDING REPAIRS & MAINT	1110-4350100		66.97	
							66.97
ACE-PAK PRODUCTS INC	398514	09/07/23	OTHER MAINT SUPPLIES	2201-4238900		1,060.86	
							1,060.86
ACTION TARGET, INC	398515	09/07/23	POSTAGE	1110-4342100		27.55	
ACTION TARGET, INC	398515	09/07/23	AMMUNITIONS & ACCESSORIES	1110-4239010		99.00	
							126.55
AG PRODUCTIONS, LLC	398516	09/07/23	VIDEO MARKETING	1203-4341970	108570	1,200.00	
							1,200.00
ADVANCED TURF SOLUTIONS I	398517	09/07/23	GROUNDS MAINT	1207-4350400	108382	1,051.55	
							1,051.55
ADVENTURE CYCLING ASSOC	398518	09/07/23	BIKE CARMEL ADS	1203-4359300	108586	400.00	
							400.00
AL WARREN OIL CO INC	398519	09/07/23	DIESEL FUEL	2201-4231300	109843	847.15	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
AL WARREN OIL CO INC	398519	09/07/23	DIESEL FUEL	2201-4231300	109843	817.85	
AL WARREN OIL CO INC	398519	09/07/23	GASOLINE	2201-4231400	109842	777.34	
							2,442.34
ALL STAR PAVING INC	398520	09/07/23	PATH PRESERVATION	2201-4350201	109759	137,730.90	
ALL STAR PAVING INC	398520	09/07/23	PATH PRESERVATION	2201-4350201	109759	565.39	
							138,296.29
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1192-4230200		569.88	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		64.38	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		30.28	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		30.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		39.49	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		86.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		417.04	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		135.68	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		40.33	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	601-5023990		150.42	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EXPENSES	651-5023990		66.57	
AMAZON CAPITAL SERVICES	398523	09/07/23	EVENT SUPPLIES	1203-R4359003	108300	126.35	
AMAZON CAPITAL SERVICES	398523	09/07/23	EVENT SUPPLIES	1203-R4359003	108300	322.93	
AMAZON CAPITAL SERVICES	398523	09/07/23	UNIFORMS	2201-4356001		179.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	BUILDING REPAIRS & MAINT	2201-4350100		461.38	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MAINT SUPPLIES	1110-4238900		59.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1110-4230200		78.00	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MISCELLANEOUS	1110-4239099		30.07	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MISCELLANEOUS	1110-4239099		80.97	
AMAZON CAPITAL SERVICES	398523	09/07/23	UNIFORM ACCESSORIES	1110-4356002		104.95	
AMAZON CAPITAL SERVICES	398523	09/07/23	UNIFORM ACCESSORIES	1110-4356002		33.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1110-4230200		89.80	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER EQUIPMENT	1110-4467099		314.43	
AMAZON CAPITAL SERVICES	398523	09/07/23	UNIFORMS	1110-4356001		131.39	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MISCELLANEOUS	1110-4239099		19.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1110-4230200		117.00	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1110-4230200		268.00	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1110-4230200		28.49	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1110-4230200		145.90	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1110-4230200		19.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1115-4230200		104.55	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MISCELLANEOUS	911-4239099		31.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MISCELLANEOUS	911-4239099		7.95	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MISCELLANEOUS	911-4239099		31.98	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	506-4230200		283.01	
AMAZON CAPITAL SERVICES	398523	09/07/23	OTHER MAINT SUPPLIES	1120-4238900		20.28	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1120-4230200		10.29	
AMAZON CAPITAL SERVICES	398523	09/07/23	UNIFORMS	1120-4356001		52.95	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1192-4230200		44.43	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1192-4230200		35.99	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1192-4230200		341.74	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1203-4230200		27.99	
AMAZON CAPITAL SERVICES	398523	09/07/23	OFFICE SUPPLIES	1801-4230200		108.79	
							5,347.52
AMERICAN HEART ASSOC INC	398524	09/07/23	INTERNAL TRAINING FEES	1120-4357001		187.00	
							187.00
ANGEL OAK TREE CARE	398525	09/07/23	TREE REMOVAL & MAINT	1192-4350400	108457	13,315.00	
							13,315.00
ARTISTS DEVELOPMENT COMPA	398526	09/07/23	EVENT BOOKING FEES	854-R4359024	106913	100.00	
							100.00
ARTISTS DEVELOPMENT COMPA	398527	09/07/23	EVENT BOOKING FEES	854-R4359024	106913	200.00	
							200.00

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
ARTISTS DEVELOPMENT COMPA	398528	09/07/23	EVENT BOOKING FEES	854-R4359024	106913	150.00	
							150.00
ARTISTS DEVELOPMENT COMPA	398529	09/07/23	BOOKING EVENT FEES	1203-R4359300	106912	1,500.00	
							1,500.00
ASCENSION HEALTH	398530	09/07/23	MEDICAL EXAM FEES	1120-4340701		99.00	
							99.00
BGI FITNESS	398531	09/07/23	OTHER CONT SERVICES	1120-4350900		275.00	
							275.00
JAMES BARLOW	398532	09/07/23	SERVICES-CHIEF OF POLICE	1110-4350900	108381	17,250.00	
							17,250.00
BATTERIES PLUS BULBS	398533	09/07/23	OTHER MISCELLANEOUS	1110-4239099		238.92	
							238.92
BEC ENTERPRISES LLC	398534	09/07/23	REPAIR PARTS	2201-4237000		220.55	
BEC ENTERPRISES LLC	398534	09/07/23	REPAIR PARTS	2201-4237000		-207.12	
							13.43
SUSAN BELL	398535	09/07/23	CLEANING SERVICES	911-4350600		100.00	
							100.00
BETH MAIER PHOTOGRAPHY	398536	09/07/23	PHOTOGRAPHY SERVICES	1203-R4359003	106865	175.00	
BETH MAIER PHOTOGRAPHY	398536	09/07/23	PHOTOGRAPHY SERVICES	1203-R4359003	106865	100.00	
BETH MAIER PHOTOGRAPHY	398536	09/07/23	PHOTOGRAPHY SERVICES	1203-R4359003	106865	250.00	
BETH MAIER PHOTOGRAPHY	398536	09/07/23	PHOTOGRAPHY SERVICES	1203-R4359003	106865	100.00	
							625.00
BLUE GRASS FARMS, INC.	398537	09/07/23	PLANTS / FLOWERS	2201-4239034	109920	12,553.85	
BLUE GRASS FARMS, INC.	398537	09/07/23	LANDSCAPING SUPPLIES	2201-4239034		598.92	
BLUE GRASS FARMS, INC.	398537	09/07/23	LANDSCAPING SUPPLIES	2201-4239034		2,316.50	
							15,469.27
BOONE CO RESOURCE RECOVER	398538	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		400.00	
							400.00
BOUND TREE MEDICAL LLC	398539	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		44.71	
BOUND TREE MEDICAL LLC	398539	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		1,895.50	
							1,940.21
BRENNTAG MID SOUTH INC	398540	09/07/23	REFLECTING POND SUPPLIES	1206-4350900	109952	4,807.35	
BRENNTAG MID SOUTH INC	398540	09/07/23	REFLECTING POND SUPPLIES	1206-4350900	109952	3,264.07	
BRENNTAG MID SOUTH INC	398540	09/07/23	REFLECTING POND SUPPLIES	1206-4350900	109952	3,264.07	
							11,335.49
BOBCAT OF ANDERSON	398541	09/07/23	REPAIR PARTS	2201-4237000		832.38	
BOBCAT OF ANDERSON	398541	09/07/23	REPAIR PARTS	2201-4237000		8.60	
							840.98
BROTHERS CONCRETE CONSTRU	398542	09/07/23	OTHER CONT SERVICES	2201-4350900		3,645.00	
BROTHERS CONCRETE CONSTRU	398542	09/07/23	OTHER CONT SERVICES	2201-4350900		2,490.00	
BROTHERS CONCRETE CONSTRU	398542	09/07/23	OTHER CONT SERVICES	2201-4350900		2,710.00	
BROTHERS CONCRETE CONSTRU	398542	09/07/23	OTHER CONT SERVICES	2201-4350900		7,175.00	
							16,020.00
BROWNELLS INC	398543	09/07/23	POSTAGE	1110-4342100		9.99	
BROWNELLS INC	398543	09/07/23	AMMUNITIONS & ACCESSORIES	1110-4239010		107.97	
BROWNELLS INC	398543	09/07/23	POSTAGE	1110-4342100		8.50	
BROWNELLS INC	398543	09/07/23	AMMUNITIONS & ACCESSORIES	1110-4239010		107.97	
							234.43
BULLDOG CLEANING SERVICES	398544	09/07/23	CLEANING SERVICES	1301-4350600		1,600.00	
							1,600.00
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		-7,000.00	
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		482.50	
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		-385.00	
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		7,000.00	
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		229.15	
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		110.14	
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		585.75	
CALLAWAY GOLF COMPANY	398545	09/07/23	GOLF HARDGOODS	1207-4356007		342.20	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
							1,364.74
CARMEL CITY CENTER LLC	398546	09/07/23	PROMO ADS & PUBLIC EVENTS	1203-R4359300	106408	899.00	
							899.00
CARMEL PORCHFEST INC	398547	09/07/23	LATE NIGHT ON MAIN	1203-4359003	110018	10,659.04	
							10,659.04
CARMEL TROPHIES PLUS LLC	398548	09/07/23	OTHER MISCELLANEOUS	911-4239099		69.50	
CARMEL TROPHIES PLUS LLC	398548	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		160.00	
							229.50
CITY WIDE MAINTENANCE	398549	09/07/23	CLEANING SERVICES	1207-4350600		40.00	
CITY WIDE MAINTENANCE	398549	09/07/23	CLEANING SERVICES	1207-4350600		933.59	
							973.59
CENTURY INDUSTRIES LLC	398550	09/07/23		1203-R4359003	R103591	2,190.00	
CENTURY INDUSTRIES LLC	398550	09/07/23		1203-R4359003	R103591	2,733.86	
							4,923.86
CERES SOLUTIONS	398551	09/07/23	GASOLINE	1207-4231400		1,010.32	
CERES SOLUTIONS	398551	09/07/23	DIESEL FUEL	1207-4231300		1,209.60	
							2,219.92
CHERISH CENTER	398552	09/07/23	BREAKFAST SPONSORSHIP	1203-4359003	109999	1,000.00	
							1,000.00
CHS OVATION	398553	09/07/23	CARMEL CHOIR SPONSOR	1203-4346500	110019	3,000.00	
							3,000.00
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICES	2201-4356501	108686	68.43	
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICES	2201-4356501	108686	500.39	
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICES	2201-4356501	108686	184.52	
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICES	2201-4356501	108686	68.43	
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICES	2201-4356501	108686	520.53	
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICES	2201-4356501	108686	153.49	
CINTAS CORPORATION #18	398554	09/07/23	UNIFORMS	1207-4356001		38.02	
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICE	1110-4356501		128.84	
CINTAS CORPORATION #18	398554	09/07/23	LAUNDRY SERVICE	1110-4356501		71.29	
CINTAS CORPORATION #18	398554	09/07/23	BUILDING MATERIAL	1207-4235000		451.95	
CINTAS CORPORATION #18	398554	09/07/23	UNIFORMS	1207-4356001		49.55	
							2,235.44
CINTAS FIRST AID & SAFETY	398555	09/07/23	SAFETY SUPPLIES	1207-4239012		324.18	
							324.18
COLLECTIVE PUBLISHING, LL	398556	09/07/23	ADS CARMEL MONTH MAG	1203-R4346500	108206	990.00	
							990.00
CROSSROAD ENGINEERS, PC	398557	09/07/23	CONSULTING FEES	1115-4340400		4,193.48	
							4,193.48
CUMMINS SALES & SERVICE	398558	09/07/23	GENERATOR PMS	1120-4350100	109900	701.70	
CUMMINS SALES & SERVICE	398558	09/07/23	GENERATOR PMS	1120-4350100	109900	461.89	
CUMMINS SALES & SERVICE	398558	09/07/23	GENERATOR PMS	1120-4350100	109900	457.82	
CUMMINS SALES & SERVICE	398558	09/07/23	REPAIR PARTS	1120-4237000		16.00	
CUMMINS SALES & SERVICE	398558	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		406.39	
CUMMINS SALES & SERVICE	398558	09/07/23	GARAGE & MOTOR SUPPIES	1120-4232100		1,064.29	
CUMMINS SALES & SERVICE	398558	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		1,193.59	
							4,301.68
CURRENT PUBLISHING	398559	09/07/23	DISPLAY ADS	1203-4359003	110024	1,719.00	
CURRENT PUBLISHING	398559	09/07/23	DISPLAY ADS	1203-4359300	110024	12,581.00	
CURRENT PUBLISHING	398559	09/07/23	LEGAL ADS & NOTICES	1702-R4345500	108287	108.14	
							14,408.14
AURORA SPANISH LLC	398560	09/07/23	OTHER PROFESSIONAL FEES	506-4341999		2,135.00	
							2,135.00
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1110-4351000		47.50	
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1110-4351000		100.00	
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		2,952.40	
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		155.10	
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		1,161.75	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		2,375.74	
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		2,758.50	
DON HINDS FORD	398561	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		2,293.19	
							11,844.18
PIP PRINTING #324	398562	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		89.98	
							89.98
DUO-SAFETY LADDER CORP	398563	09/07/23	REPAIR PARTS	1120-4237000		154.27	
							154.27
E S R I INC	398564	09/07/23	ESRI RENEWAL	1115-4351502	109946	437.50	
E S R I INC	398564	09/07/23	ESRI RENEWAL	1115-4351502	109946	31,771.43	
							32,208.93
EMERGENCY RADIO SERVICE L	398565	09/07/23	EQUIPMENT REPAIRS & MAINT	1115-4350000		175.00	
							175.00
FIKES FRESH BRANDS, INC	398566	09/07/23	OTHER MISCELLANEOUS	1115-4239099		20.55	
							20.55
FIRE SERVICE INC	398567	09/07/23	REPAIR PARTS	1120-4237000		132.16	
							132.16
FIRESTONE TIRE & SERVICE	398568	09/07/23	TIRES X20	1110-4232000	109971	2,674.45	
							2,674.45
FLEETPRIDE	398569	09/07/23	REPAIR PARTS	2201-4237000		24.04	
FLEETPRIDE	398569	09/07/23	REPAIR PARTS	2201-4237000		299.90	
							323.94
FOREMOST PROMOTIONS	398570	09/07/23		1110-4342100	109859	81.17	
FOREMOST PROMOTIONS	398570	09/07/23		1110-4345002	109859	1,137.50	
							1,218.67
GEAR WASH	398571	09/07/23	CLEANING SERVICES	1120-4350600		49.00	
							49.00
GRAINGER	398572	09/07/23	OFFICE SUPPLIES	1110-4230200		56.82	
							56.82
GRAINGER INC	398573	09/07/23	MISC EQUIPMENT	1115-R4463100	105715	210.98	
GRAINGER INC	398573	09/07/23	MISC EQUIPMENT	1115-R4463100	105715	171.74	
GRAINGER INC	398573	09/07/23	MISC EQUIPMENT	1115-R4463100	105715	1,663.79	
							2,046.51
GRANICUS	398574	09/07/23	SWAGIT CAPTIONING & STAMP	1203-4341999	110017	3,595.00	
GRANICUS	398574	09/07/23	SWAGIT CAPTIONING & STAMP	1203-4341999	110017	3,595.00	
GRANICUS	398574	09/07/23	SWAGIT CAPTIONING & STAMP	1203-4341999	110017	3,595.00	
GRANICUS	398574	09/07/23	SWAGIT CAPTIONING & STAMP	1203-4341999	110017	3,595.00	
							14,380.00
GRAYBAR ELECTRIC CO, INC	398575	09/07/23	CABLE	1115-4237000	109995	635.55	
GRAYBAR ELECTRIC CO, INC	398575	09/07/23	POSTAGE	1115-4342100		45.79	
							681.34
GRIDLOCK TRAFFIC SYSTEMS	398576	09/07/23	STRIPING	2201-4350300	109779	50,377.42	
							50,377.42
HALL SIGNS, INC.	398577	09/07/23	TRAFFIC SIGNS	2201-4239030		1,538.74	
							1,538.74
HARE AUTO GROUP	398578	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		1,382.20	
							1,382.20
HOOSIER FIRE EQUIPMENT IN	398579	09/07/23	OTHER CONT SERVICES	1120-4350900		324.00	
HOOSIER FIRE EQUIPMENT IN	398579	09/07/23	EQUIPMENT MAINT CONTRACTS	1120-4351501		4,471.00	
HOOSIER FIRE EQUIPMENT IN	398579	09/07/23	OTHER CONT SERVICES	1120-4350900		506.00	
							5,301.00
HOOSIER PORTABLE RESTROOM	398580	09/07/23	OTHER CONT SERVICES	1120-4350900		825.00	
HOOSIER PORTABLE RESTROOM	398580	09/07/23	BIKE CARMEL	854-4359038		75.00	
							900.00
HP INC.	398581	09/07/23	HP ZBOOK	2200-4463201	109939	2,058.95	
HP INC.	398581	09/07/23	SOFTWARE	2200-4463202		310.50	
							2,369.45
INDIANA DESIGN CENTER, LL	398582	09/07/23	PROMO ADVERTISING	1203-4359300	108628	500.00	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
INDIANA DESIGN CENTER, LL	398582	09/07/23	PROMO ADVERTISING	1203-4359300	108628	259.11	
INDIANA DESIGN CENTER, LL	398582	09/07/23	PROMO ADVERTISING	1203-4346500	108628	575.00	
							1,334.11
INDIANA GOLF CAR	398583	09/07/23	EQUIPMENT REPAIRS & MAINT	1207-4350000		91.27	
							91.27
INDIANA OXYGEN CO	398584	09/07/23	OTHER MAINT SUPPLIES	2201-4238900		309.10	
INDIANA OXYGEN CO	398584	09/07/23	OTHER MAINT SUPPLIES	2201-4238900		332.10	
INDIANA OXYGEN CO	398584	09/07/23	BOTTLED GAS	1120-4231100		321.87	
							963.07
TRUSTEES OF INDIANA UNIVE	398585	09/07/23	OTHER CONT SERVICES	1192-4350900		1,000.00	
							1,000.00
INDIANAPOLIS RECORDER NEW	398586	09/07/23	EVENT ADS	1203-4346500	110005	1,079.68	
							1,079.68
BEST ONE OF TIPTON	398587	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		27.00	
BEST ONE OF TIPTON	398587	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		35.00	
BEST ONE OF TIPTON	398587	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		255.00	
							317.00
IRVING MATERIALS INC	398588	09/07/23	GRAVEL	2201-4236000		1,090.85	
IRVING MATERIALS INC	398588	09/07/23	GRAVEL	2201-4236000		203.06	
							1,293.91
JACOB-DIETZ, INC	398589	09/07/23	ANNUAL INSPECTIONS	1120-4350900	109826	330.00	
JACOB-DIETZ, INC	398589	09/07/23	ANNUAL INSPECTIONS	1120-4350900	109826	1,300.30	
JACOB-DIETZ, INC	398589	09/07/23	BUILDING REPAIRS & MAINT	1115-4350100		325.00	
							1,955.30
JAF PROPERTY SERVICES	398590	09/07/23	BUILDING REPAIRS & MAINT	2201-4350100		255.00	
							255.00
K & W EQUIPMENT CO LLC	398591	09/07/23	FUEL PUMP GENERATOR STA44	1120-4350100	109904	3,327.49	
							3,327.49
KELLEY AUTOMOTIVE GROUP L	398592	09/07/23	VEHICLES	1110-R4465001	105953	43,160.00	
KELLEY AUTOMOTIVE GROUP L	398592	09/07/23	VEHICLES	1110-R4465001	105953	43,200.00	
KELLEY AUTOMOTIVE GROUP L	398592	09/07/23	VEHICLES	1110-R4465001	105953	43,200.00	
							129,560.00
KIESLER POLICE SUPPLY INC	398593	09/07/23	AMMUNITION	1110-R4239010	108111	7,811.80	
KIESLER POLICE SUPPLY INC	398593	09/07/23	WEAPONLIGHT & HOLSTERS	1110-R4239010	105181	460.90	
KIESLER POLICE SUPPLY INC	398593	09/07/23	AMMUNITION	1110-4239010	109691	14,280.20	
KIESLER POLICE SUPPLY INC	398593	09/07/23	AMMUNITION	1110-4239010	109690	447.10	
							23,000.00
KNOX CO	398594	09/07/23	EMS VAULT	102-4467006	109845	2,866.00	
							2,866.00
STEPHANIE LEWIS	398595	09/07/23	MIDTOWN'S GOT TALENT	854-4359024	110020	2,000.00	
							2,000.00
LOU'S GLOVES INC	398596	09/07/23	SAFETY SUPPLIES	1110-4239012		318.00	
							318.00
LOWE'S COMPANIES INC	398597	09/07/23	SMALL TOOLS & MINOR EQUIP	2201-4238000		227.05	
							227.05
MACQUEEN EMERGENCY GROUP	398598	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		471.02	
MACQUEEN EMERGENCY GROUP	398598	09/07/23	REPAIR PARTS	1120-4237000		652.39	
MACQUEEN EMERGENCY GROUP	398598	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		1,281.67	
MACQUEEN EMERGENCY GROUP	398598	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		2,055.24	
MACQUEEN EMERGENCY GROUP	398598	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		2,654.14	
							7,114.46
BUB'S BURGERS AND ICE CRE	398599	09/07/23	TRAVEL & LODGING	1110-4343003		493.80	
							493.80
MEDLINE INDUSTRIES, INC	398600	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		2,784.96	
							2,784.96
MEG & ASSOCIATES LLC	398601	09/07/23	EVENT PLANNING	1203-4359003	108379	6,050.00	
MEG & ASSOCIATES LLC	398601	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		46.32	
							6,096.32

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
MENARDS - FISHERS	398602	09/07/23	67312	1120-4238900		27.98	
							27.98
MENARDS, INC	398603	09/07/23	70274	1206-4238900		197.56	
MENARDS, INC	398603	09/07/23	70420	1206-4238900		1,664.10	
MENARDS, INC	398603	09/07/23	70123	2201-4238900		335.44	
MENARDS, INC	398603	09/07/23	70214	2201-4238900		47.74	
MENARDS, INC	398603	09/07/23	70285	2201-4238900		521.80	
MENARDS, INC	398603	09/07/23	70380	2201-4238900		29.97	
MENARDS, INC	398603	09/07/23	70412	2201-4238900		47.00	
MENARDS, INC	398603	09/07/23	70423	2201-4238900		14.78	
							2,858.39
MENARDS, INC	398604	09/07/23	70860	1207-4237000		23.97	
MENARDS, INC	398604	09/07/23	70341	1207-4239099		43.96	
MENARDS, INC	398604	09/07/23	70438	1207-4239099		-3.41	
							64.52
MIDLAND	398605	09/07/23	OTHER MISCELLANEOUS	1120-4239099		3,473.26	
MIDLAND	398605	09/07/23	OTHER MAINT SUPPLIES	1120-4238900		2,717.97	
							6,191.23
MICHAEL R MILES	398606	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		750.00	
							750.00
MILESTONE CONTRACTORS, L	398607	09/07/23	BITUMINOUS MATERIALS	2201-4236300		186.83	
MILESTONE CONTRACTORS, L	398607	09/07/23	BITUMINOUS MATERIALS	2201-4236300		78.98	
MILESTONE CONTRACTORS, L	398607	09/07/23	BITUMINOUS MATERIALS	2201-4236300		82.35	
							348.16
MUNICIPAL EMERGENCY SERVI	398608	09/07/23	INTAKE VALVES - WYES	102-4467099	109962	8,500.00	
MUNICIPAL EMERGENCY SERVI	398608	09/07/23	INTAKE VALVES - WYES	102-4467099	109962	3,536.00	
MUNICIPAL EMERGENCY SERVI	398608	09/07/23	SAFETY ACCESSORIES	1120-4356003		111.00	
MUNICIPAL EMERGENCY SERVI	398608	09/07/23	UNIFORMS	1120-4356001		74.09	
MUNICIPAL EMERGENCY SERVI	398608	09/07/23	UNIFORMS	1120-4356001		1,200.00	
MUNICIPAL EMERGENCY SERVI	398608	09/07/23	SAFETY ACCESSORIES	1120-4356003		431.00	
							13,852.09
NAPA AUTO PARTS INC	398609	09/07/23	REPAIR PARTS	1110-4237000		178.11	
							178.11
NELSON & CO LLC	398610	09/07/23	UNIFORM	1110-R4356001	108040	54.00	
							54.00
NELSON ALARM COMPANY	398611	09/07/23	OTHER CONT SERVICES	1115-4350900		2,840.00	
							2,840.00
OCCUPATIONAL HEALTH CENTE	398612	09/07/23	MEDICAL EXAM FEES	1110-4340701		116.00	
							116.00
ODP BUSINESS SOLUTIONS LL	398613	09/07/23	OFFICE SUPPLIES	1120-4230200		2.98	
ODP BUSINESS SOLUTIONS LL	398613	09/07/23	OFFICE SUPPLIES	1120-4230200		374.89	
ODP BUSINESS SOLUTIONS LL	398613	09/07/23	REPAIR PARTS	1120-4237000		455.99	
							833.86
OFFICE DEPOT	398614	09/07/23	OTHER MAINT SUPPLIES	1110-4238900		283.98	
OFFICE DEPOT	398614	09/07/23	OFFICE SUPPLIES	1110-4230200		20.97	
OFFICE DEPOT	398614	09/07/23	OFFICE SUPPLIES	1110-4230200		61.44	
OFFICE DEPOT	398614	09/07/23	OFFICE SUPPLIES	1110-4230200		15.40	
OFFICE DEPOT	398614	09/07/23	OFFICE SUPPLIES	1110-4230200		188.61	
OFFICE DEPOT	398614	09/07/23	OTHER MAINT SUPPLIES	1110-4238900		159.96	
OFFICE DEPOT	398614	09/07/23	OTHER MAINT SUPPLIES	1110-4238900		194.98	
OFFICE DEPOT	398614	09/07/23	OTHER MAINT SUPPLIES	1110-4238900		247.96	
OFFICE DEPOT	398614	09/07/23	OFFICE SUPPLIES	1110-4230200		12.15	
OFFICE DEPOT	398614	09/07/23	OFFICE SUPPLIES	1110-4230200		71.94	
OFFICE DEPOT	398614	09/07/23	OFFICE SUPPLIES	1192-4230200		142.10	
							1,399.49
OFFICE DEPOT INC	398615	09/07/23	OFFICE SUPPLIES	1180-4230200		71.17	
OFFICE DEPOT INC	398615	09/07/23	OFFICE SUPPLIES	1180-4230200		-37.99	
							33.18

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
OFFICE H2O LLC	398616	09/07/23	OTHER MISCELLANEOUS	2200-4239099		55.00	
							55.00
OMNI CENTRE FOR PUBLIC ME	398617	09/07/23	CABLE PRODUCTION & MAINT	1203-4341970	108682	2,461.30	
OMNI CENTRE FOR PUBLIC ME	398617	09/07/23	CABLE PRODUCTION & MAINT	1203-4341970	108682	3,341.19	
OMNI CENTRE FOR PUBLIC ME	398617	09/07/23	CABLE PRODUCTION & MAINT	1203-4341970	108682	9,015.63	
OMNI CENTRE FOR PUBLIC ME	398617	09/07/23	CABLE PRODUCTION & MAINT	1203-4341970	108682	10,782.52	
							25,600.64
ONEZONE	398618	09/07/23	TRAVEL & LODGING	1110-4343003		50.00	
							50.00
O'REILLY AUTO PARTS	398619	09/07/23	REPAIR PARTS	2201-4237000		530.48	
O'REILLY AUTO PARTS	398619	09/07/23	REPAIR PARTS	2201-4237000		633.80	
O'REILLY AUTO PARTS	398619	09/07/23	REPAIR PARTS	1192-4237000		47.26	
							1,211.54
O'REILLY AUTO PARTS	398620	09/07/23	REPAIR PARTS	1120-4237000		57.65	
							57.65
OTIS ELEVATOR CO	398621	09/07/23	OTHER CONT SERVICES	1207-4350900		100.00	
OTIS ELEVATOR CO	398621	09/07/23	BUILDING MATERIAL	1207-4235000		2,747.64	
							2,847.64
OTTO'S PARKING MARKING	398622	09/07/23	REPAIR PARTS	2201-4237000		94.50	
							94.50
OVERHEAD DOOR CO OF INDIA	398623	09/07/23	BUILDING REPAIRS & MAINT	1120-4350100		636.12	
							636.12
PARTY TIME RENTAL INC	398624	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		658.89	
PARTY TIME RENTAL INC	398624	09/07/23	OTHER CONT SERVICES	1120-4350900		1,577.33	
							2,236.22
PENN CARE INC.	398625	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		23.20	
PENN CARE INC.	398625	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		29.00	
PENN CARE INC.	398625	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		205.00	
PENN CARE INC.	398625	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		700.00	
PENN CARE INC.	398625	09/07/23	REPAIR PARTS	1120-4237000		520.00	
							1,477.20
DANIEL J PFLEGING	398626	09/07/23	PUBLIC DEFENDER FEES	1301-4341952		2,083.33	
							2,083.33
PING	398627	09/07/23	GOLF SOFTGOODS	1207-4356006		453.56	
							453.56
PIP	398628	09/07/23	PRINTING & SERVICES	1203-4359003	109772	591.00	
PIP	398628	09/07/23	BUSINESS CARDS	1203-R4230100	108338	98.47	
PIP	398628	09/07/23	PRINTING & SERVICES	1203-4359003	109772	215.23	
PIP	398628	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		266.06	
PIP	398628	09/07/23	ALLIED SPONSORSHIP	854-4359024		300.91	
PIP	398628	09/07/23	SPECIAL DEPT SUPPLIES	2201-4239011		99.62	
PIP	398628	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		369.98	
PIP	398628	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003		398.29	
							2,339.56
VALERIE A PLANE	398629	09/07/23	SIDEWALK IMPROVEMENTS	1192-4462200		427.50	
							427.50
POMP'S TIRE - LEBANON	398630	09/07/23	TIRES & TUBES	2201-4232000		567.22	
							567.22
PROMOTIONS PLUS INC	398631	09/07/23	STAFF CLOTHING	1192-R4356001	108261	733.00	
PROMOTIONS PLUS INC	398631	09/07/23	STAFF CLOTHING	1192-R4356001	108261	52.00	
PROMOTIONS PLUS INC	398631	09/07/23	CILIVIAN CLOTHING	1110-4356001	108416	571.00	
							1,356.00
R E I REAL ESTATE SERVICE	398632	09/07/23	MONTHLY OPERATING EXPENSE	1206-4350900	108546	501.00	
							501.00
REYNOLDS FARM EQUIPMENT	398633	09/07/23	REPAIR PARTS	1207-4237000		93.56	
							93.56
RITZ CHARLES, INC	398634	09/07/23	RECEPTION SERVICES	1203-4359003	110022	39,117.18	
RITZ CHARLES, INC	398634	09/07/23	CATERING-JELGAVA EVENT	1203-4359300	110001	2,555.00	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
							41,672.18
ROLLFAST	398635	09/07/23	BIKE CARMEL	854-4359038		132.11	
							132.11
RYAN FIREPROTECTION INC	398636	09/07/23	BUILDING REPAIRS & MAINT	1206-4350100		2,241.14	
							2,241.14
SCAT PEST CONTROL INC.	398637	09/07/23	OTHER CONT SERVICES	1120-4350900		205.00	
							205.00
SEXSON MECHANICAL CORP	398638	09/07/23	BUILDING REPAIRS & MAINT	1110-4350100		1,494.90	
							1,494.90
SHERWIN WILLIAMS INC	398639	09/07/23	PAINT	2201-4236400		131.87	
							131.87
DR. ROBERT L. SMITH, PHD	398640	09/07/23	MENTAL HEALTH COUNSELING	1120-4340703		140.00	
							140.00
SRM CONCRETE LLC	398641	09/07/23	CEMENT	2201-4236200		985.00	
SRM CONCRETE LLC	398641	09/07/23	CEMENT	2201-4236200		985.00	
							1,970.00
STOOPS FREIGHTLINER	398642	09/07/23	REPAIR PARTS	2201-4237000		47.84	
STOOPS FREIGHTLINER	398642	09/07/23	REPAIR PARTS	2201-4237000		454.00	
							501.84
STRYKER MEDICAL	398643	09/07/23	EMS EQUIP	102-4467006		7,298.25	
							7,298.25
SUNBELT RENTALS	398644	09/07/23	OTHER RENTAL & LEASES	2201-4353099		1,641.50	
SUNBELT RENTALS	398644	09/07/23	OTHER RENTAL & LEASES	2201-4353099		410.38	
							2,051.88
SUNBELT RENTALS, INC.	398645	09/07/23	OTHER MAINT SUPPLIES	1206-4238900		899.94	
							899.94
SUR-TEC, INC.	398646	09/07/23	SOFTWARE MAINT CONTRACTS	911-4351502		2,963.00	
							2,963.00
SWANK MOTION PICTURES INC	398647	09/07/23	MOVIE LICENSING	1203-R4359003	108234	340.00	
SWANK MOTION PICTURES INC	398647	09/07/23	MOVIE LICENSING	1203-R4359003	108234	340.00	
SWANK MOTION PICTURES INC	398647	09/07/23	MOVIE LICENSING	1203-R4359003	108234	340.00	
							1,020.00
TASK FORCE TIPS	398648	09/07/23	REPAIR PARTS	1120-4237000		93.24	
TASK FORCE TIPS	398648	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000		436.54	
							529.78
TELEFLEX LLC	398649	09/07/23	SPECIAL DEPT SUPPLIES	102-4239011		308.50	
							308.50
THE SIGNATURE GROUP EVENT	398650	09/07/23	MIDTOWNS GOT TALENT	1203-4359003	110021	9,175.00	
							9,175.00
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	180.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	120.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	410.00	
TIFFANY LAWN & GARDEN	398651	09/07/23	MULCH	2201-R4239034	106041	180.00	
							3,760.00
T-METAL WORKS, INC.	398652	09/07/23	OTHER CONT SERVICES	1120-4350900		630.00	
							630.00
T-MOBILE USA INC	398653	09/07/23	SPECIAL INVESTIGATION FEE	1110-4358200		50.00	
T-MOBILE USA INC	398653	09/07/23	SPECIAL INVESTIGATION FEE	1110-4358200		25.00	
							75.00
TOUCH 'N GO COLLISION CEN	398654	09/07/23	AUTO REPAIR & MAINTENANCE	2201-4351000		429.45	
							429.45

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT P.O.	INVOICE AMT	CHECK AMT
TRAVEL INDIANA LLC	398655	09/07/23	ECONOMIC DEVELOPMENT	1203-4359300	738.29	
						738.29
TRAVISMATHEW LLC	398656	09/07/23	GOLF SOFTGOODS	1207-4356006	739.80	
						739.80
TRUCK SERVICE INC	398657	09/07/23	AUTO REPAIR & MAINTENANCE	1120-4351000	5,089.21	
						5,089.21
MICHAEL GERALD TURK	398658	09/07/23	OTHER CONT SERVICES	1120-4350900	3,600.00	
						3,600.00
UNITED RENTALS INC	398659	09/07/23	OTHER RENTAL & LEASES	2201-4353099	568.88	
						568.88
VASEY COMMERICAL HEATING	398660	09/07/23	BUILDING REPAIRS & MAINT	1207-4350100	2,127.00	
						2,127.00
WHITE'S ACE HARDWARE	398661	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003	17.98	
WHITE'S ACE HARDWARE	398661	09/07/23	OFFICE SUPPLIES	1203-4230200	24.99	
WHITE'S ACE HARDWARE	398661	09/07/23	FESTIVAL/COMMUNITY EVENTS	1203-4359003	41.97	
						84.94
WHITE'S ACE HARDWARE	398662	09/07/23	OTHER MISCELLANEOUS	1115-4239099	205.91	
						205.91
GRAND APPLIANCE AND TV	398663	09/07/23	APPLIANCES	102-4463300	604.00	
						604.00
AUTOZONE INC	398664	09/07/23	OTHER EXPENSES	601-5023990	81.97	
AUTOZONE INC	398664	09/07/23	OTHER EXPENSES	601-5023990	18.80	
						100.77
BAKER TILLY US LLP	398665	09/07/23	OTHER EXPENSES	601-5023990	5,438.50	
BAKER TILLY US LLP	398665	09/07/23	OTHER EXPENSES	601-5023990	2,678.44	
						8,116.94
BEARINGS HEADQUARTERS CO	398666	09/07/23	OTHER EXPENSES	651-5023990	1,169.40	
BEARINGS HEADQUARTERS CO	398666	09/07/23	OTHER EXPENSES	651-5023990	28.12	
BEARINGS HEADQUARTERS CO	398666	09/07/23	OTHER EXPENSES	651-5023990	1,416.36	
BEARINGS HEADQUARTERS CO	398666	09/07/23	OTHER EXPENSES	651-5023990	8,126.34	
BEARINGS HEADQUARTERS CO	398666	09/07/23	OTHER EXPENSES	651-5023990	405.89	
						11,146.11
BOONE CO RESOURCE RECOVER	398667	09/07/23	OTHER EXPENSES	601-5023990	2,640.00	
						2,640.00
BRENNTAG MID SOUTH INC	398668	09/07/23	OTHER EXPENSES	601-5023990	6,318.00	
BRENNTAG MID SOUTH INC	398668	09/07/23	OTHER EXPENSES	601-5023990	6,318.00	
BRENNTAG MID SOUTH INC	398668	09/07/23	OTHER EXPENSES	601-5023990	3,159.00	
						15,795.00
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,669.10	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,709.25	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,703.82	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,660.42	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,681.04	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,711.42	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,696.23	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,721.18	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,738.54	
CARGILL INC-SALT DIVISION	398669	09/07/23	OTHER EXPENSES	601-5023990	2,700.57	
						26,991.57
CINTAS CORPORATION #18	398670	09/07/23	OTHER EXPENSES	651-5023990	32.95	
CINTAS CORPORATION #18	398670	09/07/23	OTHER EXPENSES	651-5023990	32.95	
						65.90
CINTAS UNIFORMS	398671	09/07/23	OTHER EXPENSES	651-5023990	339.77	
						339.77
CORE & MAIN	398672	09/07/23	OTHER EXPENSES	601-5023990	278.29	
CORE & MAIN	398672	09/07/23	OTHER EXPENSES	601-5023990	2,336.68	
CORE & MAIN	398672	09/07/23	OTHER EXPENSES	651-5023990	434.30	
						3,049.27

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT P.O.	INVOICE AMT	CHECK AMT
CUMMINS SALES & SERVICE	398673	09/07/23	OTHER EXPENSES	601-5023990	907.27	
CUMMINS SALES & SERVICE	398673	09/07/23	OTHER EXPENSES	651-5023990	565.44	
						1,472.71
DON HINDS FORD	398674	09/07/23	OTHER EXPENSES	651-5023990	978.92	
						978.92
ENVIRONMENTAL LABORATORIE	398675	09/07/23	OTHER EXPENSES	601-5023990	30.00	
ENVIRONMENTAL LABORATORIE	398675	09/07/23	OTHER EXPENSES	601-5023990	346.88	
						376.88
ENZ USA INC	398676	09/07/23	OTHER EXPENSES	651-5023990	410.92	
						410.92
EVERETT J PRESCOTT INC	398677	09/07/23	OTHER EXPENSES	601-5023990	160.25	
EVERETT J PRESCOTT INC	398677	09/07/23	OTHER EXPENSES	601-5023990	192.30	
EVERETT J PRESCOTT INC	398677	09/07/23	OTHER EXPENSES	601-5023990	160.25	
EVERETT J PRESCOTT INC	398677	09/07/23	OTHER EXPENSES	601-5023990	118.72	
EVERETT J PRESCOTT INC	398677	09/07/23	OTHER EXPENSES	601-5023990	149.12	
						780.64
FILTER SERVICES OF INDIAN	398678	09/07/23	OTHER EXPENSES	651-5023990	1,227.18	
						1,227.18
FIREWIRE LEDS	398679	09/07/23	OTHER EXPENSES	651-5023990	2,634.22	
FIREWIRE LEDS	398679	09/07/23	OTHER EXPENSES	651-5023990	108.71	
						2,742.93
GIRARD INDUSTRIES	398680	09/07/23	OTHER EXPENSES	651-5023990	1,866.34	
						1,866.34
GRAINGER	398681	09/07/23	OTHER EXPENSES	601-5023990	975.30	
GRAINGER	398681	09/07/23	OTHER EXPENSES	651-5023990	23.84	
GRAINGER	398681	09/07/23	OTHER EXPENSES	651-5023990	75.91	
GRAINGER	398681	09/07/23	OTHER EXPENSES	651-5023990	44.22	
						1,119.27
HACH COMPANY	398682	09/07/23	OTHER EXPENSES	601-5023990	108.00	
						108.00
HOOSIER EQUIPMENT LLC	398683	09/07/23	OTHER EXPENSES	651-5023990	319.05	
						319.05
IMAVEX	398684	09/07/23	OTHER EXPENSES	651-5023990	64.50	
IMAVEX	398684	09/07/23	OTHER EXPENSES	601-5023990	64.50	
						129.00
INDIANA FILTER SUPPLY	398685	09/07/23	OTHER EXPENSES	601-5023990	230.41	
						230.41
INDIANA RECLAMATION & EXC	398686	09/07/23	OTHER EXPENSES	601-5023990	2,089.00	
INDIANA RECLAMATION & EXC	398686	09/07/23	OTHER EXPENSES	601-5023990	1,785.13	
INDIANA RECLAMATION & EXC	398686	09/07/23	OTHER EXPENSES	601-5023990	1,785.13	
INDIANA RECLAMATION & EXC	398686	09/07/23	OTHER EXPENSES	651-5023990	4,736.40	
INDIANA RECLAMATION & EXC	398686	09/07/23	OTHER EXPENSES	651-5023990	1,810.00	
						12,205.66
INDIANA WATER ENVIRONMENT	398687	09/07/23	OTHER EXPENSES	601-5023990	1,650.00	
INDIANA WATER ENVIRONMENT	398687	09/07/23	OTHER EXPENSES	601-5023990	150.00	
INDIANA WATER ENVIRONMENT	398687	09/07/23	OTHER EXPENSES	651-5023990	425.00	
INDIANA WATER ENVIRONMENT	398687	09/07/23	OTHER EXPENSES	651-5023990	150.00	
						2,375.00
PIRTEK PERRY	398688	09/07/23	OTHER EXPENSES	651-5023990	1,436.53	
						1,436.53
BOBCAT OF INDY	398689	09/07/23	OTHER EXPENSES	601-5023990	266.77	
						266.77
JACK DOHENY COMPANIES	398690	09/07/23	OTHER EXPENSES	601-5023990	1,863.44	
						1,863.44
JP1 SPECIALITY ADVERTISIN	398691	09/07/23	OTHER EXPENSES	601-5023990	1,115.31	
						1,115.31
KIRBY RISK CORPORATION	398692	09/07/23	OTHER EXPENSES	601-5023990	473.00	
KIRBY RISK CORPORATION	398692	09/07/23	OTHER EXPENSES	601-5023990	144.12	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT P.O.	INVOICE AMT	CHECK AMT
						617.12
WELDON H LEIMER	398693	09/07/23	SIDEWALK IMPROVEMENTS	1192-4462200	2,075.00	
						2,075.00
LIVING WATERS CO.	398694	09/07/23	OTHER EXPENSES	604-5023990	14,524.27	
						14,524.27
MACALLISTER MACHINERY CO	398695	09/07/23	OTHER EXPENSES	601-5023990	5,425.01	
MACALLISTER MACHINERY CO	398695	09/07/23	OTHER EXPENSES	651-5023990	4,636.35	
						10,061.36
MENARDS - FISHERS	398696	09/07/23	66896	651-5023990	75.52	
MENARDS - FISHERS	398696	09/07/23	66934	651-5023990	68.97	
MENARDS - FISHERS	398696	09/07/23	67296	651-5023990	87.35	
						231.84
MENARDS - FISHERS	398697	09/07/23	66826	601-5023990	62.45	
						62.45
MENARDS, INC	398698	09/07/23	68210	601-5023990	14.98	
MENARDS, INC	398698	09/07/23	70161	601-5023990	43.86	
MENARDS, INC	398698	09/07/23	70203	601-5023990	88.96	
						147.80
MENARDS, INC	398699	09/07/23	68251	601-5023990	115.86	
MENARDS, INC	398699	09/07/23	68337	601-5023990	32.46	
MENARDS, INC	398699	09/07/23	70364	601-5023990	7.85	
						156.17
MID STATE TRUCK EQUIP COR	398700	09/07/23	OTHER EXPENSES	651-5023990	925.00	
MID STATE TRUCK EQUIP COR	398700	09/07/23	OTHER EXPENSES	651-5023990	35.25	
						960.25
MUSSELMAN FARMS	398701	09/07/23	OTHER EXPENSES	651-5023990	158.40	
						158.40
OMNISITE	398702	09/07/23	OTHER EXPENSES	651-5023990	537.10	
						537.10
ON SITE SUPPLY	398703	09/07/23	OTHER EXPENSES	601-5023990	399.16	
						399.16
OVERHEAD DOOR CO OF INDIA	398704	09/07/23	OTHER EXPENSES	601-5023990	203.50	
						203.50
PENSKE CHEVROLET	398705	09/07/23	OTHER EXPENSES	601-5023990	76.36	
						76.36
PLYMATE	398706	09/07/23	OTHER EXPENSES	601-5023990	219.59	
PLYMATE	398706	09/07/23	OTHER EXPENSES	601-5023990	333.26	
						552.85
POWERS SEPTIC & SEWER	398707	09/07/23	OTHER EXPENSES	651-5023990	2,950.00	
						2,950.00
ROUDEBUSH EQUIPMENT INC	398708	09/07/23	OTHER EXPENSES	651-5023990	127.18	
ROUDEBUSH EQUIPMENT INC	398708	09/07/23	OTHER EXPENSES	651-5023990	-43.02	
						84.16
JANI-KING OF INDIANAPOLIS	398709	09/07/23	OTHER EXPENSES	651-5023990	730.00	
JANI-KING OF INDIANAPOLIS	398709	09/07/23	OTHER EXPENSES	651-5023990	373.50	
JANI-KING OF INDIANAPOLIS	398709	09/07/23	OTHER EXPENSES	601-5023990	373.50	
						1,477.00
SERVICE PIPE & SUPPLY INC	398710	09/07/23	OTHER EXPENSES	601-5023990	227.90	
SERVICE PIPE & SUPPLY INC	398710	09/07/23	OTHER EXPENSES	601-5023990	534.28	
						762.18
SOURCE 1 ENVIRONMENTAL	398711	09/07/23	OTHER EXPENSES	651-5023990	1,701.62	
						1,701.62
STAPLES BUSINESS ADVANTAG	398712	09/07/23	OTHER EXPENSES	651-5023990	356.23	
						356.23
SUNBELT RENTALS, INC.	398713	09/07/23	OTHER EXPENSES	601-5023990	104.02	
SUNBELT RENTALS, INC.	398713	09/07/23	OTHER EXPENSES	601-5023990	40.25	
SUNBELT RENTALS, INC.	398713	09/07/23	OTHER EXPENSES	601-5023990	168.84	
SUNBELT RENTALS, INC.	398713	09/07/23	OTHER EXPENSES	651-5023990	127.35	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
							440.46
T B A & OIL WAREHOUSE, IN	398714	09/07/23	OTHER EXPENSES	601-5023990		24.27	
T B A & OIL WAREHOUSE, IN	398714	09/07/23	OTHER EXPENSES	601-5023990		88.99	
							113.26
TAYLOR OIL CO INC	398715	09/07/23	OTHER EXPENSES	651-5023990		327.66	
							327.66
TRACTOR SUPPLY CO	398716	09/07/23	OTHER EXPENSES	601-5023990		519.96	
							519.96
UTILITY SUPPLY CO INC.	398717	09/07/23	OTHER EXPENSES	604-5023990		14,450.00	
UTILITY SUPPLY CO INC.	398717	09/07/23	OTHER EXPENSES	604-5023990		21,000.00	
UTILITY SUPPLY CO INC.	398717	09/07/23	OTHER EXPENSES	604-5023990		-8,500.00	
							26,950.00
WATERCHEM INC	398718	09/07/23	OTHER EXPENSES	651-5023990		17,020.00	
							17,020.00
CENTERPOINT ENERGY	398719	09/07/23	ELECTRICITY	1110-4348000		48.77	
							48.77
ALLISON LYNCH-MCGRATH	398722	09/07/23	EXTERNAL TRAINING TRAVEL	1180-4343002		597.40	
							597.40
KURT ANDERSON	398723	09/07/23	OTHER CONT SERVICES	250-4350900		305.00	
							305.00
ASSOC OF STATE FLOODPLAIN	398724	09/07/23	ORGANIZATION & MEMBER DUE	1192-4355300		175.00	
							175.00
BENEFIT PLANNING CONSULTA	398725	09/07/23	OTHER EXPENSES	301-5023990		483.35	
							483.35
BRADEN BUSINESS SYS,INC	398726	09/07/23	COPIER LEASE	1203-R4353004	108222	219.51	
							219.51
KAROLYN J BRUMLEY	398727	09/07/23	OFFICE SUPPLIES	1203-4230200		49.86	
							49.86
BUREAU OF MOTOR VEHICLES	398728	09/07/23	OTHER EXPENSES	601-5023990		135.00	
							135.00
BUREAU OF MOTOR VEHICLES	398729	09/07/23	OTHER EXPENSES	651-5023990		180.00	
							180.00
SAMANTHA BUTTS	398730	09/07/23	OTHER EXPENSES	651-5023990		6.00	
							6.00
CANON FINANCIAL SERVICES	398731	09/07/23	COPIERS LEASE	1180-R4353004	105737	513.23	
							513.23
CARMEL CLAY SCHOOLS-FUEL	398732	09/07/23	GASOLINE	1192-4231400		1,942.25	
							1,942.25
CARMEL UTILITIES	398733	09/07/23	WATER & SEWER	1110-4348500		583.48	
CARMEL UTILITIES	398733	09/07/23	WATER & SEWER	2201-4348500		603.11	
CARMEL UTILITIES	398733	09/07/23	WATER & SEWER	1207-4348500		835.65	
							2,022.24
CHARTER COMMUNICATIONS HO	398734	09/07/23	WEB PAGE FEES	1110-4355400		78.95	
							78.95
CHARTER COMMUNICATIONS HO	398735	09/07/23	WEB PAGE FEES	1110-4355400		168.99	
							168.99
CITIZENS WESTFIELD	398736	09/07/23	OTHER EXPENSES	601-5023990		22.93	
CITIZENS WESTFIELD	398736	09/07/23	OTHER EXPENSES	601-5023990		27.10	
CITIZENS WESTFIELD	398736	09/07/23	OTHER EXPENSES	601-5023990		14.49	
							64.52
CLAY TOWNSHIP	398737	09/07/23	ELECTRICITY	1115-4348000		166.93	
CLAY TOWNSHIP	398737	09/07/23	WATER & SEWER	1115-4348500		7.35	
CLAY TOWNSHIP	398737	09/07/23	WATER & SEWER	1115-4348500		11.82	
CLAY TOWNSHIP	398737	09/07/23	NATURAL GAS	1115-4349000		15.70	
CLAY TOWNSHIP	398737	09/07/23	NATURAL GAS	1115-4349000		16.55	
CLAY TOWNSHIP	398737	09/07/23	CLEANING SERVICES	1115-4350600		30.93	
CLAY TOWNSHIP	398737	09/07/23	CLEANING SERVICES	1115-4350600		730.32	
CLAY TOWNSHIP	398737	09/07/23	BUILDING REPAIRS & MAINT	1115-4350100		25.50	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
CLAY TOWNSHIP	398737	09/07/23	OTHER CONT SERVICES	1115-4350900		2,392.92	
CLAY TOWNSHIP	398737	09/07/23	TRASH COLLECTION	1115-4350101		5.89	
CLAY TOWNSHIP	398737	09/07/23	RENT PAYMENTS	1115-4352500		5,500.00	
							8,903.91
CALEA	398738	09/07/23	EXTERNAL INSTRUCT FEES	1110-4357004		780.00	
							780.00
CONSTELLATION NEWENERGY G	398739	09/07/23	NATURAL GAS	2201-4349000		14.73	
CONSTELLATION NEWENERGY G	398739	09/07/23	OTHER EXPENSES	601-5023990		202.06	
							216.79
DUKE ENERGY	398740	09/07/23	ELECTRICITY	1120-4348000		139.10	
DUKE ENERGY	398740	09/07/23	ELECTRICITY	2201-4348000		25.49	
DUKE ENERGY	398740	09/07/23	ELECTRICITY	2201-4348000		16.51	
DUKE ENERGY	398740	09/07/23	OTHER EXPENSES	651-5023990		32.38	
							213.48
STEVE EDWARDS	398741	09/07/23	EXTERNAL TRAINING TRAVEL	1120-4343002		2,396.62	
							2,396.62
FBI/LEEDA	398742	09/07/23	EXTERNAL INSTRUCT FEES	1110-4357004		795.00	
							795.00
JENELL FAIRMAN	398743	09/07/23	EXTERNAL TRAINING TRAVEL	1801-4343002		522.11	
JENELL FAIRMAN	398743	09/07/23	EXTERNAL TRAINING TRAVEL	1801-4343002		100.87	
							622.98
FIRE & POLICE SELECTION,	398744	09/07/23	OTHER PROFESSIONAL FEES	1110-4341999		1,385.00	
							1,385.00
JAIMIE FOREMAN	398745	09/07/23	OTHER EXPENSES	601-5023990		145.99	
							145.99
GFC LEASING OH	398746	09/07/23	SMART BOARD LEASE	1192-R4353099	108259	379.94	
GFC LEASING OH	398746	09/07/23	B&C COPIER LEASE	1192-R4353099	108258	436.54	
GFC LEASING OH	398746	09/07/23	SCANNER LEASE	1192-R4353004	108220	2.30	
							818.78
GFC LEASING OH	398747	09/07/23	COPIER	911-4353004		250.00	
							250.00
TODD GILLIAN	398748	09/07/23	REFERENCE MANUALS	1192-4239002		90.56	
							90.56
GORDON FLESCH CO., INC.	398749	09/07/23	COPIER	1110-4353004		825.57	
							825.57
GORDON FLESCH COMPANY	398750	09/07/23	OTHER EXPENSES	651-5023990		46.54	
GORDON FLESCH COMPANY	398750	09/07/23	OTHER EXPENSES	601-5023990		211.21	
							257.75
GORDON FLESCH COMPANY	398751	09/07/23	OTHER EXPENSES	651-5023990		11.25	
GORDON FLESCH COMPANY	398751	09/07/23	OTHER EXPENSES	601-5023990		11.26	
							22.51
GREATAMERICA FINANCIAL SE	398752	09/07/23	COMMUNICATION EQUIPMENT	1115-4463100		3,531.14	
							3,531.14
TIM GRIFFIN	398753	09/07/23	EXTERNAL TRAINING TRAVEL	1120-4343002		468.00	
							468.00
DAVID HABOUSH	398754	09/07/23	OFFICE SUPPLIES	1120-4230200		14.39	
DAVID HABOUSH	398754	09/07/23	INTERNAL TRAINING FEES	1120-4357001		246.34	
							260.73
SARAH LIVINGSTON	398755	09/07/23	TUITION REIMBURSEMENT	1110-4128000		1,258.40	
							1,258.40
HUMANE SOCIETY FOR HAMILT	398756	09/07/23	HUMANE SOCIETY SERVICES	1110-4357500		9,772.81	
							9,772.81
LAURA HUNT	398757	09/07/23	EXTERNAL TRAINING TRAVEL	1801-4343002		57.64	
							57.64
I C C BUSINESS PRODUCTS	398758	09/07/23	EQUIPMENT MAINT CONTRACTS	1120-4351501		97.00	
							97.00
I.C.O. TRAINING FUND	398759	09/07/23	OTHER EXPENSES	210-5023990		57.00	
							57.00

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
INDIANA CHAMBER OF COMMER	398760	09/07/23	ANNUAL MEMBERSHIP	1203-4355300	110000	1,000.00	1,000.00
INDIANA STATE POLICE	398761	09/07/23	OTHER EXPENSES	210-5023990		488.00	
INDIANA STATE POLICE	398761	09/07/23	OTHER EXPENSES	210-5023990		540.00	1,028.00
CHRISTINA JESSE	398762	09/07/23	ORGANIZATION & MEMBER DUE	1192-4355300		125.00	
CHRISTINA JESSE	398762	09/07/23	EXTERNAL INSTRUCT FEES	1192-4357004		335.00	
CHRISTINA JESSE	398762	09/07/23	EXTERNAL INSTRUCT FEES	1192-4357004		225.00	685.00
ALEX JORDAN	398763	09/07/23	OTHER CONT SERVICES	250-4350900		305.00	
ALEX JORDAN	398763	09/07/23	OTHER CONT SERVICES	250-4350900		50.00	355.00
ADRIENNE KEELING	398764	09/07/23	EXTERNAL INSTRUCT FEES	1192-4357004		430.00	430.00
KROGER CO	398765	09/07/23	OTHER EXPENSES	852-5023990		50.73	50.73
LAW ENF TRAINING BOARD	398766	09/07/23	TRAINING SEMINARS	210-4357000		6,210.00	6,210.00
KATHRYN LUSTIG	398767	09/07/23	EXTERNAL TRAINING TRAVEL	1203-4343002		381.96	381.96
MAGERS BOOKKEEPING SERVIC	398768	09/07/23	OTHER PROFESSIONAL FEES	1081-4341999		450.00	
MAGERS BOOKKEEPING SERVIC	398768	09/07/23	OTHER PROFESSIONAL FEES	1091-4341999		435.00	
MAGERS BOOKKEEPING SERVIC	398768	09/07/23	OTHER PROFESSIONAL FEES	1125-4341999		120.00	
MAGERS BOOKKEEPING SERVIC	398768	09/07/23	OTHER PROFESSIONAL FEES	110-4341999		175.00	1,180.00
JEREMY MANERS	398769	09/07/23	TUITION REIMBURSEMENT	1120-4128000		1,104.00	1,104.00
EVERSTREAM GLC HOLDING CO	398770	09/07/23	INTERNET LINE CHARGES	1115-4344200		2,639.56	2,639.56
MOUNTAIN GLACIER LLC	398771	09/07/23	OFFICE SUPPLIES	1801-4230200		12.48	12.48
MOUNTAIN GLACIER LLC	398772	09/07/23	OTHER MISCELLANEOUS	506-4239099		32.05	32.05
MOUNTAIN GLACIER LLC	398773	09/07/23	OTHER CONT SERVICES	1801-4350900		52.15	52.15
MOUNTAIN GLACIER LLC	398774	09/07/23	COFFEE MACHINE SERV	1192-R4353099	108168	31.98	31.98
BRADY MYERS	398775	09/07/23	OTHER MISCELLANEOUS	1110-4239099		58.17	58.17
PETTY CASH - BROOKSHIRE G	398776	09/07/23	OFFICE SUPPLIES	1207-4230200		156.00	156.00
QUENCH	398777	09/07/23	OTHER MAINT SUPPLIES	2201-4238900		288.85	288.85
REPUBLIC WASTE SERVICES O	398779	09/07/23	TRASH COLLECTION	1120-4350101		193.57	193.57
REPUBLIC WASTE SERVICES O	398780	09/07/23	TRASH COLLECTION	1120-4350101		807.30	807.30
REPUBLIC WASTE SERVICES O	398781	09/07/23	TRASH COLLECTION	1115-4350101		125.12	125.12
REPUBLIC WASTE SERVICES O	398782	09/07/23	TRASH COLLECTION	2201-4350101		579.00	579.00
REPUBLIC WASTE SERVICES O	398783	09/07/23	OTHER EXPENSES	601-5023990		140.73	140.73
REPUBLIC WASTE SERVICES O	398784	09/07/23	OTHER EXPENSES	601-5023990		140.73	140.73
REPUBLIC WASTE SERVICES O	398785	09/07/23	OTHER EXPENSES	601-5023990		372.09	372.09
REPUBLIC WASTE SERVICES O	398786	09/07/23	TRASH COLLECTION	1120-4350101		243.36	

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
REPUBLIC WASTE SERVICES O	398787	09/07/23	OTHER EXPENSES	651-5023990		938.83	243.36
REPUBLIC WASTE SERVICES O	398788	09/07/23	OTHER EXPENSES	651-5023990		3,307.17	938.83
CRISTHIAN RODRIGUEZ	398789	09/07/23	EXTERNAL TRAINING TRAVEL	1110-4343002		141.88	3,307.17
SHRED-IT USA LLC	398790	09/07/23	TRASH COLLECTION	1110-4350101		416.91	141.88
SHRED-IT USA LLC	398791	09/07/23	PAPER SHREDDING SERV	1192-R4350900	108166	316.96	416.91
SIMPLIFILE	398792	09/07/23	RECORDING FEES	2200-4340600		197.75	316.96
SIMPLIFILE	398792	09/07/23	RECORDING FEES	2200-4340600		96.50	
SIMPLIFILE	398793	09/07/23	RECORDING DOCS	1702-R4340600	105991	38.25	294.25
SOLLENBERGER RENTAL MANAG	398794	09/07/23	RENT PAYMENTS	1110-4352500		3,522.00	38.25
STERICYCLE INC	398795	09/07/23	OTHER CONT SERVICES	1702-4350900		140.14	3,522.00
DYLAN STILES	398796	09/07/23	CLEANING SERVICES-GAZEBO	1203-4359003	109775	200.00	140.14
KEVIN STINDLE	398797	09/07/23	TUITION REIMBURSEMENT	1120-4128000		1,104.00	200.00
JOHN THOMAS	398798	09/07/23	OTHER CONT SERVICES	250-4350900		305.00	1,104.00
TOSHIBA FINANCIAL SERVICE	398799	09/07/23	COPIER LEASE	1203-R4353004	108113	253.62	305.00
TOSHIBA FINANCIAL SERVICE	398800	09/07/23	OTHER RENTAL & LEASES	1801-4353099		84.54	253.62
TOSHIBA FINANCIAL SERVICE	398801	09/07/23	COPIER	2200-4353004		351.48	84.54
TOSHIBA FINANCIAL SERVICE	398802	09/07/23	COPIER LEASE	2201-R4353099	105279	142.91	351.48
UPS	398803	09/07/23	OTHER EXPENSES	601-5023990		18.43	142.91
UPS	398804	09/07/23	OTHER EXPENSES	601-5023990		71.69	18.43
UPS	398805	09/07/23	POSTAGE	1110-4342100		73.66	71.69
UPS	398806	09/07/23	POSTAGE	1110-4342100		24.54	73.66
URBAN AIR ADVENTURE PARK	398807	09/07/23	FIELD TRIPS	1082-4343007		1,030.99	24.54
VAN AUSDALL & FERRAR FINA	398808	09/07/23	COPIER	1701-4353004		174.30	1,030.99
VERIZON	398809	09/07/23	CELLULAR PHONE FEES	1701-4344100		87.46	174.30
VERIZON	398810	09/07/23	OTHER EXPENSES	651-5023990		1,597.70	87.46
VERIZON	398811	09/07/23	CELLULAR PHONE FEES	1115-4344100		1,181.71	1,597.70
VERIZON	398812	09/07/23	CELLULAR PHONE FEES	1110-4344100		231.94	1,181.71
VERIZON	398813	09/07/23	OTHER EXPENSES	601-5023990		1,472.21	231.94
VERIZON	398814	09/07/23	CELLULAR PHONE FEES	1120-4344100		161.36	1,472.21
							161.36

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT	P.O.	INVOICE AMT	CHECK AMT
WEX BANK	398815	09/07/23	GASOLINE	1110-4231400		2,155.11	2,155.11
WEX BANK	398816	09/07/23	GASOLINE	1120-4231400		182.36	182.36
CENTERPOINT ENERGY	398817	09/08/23	NATURAL GAS	1208-4349000		484.51	484.51
CARMEL CLAY SCHOOLS-FUEL	398818	09/08/23	GASOLINE	1205-4231400		829.18	829.18
CHARTER COMMUNICATIONS HO	398819	09/08/23	CABLE SERVICE	1208-4349500		78.95	78.95
CHARTER COMMUNICATIONS HO	398820	09/08/23	CABLE SERVICE	1208-4349500		78.95	78.95
IU HEALTH WORKPLACE SERVI	398821	09/08/23	GENERAL INSURANCE	1205-4347500		1,164.35	1,164.35
REPUBLIC WASTE SERVICES O	398822	09/08/23		1205-R4350101	R103597	504.96	504.96
TRAVELERS	398823	09/08/23	GENERAL INSURANCE	1205-4347500		1,620.52	1,620.52
VERIZON	398824	09/08/23	CELLULAR PHONE FEES	1205-4344100		183.29	183.29
WHITE'S ACE HARDWARE	398825	09/08/23	BUILDING REPAIRS & MAINT	1205-4350100		43.16	43.16
RAY'S DEMOLITION LLC	398778	09/07/23	GENERAL CRC PROJECTS	902-4460884		26,930.00	26,930.00
A T & T MOBILITY	398720	09/07/23	TELEPHONE LINE CHARGES	911-4344000		72.93	72.93
SOLLENBERGER RENTAL MANAG	398794	09/07/23	NATURAL GAS	911-4349000		19.24	
SOLLENBERGER RENTAL MANAG	398794	09/07/23	WATER & SEWER	911-4348500		35.89	
SOLLENBERGER RENTAL MANAG	398794	09/07/23	ELECTRICITY	911-4348000		1,272.96	
SOLLENBERGER RENTAL MANAG	398794	09/07/23	RENT PAYMENTS	911-4352500		5,871.00	7,199.09
ALL TRAFFIC SOLUTIONS	398721	09/07/23	OTHER EXPENSES	204-5023990		4,027.80	4,027.80

TOTAL HAND WRITTEN CHECKS .00

TOTAL COMPUTER-WRITTEN CHECKS 1,479,132.86

TOTAL WRITTEN CHECKS 1,479,132.86

I HEREBY CERTIFY THAT EACH OF THE ABOVE LISTED VOUCHERS AND INVOICES OR BILLS ATTACHED THERETO, ARE TRUE AND CORRECT AND I HAVE AUDITED SAME IN ACCORDANCE WITH IC 5-11-10-1.6.

CONTROLLER

WE HAVE EXAMINED THE CLAIMS LISTED ON THE FOREGOING ACCOUNTS PAYABLE VOUCHER REGISTER, CONSISTING OF 21 PAGES, AND EXCEPT FOR VOUCHERS NOT ALLOWED AS SHOWN ON THE REGISTER, SUCH VOUCHERS ARE ALLOWED IN THE TOTAL AMOUNT OF 1,479,132.86 DATED THIS _____ DAY OF _____, _____
PASSED BY THE COMMON COUNCIL OF THE CITY OF CARMEL, INDIANA BY A VOTE OF ____ AYES AND ____ NAYS.

COUNCIL PRESIDENT

VENDOR NAME	CHECK NO	DATE	DESCRIPTION	KEY ORGAN-ACCOUNT P.O.	INVOICE AMT	CHECK AMT

ATTEST:

CITY CLERK

Total Gross PENSION PAYROLL for checks dated 09/01/2023 $107,695.97

I hereby certify that payroll amount listed above is true and correct and I have audited same in accordance with IC 5-11-10-1.

Controller

We have examined the foregoing payroll charges, consisting of one page(s), and except for payroll not allowed as shown in this register, such payroll in the total amount of **$107,695.97** is compliance with Section 2-12 of the Carmel City Code.

Dated this _____ day of _____, 2023

Acknowledged by the Common Council of the City of Carmel, Indiana.

_____
Council President

_____ _____

_____ _____

_____ _____

_____ _____

Monthly Report of Electronic Transfers

For the Month/Year of: **August 31, 2023**

Date	Recipient		Amount	Fund	Account	Description
08/04/23	Sedwick Claims Mgmt Services Inc.	$	2,825.00	302	5023990	Workman's Comp
08/02/23	TianPai Zhao	$	5,897.81	101	4352500	Court Rent
08/02/23	UNUM	$	10,305.78	301	5023990	UNUM Insurance
08/07/23	BenefitMall	$	198,197.74	301	5023990	Health Insurance
08/07/23	Anthem Insurance Companies	$	267,787.63	301	5023990	Health Insurance
08/08/23	Hamilton County Treasurer	$	5,552.00	101	5023990	Court Costs Payment
08/09/23	VSP Insurance	$	11,356.58	301	5023990	Insurance Payment
08/10/23	Bank of NY Mellon	$	125,419.00	651	5023990	Bond Payment
08/14/23	Anthem Insurance Companies	$	293,473.34	301	5023990	Health Insurance
08/18/23	UNUM	$	6,446.93	301	5023990	UNUM Insurance
08/18/23	UNUM	$	10,994.76	301	5023990	UNUM Insurance
08/21/23	Anthem Insurance Companies	$	315,090.80	301	5023990	Health Insurance
08/21/23	Allied Receivables Funding Inc	$	402,949.52	601	5023990	Utility Payment
08/22/23	Indiana Dept. of Workforce Development	$	3,510.00	1201 / 1192	4110000	Unemployment Claims
08/28/23	Sedwick Claims Mgmt Services Inc.	$	3,760.00	302	5023990	Workman's Comp
08/28/23	Anthem Insurance Companies	$	299,165.84	301	5023990	Health Insurance
		$	1,962,732.73			

I hereby certify that each of the above listed wire transfers are true and correct and I have audited same in accordance with IC 5-11-10-1.6.

Controller

We have examined the wires listed above on the foregoing accounts payable register, consisting of one page(s), and except for wires not allowed as shown in this register, such wires in the total amount of $ 1,962,732.73 are in compliance with Section 2-12 of the Carmel City Code.

Dated this _____ day of _____, _____
Acknowledged by the Common Council of the City of Carmel, Indiana.

Council President

STRATEGIC HIGHLIGHTS

- Construction progressing on the following projects:
  - Hamilton West in City Center
  - Mélange
  - The Signature
  - First on Main
  - Magnolia
  - The Muse (The Corner)
  - The Wren
  - The Windsor
  - Republic Airways (Hamilton Crossing)
  - Proscenium II
  - North End
- RFQ for Palladium PA System
- Preparation of Palladiscope

FINANCIAL SNAPSHOT

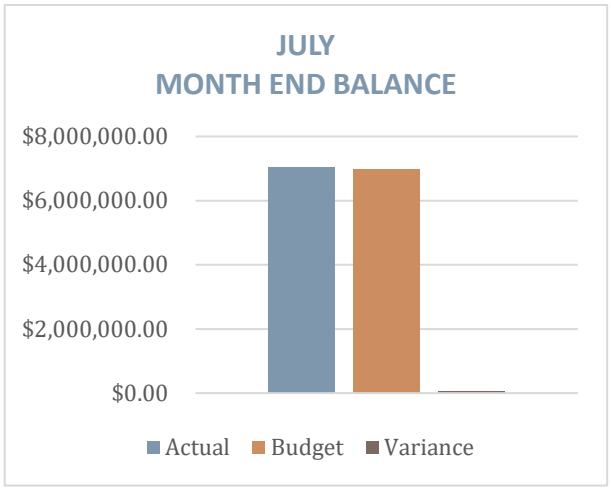
July Beginning Balance	$ 6,954,994
July Revenues	$ 571,319
July Transfers	$ (223,782)
July Expenditures	$ 282,788
July ending Balance Without Reserve Funds	$ 7,019,743
Supplemental Reserve Fund	$ 3,900,498
City Center Bond Reserve	$ 363,299
Midtown Bond Reserve	$ 708,338
Midtown West Bond Reserve	$ 482,810
July Balance With Reserve Funds	**$ 12,474,687**

FINANCIAL STATEMENT

Financial Statement

JULY MONTH-END FINANCIAL BALANCE

Ending Balance without Restricted Funds	$ 7,019,743
Ending Balance with Restricted Funds	$ 12,474,687



SUMMARY OF CASH

For the Month Ending July 2023

DESCRIPTION	ACTUAL	MONTHLY PROJECTION	VARIANCE
Cash Balance 7/1/23			
1101 Cash	$ 4,671,352.71	$ 4,671,352.71	-
1110 TIF	$ 2,283,641.76	$ 2,283,641.76	-
Total Cash	$ 6,954,994.47	$ 6,954,994.47	-
Receipts			
1101 Cash	$ 571,318.68	$ 110,935.00	$ 460,383.68
1110 TIF	$ -	$ -	$ -
Developer Payments	$ -	$ -	$ -
Transfers to Reserves (TIF)	$ 133,394.92	$ 133,394.92	$ -
Transfers to Reserves (non-TIF)	$ (357,177.30)	$ 74,962.27	$ (432,139.57)
Transfer to SRF	$ -	$ -	$ -
Total Receipts	$ 347,536.30	$ 319,292.19	$ 28,244.11
Disbursements			
1101 Cash	$ 88,914.96	$ 163,273.27	$ 74,358.31
1110 TIF	$ 193,873.17	$ 133,394.92	$ (60,478.25)
Total Disbursements	$ 282,788.13	$ 296,668.19	$ 13,880.06
1101 Cash	$ 4,796,579.13	$ 4,693,976.71	$ 102,602.42
1110 TIF	$ 2,223,163.51	$ 2,283,641.76	$ (60,478.25)
Cash Balance 7/31/23	$ 7,019,742.64	$ 6,977,618.47	$ 42,124.17
Total Usable Funds	$ 7,019,742.64	$ 6,977,618.47	$ 42,124.17

FINANCIAL STATEMENT

FUND BALANCES AND OUTSTANDING RECEIVABLES

As of month-end July 2023

RESTRICTED FUNDS	
Supplemental Reserve Fund	$3,900,498
City Center Bond Reserve	$363,299
Midtown Bond Reserve	$708,338
Midtown West Bond Reserve	$482,810
Sub-total:	$5,454,945

UNRESTRICTED FUNDS	
TIF	$2,223,164
Non TIF	$4,796,579
Sub-total:	$7,019,743
Total Funds	$12,474,687

OUTSTANDING RECEIVABLES	
N/A	$ -
TOTAL OUTSTANDING RECEIVABLES	$ -

STATEMENT OF CHANGES IN EQUITY

MONTH END: JULY 2023

DESCRIPTION	REVENUE	EXPENSES
Total Receipts (TIF)	$ 133,394.92	
Total Receipts (Non-TIF)	$ 214,141.38	
Expenditures (TIF)		$ 193,873.17
Expenditures (Non-TIF)		$ 88,914.96

FINANCIAL UPDATE

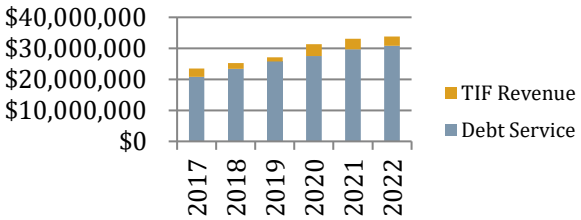
Financial Update

TIF REVENUE AND DEBT

Estimated 2023 TIF revenue and PIATT payments available for CRC use is $33,004,655.

DEBT PAYMENTS

Month	Payment
June 2023	$15,921,642
December 2023	$16,071,526



Project Updates

CITY CENTER

Developer Partner: Pedcor Companies

Allocation Area: City Center

Use: Mixed-Use

Project Summary: Mixed Use development, multiple buildings

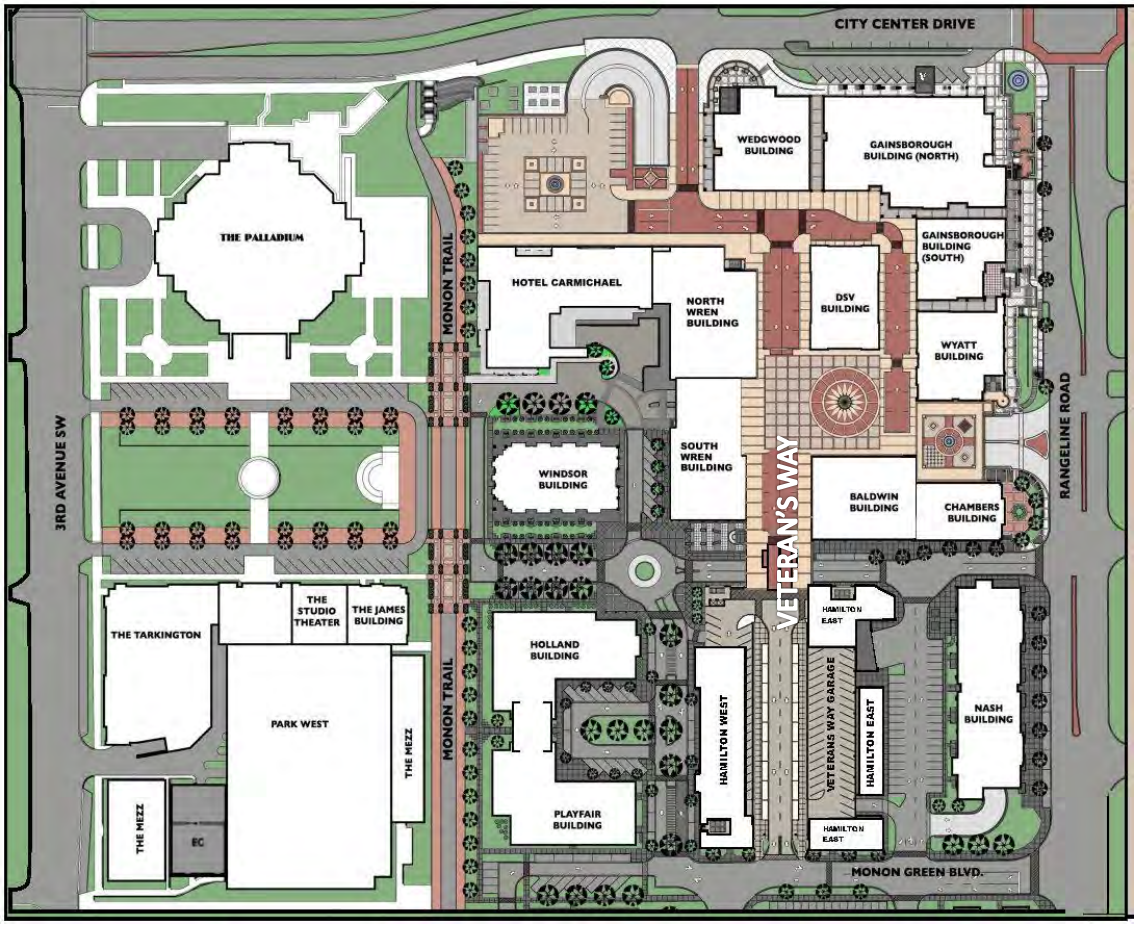


Figure 1 City Center Master Plan, provided by Pedcor City Center Development Company

PROJECT UPDATES

1) Project Status – *(changes noted below.)*

CRC Contract Amounts:

City Center Bond: $ 16,214,875.00

2016 TIF Bond: $ 2,598,314.00 (5th Floor of Park East garage)

Site Construction Contract Amounts: $1,442,962 – Smock Fansler, contractor - Complete

Veterans Way Extension Project Amounts: $3,403,000 – Hagerman, contractor – Complete

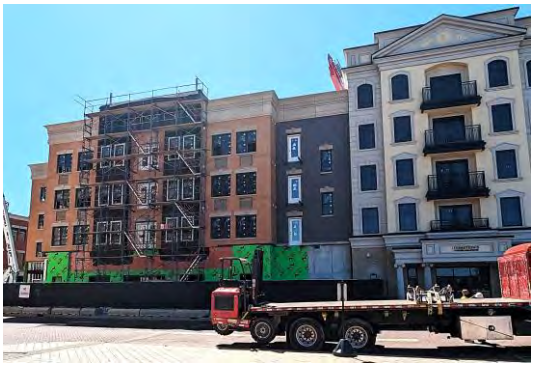
Parcel 73 Site work: $149,600 – Smock Fansler, contractor

PROJECT	USE	PROJECT DATES	DESIGN RENDERINGS PROVIDED BY PEDCOR
Veterans Way Garage	A five-story parking structure with 735 parking spaces Open to the public on 9/22/17	Completed in May 2017 Contract Amt. $13,954,683	
Baldwin/ Chambers	A four-story building, of approximately 64,000 square feet, which will include luxury apartments and commercial retail/ office space. Approx. 26 Apartments Hagerman is the contractor.	Completed in June 2018	
Pedcor Office 5	A two-story building, of approximately 20,000 square feet, which will include office space.	Start: Fall 2015 Completed Q4 2017	Tenants have moved into the new building

PROJECT UPDATES

Kent	A three-story building, of approximately 111,000 square feet of luxury apartments. Site drawings were approved by the CRC Architectural Committee.	Start: Summer 2018 Complete: June 2021	Site Construction – Start: Spring 2018 Site Work Awarded – Spring 2018 Building Construction – Start: Summer 2018 Building Complete June 2021 - Pool and Site work is still under construction 
Hamilton (Park East commercial/residential buildings	Hamilton East: 5 ground floor residential two-story townhomes; 7,954 SF of ground floor commercial space Hamilton West: 13,992 SF of ground floor commercial space	Start: Summer 2018	Hamilton East - Construction commenced: Summer 2018, completed Summer 2019 Hamilton West – Construction commenced: Summer 2020, currently under construction
Playfair and Holland	A five-story building, of approximately 178,000 square feet, which will include 112 luxury apartments and commercial retail/office space.	Start: September 2019 Complete: Spring 2022 Approx. 112 Apartments	
Windsor	A four-story building, of approximately 64,000 square feet.	Start: Summer 2022 Complete: May/June 2024	

PROJECT UPDATES

Wren	A six-story building of approximately 157,000 square feet, which will include luxury apartments and commercial office/retail space.	Start: Summer 2020 Complete: June 2024	 Currently under construction

Note: All completion dates indicated above are per the Completion Guaranties executed between the CRC and Pedcor. Should Pedcor miss these dates they are obligated to cover the debt obligations.

2) Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

3) CRC Commitments

An overview of commitments has been uploaded to the CRC website.

Most significantly, the CRC committed to publicly bid a four-story parking garage with not less than 620 parking spaces which has been completed and is available for public use. The CRC also commits to coordinate any significant site plan changes requested by Pedcor with City Council.

PROJECT UPDATES

PROSCENIUM

1) Developer Partner(s): Novo Development Group
2) Economic Development Area: 126th Street
3) Project Summary: Mixed-use development, multiple buildings.
1) 197 Apartments; 22 for-sale condos
2) Approx. 140,000 SF of office and retail space
3) Approx. 450 parking spaces (public and private)

   Total project budget: $60,000,000
4) Anticipated Project Schedule

Design Start	2016
Construction Start	2018
Construction Complete	2022
Tavern Construction Start	Estimated Fall 2023
Tavern Construction Complete	Estimated

5) Construction Milestones: Construction is ongoing.
6) Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

7) CRC Commitments

   No commitments by the CRC have been made.

   The City will be relocating and burying Duke Energy's transmission line and completing road improvements adjacent to the development.

PROJECT UPDATES

MELANGE

1)Developer Partner(s): Onyx + East

2)Economic Development Area: Firehouse

3)Project Summary: 45 for-sale townhomes and approximately 12 for-sale flats

4)Total project budget: $30,000,000

5)Anticipated Project Schedule

Construction Start	May 2021
Complete	Estimated October 2023

6)Construction Milestones: Construction is underway.

7)CRC Commitments

CRC contributed land to the development of this project, relocated the CFD generator, and is funding infrastructure, road work, and utility relocations with TIF.

8)Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

PROJECT UPDATES


Rendering

September 2022

CIVIC SQUARE GARAGE


March 2023

1) CRC Design-Build Project

2)Economic Development Area: Carmel City Center/Carmel City Center Amendment

3)Project Summary:

- 303-space parking garage

- 255 spaces will be open to the public

- 48 spaces are reserved for owner-occupied condos that will line the west and north sides of the garage (to be developed as part of a future CRC project)

4)Total project budget: $9,700,000

5)Anticipated Project Schedule

Construction Start	January 2022
Construction End	Opened Summer 2022

6)Construction Milestones: Garage is now open for public use.

7)CRC Commitments

The CRC will be involved with development and construction of the parking garage

8)Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

PROJECT UPDATES

FIRST ON MAIN

1)Developer Partner(s): Lauth Group, Inc.

2)Economic Development Area: Lot One

3)Project Summary:

- 310-space public parking garage
- Four-story, 73,000 SF Class-A office building with first floor restaurant space and a private rooftop terrace
- 8 condominiums
- 35 apartments
- Community gathering plaza featuring the City's Rotary Clock

4)Total project budget: $35,000,000

5)Anticipated Project Schedule

Construction Start	Fall 2021
Construction End	Estimated Fall 2023

6)Construction Milestones: Construction is underway.

7)CRC Commitments

CRC contributed the land for this development. Future commercial taxes from the project (TIF) are being used to fund infrastructure improvements that may include the garage, utility relocations, and roadway improvements.

8)Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

PROJECT UPDATES

THE SIGNATURE

1)Developer Partner(s): Tegethoff Development and Great Lakes Capital

2)Economic Development Area: Main and Old Meridian

3)Project Summary:

- 8 owner-occupied flats/condos
- 295 luxury apartments
- 15k sf of office/retail
- 374 structured parking spaces
- Dedication of land for future street

4)Total project budget: $78,000,000

5)Anticipated Project Schedule

Construction Start	November 2021
Construction End	Estimated December 2023 w/ retail buildouts ongoing through Spring 2024

6)Construction Milestones: Construction is underway.

7)CRC Commitments:

Future commercial taxes from the project (TIF) are being used to fund infrastructure improvements that may include the garage, utility relocations, and roadway improvements.

8)Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

PROJECT UPDATES


Rendering


September 2023


September 2023

MAGNOLIA

1)Developer Partner(s): Old Town Companies

2)Economic Development Area: Magnolia

3)Project Summary: Multi-phase development that will include six condominium buildings with five units per building, for a total of 30 for-sale condos, and future multi-family residential on the corner of City Center Drive and Rangeline Road.

4)Total project budget:

5)Anticipated Project Schedule

Construction Start	April 2022 (Building 1)
Construction End	Estimated 2025 (Buildings 4-6)

6)Construction Milestones: Construction is underway.

7)CRC Commitments: CRC contributed the land for the development of this project.

8)Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

PROJECT UPDATES

THE MUSE

1)Developer Partner(s): Kite Reality Group

2)Economic Development Area: The Corner

3)Project Summary: mixed-use project consisting of 278 apartments, 25,000 square feet of office/retail space, and a free 364-space public parking garage

4)Total project budget: $69,000,000

5)Anticipated Project Schedule

Construction Start	Late 2021
Construction End	Bldg A/Garage: Estimated December 2023 Bldg B: Estimated April 2024

6)Construction Milestones: Construction is underway.

7)CRC Commitments

Future commercial taxes from the project (TIF) are being used to construct the public parking garage, utility relocations, and streetscape improvements.

8)Council and/or CRC Action Items

PROJECT UPDATES


Rendering


September 2023

HAMILTON CROSSING

1)Developer Partner(s): Kite Reality Group and Pure Development, Inc.

2)Economic Development Area: Amended 126th Street

3)Project Summary: New home of Republic Airways. 105,000 square-foot training facility with 20 classrooms, 94 workstations, two cabin trainers, and eight flight simulators. The hotel adjacent to the training center will be expanded to 274 rooms. 1,900 jobs brought/created with Republic alone.

4)Total project budget: $200,000,000 investment for Phase 1 and II

5)Anticipated Project Schedule

Construction Start	HQ/Corporate Housing: Winter 2021 (Complete) Garage: Winter 2022
Construction End	HQ/Corporate Housing: Completed Garage: Estimated April 2024

6)Construction Milestones: Construction is underway.

7)CRC Commitments

Future commercial taxes from the project (TIF) are being used to fund infrastructure improvements that may include the garage, utility relocations, and roadway improvements.

8)Council and/or CRC Action Items

PROJECT UPDATES

PROSCENIUM II

1) Developer Partner(s): Novo Development Group
2) Economic Development Area: Amended 126th Street
3) Project Summary: Mixed-use development
    i. 120 parking spaces
    ii. 48 Apartments; 7 for-sale condos
    iii. Approx. 15,000 SF of office and retail space
    iv. Approx. Total project budget: $18,000,000
4) Anticipated Project Schedule

Design Start	2021
Construction Start	2022
Construction Complete	Estimated August 2024

5) Construction Milestones: Site work is underway.
6) Council and/or CRC Action Items

ACTION ITEM	CITY COUNCIL	CRC

7) CRC Commitments
    No commitments by the CRC have been made.

Respectfully submitted,

Henry Mestetsky
Executive Director
Carmel Redevelopment Commission/Department
September 8, 2023

Prepared for City Council and the Redevelopment Commission
-End Report-

SPONSOR: Councilor Rider

ORDINANCE NO. D-2676-23

AN ORDINANCE OF THE COMMON COUNCIL OF THE CITY OF CARMEL, INDIANA, AUTHORIZING AND APPROVING AN APPROPRATION OF GRANT FUNDS FROM THE OPERATING BALANCE OF THE GENERAL FUND TO THE 2023 PARKS DEPARTMENT BUDGET

Synopsis: This ordinance appropriates $1,759.34 in grant funds received from the Federal Emergency Management Agency from the General Fund (#101) into the 2023 Parks Department budget line item 4239000 – Miscellaneous Supplies.

WHEREAS, the Carmel Clay Department of Parks and Recreation ("CCPR") has received grant funds from the Federal Emergency Management Agency ("FEMA") in the amount of $1,759.34 that were transferred from the Grant Fund into the General Fund (the "Grant Funds"); and

WHEREAS, in order for CCPR to expend the Grant Funds in accordance with the terms and conditions of the FEMA reimbursement grant, the Carmel Common Council must appropriate the Grant Funds into the CCPR's 2023 budget pursuant to Indiana Code § 6-1.1-18-7.5; and

WHERAS, the General Fund currently has excess funds in the amount of One Thousand Seven Hundred Fifty Nine Dollars and Thirty Four Cents ($1,759.34) to appropriate to Parks Department budget line item 4239000 – Miscellaneous Supplies.

NOW, THEREFORE, BE IT ORDAINED by the Common Council of the City of Carmel, Indiana, that the following sum of money is hereby appropriated out of the General Fund Operating Balance and for the purposes specified, subject to applicable laws, as follows:

$1,759.34 from the GENERAL FUND OPERATING Balances

To

Parks Department (#1125): Line item 4239000 – Miscellaneous Supplies $1,759.34

This Ordinance was prepared by Jon A. Oberlander, Corporation Counsel, on 9/6/2023 at 10:55 a.m. No subsequent revision to this Ordinance has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

PASSED, by the Common Council of the City of Carmel, Indiana, this ____ day of _____, 2023, by a vote of _____ ayes and _____ nays.

COMMON COUNCIL FOR THE CITY OF CARMEL

_____	_____
Jeff Worrell, President	Laura Campbell, Vice-President
_____	_____
Kevin Rider	Sue Finkam
_____	_____
Anthony Green	Adam Aasen
_____	_____
Tim Hannon	Miles Nelson
_____	
Teresa Ayers	

ATTEST:

_____
Sue Wolfgang, Clerk

Presented by me to the Mayor of the City of Carmel, Indiana this ____ day of _____ 2023, at _____ __.M.

_____
Sue Wolfgang, Clerk

Approved by me, Mayor of the City of Carmel, Indiana, this _____ day of _____ 2023, at _____ __.M.

_____
James Brainard, Mayor

ATTEST:

_____
Sue Wolfgang, Clerk

This Ordinance was prepared by Jon A. Oberlander, Corporation Counsel, on 9/6/2023 at 10:55 a.m. No subsequent revision to this Ordinance has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

SPONSOR(S): Councilor Rider

RESOLUTION CC 09-18-23-01

A RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF CARMEL, INDIANA, APPROVING A TRANSFER OF FUNDS FROM THE GRANT FUND (#900) INTO THE GENERAL FUND (#101), THE NON-REVERTING PARKS AND RECREATION EXTENDED SCHOOL ENRICHMENT FUND (#108) AND THE NON-REVERTING PARKS AND RECREATION MONON CENTER OPERATING FUND (#109)

Synopsis: Transfers $16,951.78 from the Grant Fund (#900) into the General Fund (#101), the Non-reverting Parks and Recreation Extended School Enrichment Fund (#108) and the Non-reverting Parks and Recreation Monon Center Operating Fund (#109) so that grant funds received from the Federal Emergency Management Agency can reimburse Carmel Clay Parks and Recreation.

WHEREAS, Carmel Clay Parks and Recreation has received reimbursement grant funds in the amount of Sixteen Thousand Nine Hundred Fifty One Dollars and Seventy Eight Cents ($16,951.78) from the Federal Emergency Management Agency ("FEMA") that were deposited into the Grant Fund (#900); and

WHEREAS, it is necessary to transfer the sum of Sixteen Thousand Nine Hundred Fifty One Dollars and Seventy Eight Cents ($16,951.78) from the Grant Fund (#900) into the General Fund (#101), the Non-reverting Parks and Recreation Extended School Enrichment Fund (#108) and the Non-reverting Parks and Recreation Monon Center Operating Fund (#109) so that they can be reimbursed in accordance with the terms of the FEMA grant.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Carmel, Indiana, that the Controller is authorized to transfer funds from the Grant Fund into the General Fund (#101), the Non-reverting Parks and Recreation Extended School Enrichment Fund (#108) and the Non-reverting Parks and Recreation Monon Center Operating Fund (#109) as follows:

$16,951.78 from the GRANT FUND (#900)

To

GENERAL FUND (#101) - $1,759.34
NON-REVERTING PARKS AND RECREATION EXTENDED SCHOOL ENRICHMENT FUND (#108) – 3,343.16
NON-REVERTING PARKS AND RECREATION MONON CENTER OPERATING FUND (#109) - $11,849.28

This Resolution was prepared by Jon Oberlander, Corporation Counsel, on September 5, 2023 at 10:36 a.m. No subsequent revision to this Resolution has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

SO RESOLVED, by the Common Council of the City of Carmel, Indiana, this ____ day of _____, 2023 by a vote of _____ ayes and _____ nays.

COMMON COUNCIL FOR THE CITY OF CARMEL

_____	_____
Jeff Worrell, President	Laura Campbell, Vice-President
_____	_____
Kevin Rider	Sue Finkam
_____	_____
Anthony Green	Adam Aasen
_____	_____
Tim Hannon	Miles Nelson
_____	
Teresa Ayers	

ATTEST:

_____
Sue Wolfgang, Clerk

Presented by me to the Mayor of the City of Carmel, Indiana this ____ day of _____ 2023, at _____ __.M.

_____
Sue Wolfgang, Clerk

Approved by me, Mayor of the City of Carmel, Indiana, this _____ day of _____ 2023, at _____ __.M.

_____
James Brainard, Mayor

ATTEST:

_____
Sue Wolfgang, Clerk

This Resolution was prepared by Jon Oberlander, Corporation Counsel, on September 5, 2023 at 10:36 a.m. No subsequent revision to this Resolution has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

SPONSOR: Councilor Worrell

RESOLUTION NO. CC 09-18-23-02

A RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF CARMEL, INDIANA, APPROVING AN INCREASE OF THE GUARANTEED MAXIMUM PRICE FOR THE POLICE HEADQUARTERS EXPANSION AND COURT ADDITION PROJECT

Synopsis: Approves a $60,000.00 increase to the guaranteed maximum price of the Police Headquarters Expansion and Court Addition Project for a floor plan re-design and buildout that was requested by the Carmel Police Department.

WHEREAS, on March 18, 2021, the Carmel Common Council ("Council") approved Ordinance D-2562-20, which authorized the issuance of bonds (the "Bonds") in an amount not to exceed Thirty Eight Million Dollars ($38,000,000) to finance an expansion of the existing police headquarters and relocation of the IT facilities, along with a related financing lease with the Carmel Municipal Facilities Building Corporation; and

WHEREAS, Ordinance D-2562-20 further specified that the Build-Operate-Transfer ("BOT") construction procurement method was to be utilized for the Carmel Police Headquarters Expansion and Court Addition Project ("BOT Project"), with Council reserving the right to approve the guaranteed maximum price ("GMP") of the BOT Project, as well as any amendments to the BOT agreement that would increase the GMP; and

WHEREAS, on March 7, 2022, the Council approved Resolution CC 03-07-22-01, which approved the terms of an agreement with Envoy Construction Services, LLC ("Envoy") to construct the BOT Project for a GMP of Twenty Five Million Three Hundred Eighty Eight Thousand Six Hundred Seventy Dollars ($25,388,670.00); and

WHEREAS, the City and Envoy are currently close to successfully completing the BOT project within the original GMP budget; and

WHEREAS, the Carmel Police Department ("CPD") and Envoy have recently discovered an opportunity to re-position CPD's growing crisis intervention team from a secure location in the new building to a location where they are more accessible to the public and will have the use of a conference room to meet with local citizens and family members; and

WHEREAS, re-positioning the CPD's crisis intervention team requires a floor plan re-design and buildout that would increase the GMP by Sixty Thousand Dollars ($60,000.00); and

WHEREAS, CPD recommends re-positioning the crisis intervention team because it will better serve the community and help to "future-proof" the new building; and

WHEREAS, it is in the best interest of the citizens of Carmel to approve an increase of $60,000 to the BOT Project GMP.

This Resolution was prepared by Jon A. Oberlander, Corporation Counsel, on 9/7/23 at 11:13 p.m. No subsequent revision to this Resolution has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Carmel, Indiana, that:

Section 1. The foregoing Recitals are incorporated herein by this reference.

Section 2. The Common Council of the City of Carmel, Indiana hereby approves an increase of $60,000.00 to the guaranteed maximum price for the Police Headquarters Expansion and Court Addition Project in order to re-position CPD's crisis intervention team, such that the GMP will be $25,448,670.00.

Section 3. The Council encourages the Board of Public Works and Safety to approve and execute an amendment to the BOT Agreement at its earliest convenience.

This Resolution was prepared by Jon A. Oberlander, Corporation Counsel, on 9/7/23 at 11:13 p.m. No subsequent revision to this Resolution has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

SO RESOLVED, by the Common Council of the City of Carmel, Indiana, this ____ day of _____, 2023 by a vote of _____ ayes and _____ nays.

COMMON COUNCIL FOR THE CITY OF CARMEL

_____ Jeff Worrell, President

_____ Laura Campbell, Vice-President

_____ Kevin Rider

_____ Sue Finkam

_____ Anthony Green

_____ Adam Aasen

_____ Tim Hannon

_____ Miles Nelson

_____ Teresa Ayers

ATTEST:

_____ Sue Wolfgang, Clerk

Presented by me to the Mayor of the City of Carmel, Indiana this ____ day of _____ 2023, at _____ __.M.

_____ Sue Wolfgang, Clerk

Approved by me, Mayor of the City of Carmel, Indiana, this _____ day of _____ 2023, at _____ __.M.

_____ James Brainard, Mayor

ATTEST:

_____ Sue Wolfgang, Clerk

This Resolution was prepared by Jon A. Oberlander, Corporation Counsel, on 9/7/23 at 11:13 p.m. No subsequent revision to this Resolution has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

SPONSORS: Councilor Worrell

RESOLUTION CC 09-18-23-03

A RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF CARMEL, INDIANA, ADOPTING THE CITY OF CARMEL FIRE DEPARTMENT STANDARD OF COVER

Synopsis: Resolution approves and adopts the Carmel Fire Department's 2023-2027 Standard of Cover.

WHEREAS, the Carmel Fire Department ("CFD") is applying for re-accreditation through the Commission on Fire Accreditation International ("CFAI"), which requires the implementation of a Standard of Cover ("SOC"); and

WHEREAS, the 2023-2027 SOC analyzes and assesses data for each planning zone within the City of Carmel and details the various aspects of CFD's responses to emergencies within the Carmel community; and

WHEREAS, in addition to the above, the CFAI accreditation process requires the Common Council of the City of Carmel, Indiana ("Common Council"), to affirmatively indicate its support for the CFD's 2023-2027 SOC; and

WHEREAS, the Common Council hereby adopts and approves the CFD's 2023-2027 Standard of Cover, the same being attached hereto and incorporated herein as Exhibit A.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Carmel, Indiana, as follows:

Section 1. The foregoing Recitals are incorporated herein by this reference.

Section 2. The Carmel Fire Department's 2023-2027 Standard of Cover is hereby approved and adopted pursuant to and in accordance with the terms of this Resolution.

Section 3. This Resolution shall take effect immediately upon its adoption.

This Resolution was prepared by Jon A. Oberlander, Corporation Counsel, on 9/12/23 at 2:28 p.m. No subsequent revision to this Resolution has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

SO RESOLVED, by the Common Council of the City of Carmel, Indiana, this ____ day of _____, 2023 by a vote of _____ ayes and _____ nays.

COMMON COUNCIL FOR THE CITY OF CARMEL

_____ _____
Jeff Worrell, President Laura Campbell, Vice-President

_____ _____
Kevin Rider Sue Finkam

_____ _____
Anthony Green Adam Aasen

_____ _____
Tim Hannon Miles Nelson

_____
Teresa Ayers

ATTEST:

_____
Sue Wolfgang, Clerk

Presented by me to the Mayor of the City of Carmel, Indiana this ____ day of _____ 2023, at _____ __.M.

_____
Sue Wolfgang, Clerk

Approved by me, Mayor of the City of Carmel, Indiana, this _____ day of _____ 2023, at _____ __.M.

_____
James Brainard, Mayor

ATTEST:

_____
Sue Wolfgang, Clerk

This Resolution was prepared by Jon A. Oberlander, Corporation Counsel, on 9/12/23 at 2:28 p.m. No subsequent revision to this Resolution has been reviewed by Mr. Oberlander for legal sufficiency or otherwise.

CARMEL FIRE DEPARTMENT
STANDARD OF COVER

2023 Through 2027

EXHIBIT A

Carmel Fire Department

Carmel, Indiana

Standard of Cover

Developed and Created by: David G. Haboush, Fire Chief

The Dedicated Members of the Carmel Fire Department

Adopted by the Carmel City Council

The following document serves as the Carmel Fire Department's Community Risk Assessment: Standard of Cover. It is the culmination of extensive research and analysis into all aspects of the organization and the community that it serves.

To ensure that a thorough assessment took place the department utilized the guidelines found in the Center for Public Safety Excellence Quality Improvement for the Fire and Emergency Services accreditation model. The assessment has been an ongoing project for the last five years despite the fact that over those years many changes have occurred both internally and externally.

The stated goal of the organization is to provide the highest quality customer service of any fire department in the State of Indiana. Therefore, the organization not only needs to examine how it goes about the business of caring for its customers but also has to examine what local, regional, and national best practices are currently in use. By comparing the department's current practices with the best practices, a kind of "map" was established that illustrated how the Carmel Fire Department compares to other great organizations. Furthermore, by comparing the current "map" to the best practices a "route" was established to illustrate the changes that are necessary to undertake in order to fulfill the vision of providing the highest quality customer service.

The Carmel Fire Department would like to thank the elected officials, the members of other departments within the City of Carmel, the citizens of Carmel who contributed to the development of the plan, and the members of the Carmel Fire Department who work diligently every day to provide great service to our customers.

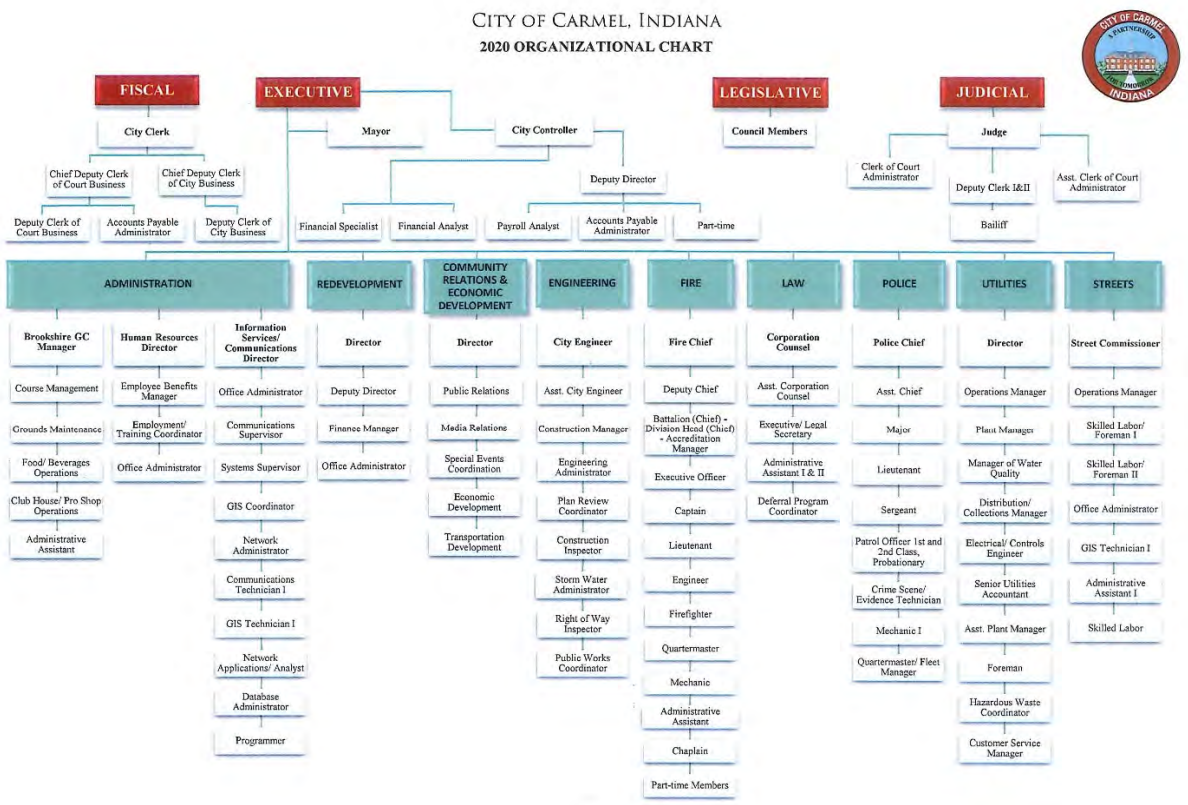
Contents

Executive Summary

The Carmel Fire Department is committed to providing the highest quality of service to the public as possible. In an effort to assess this goal, the Carmel Fire Department has employed a comprehensive approach to analyzing the department and the community it serves. In such a comprehensive approach, the Carmel Fire Department has assessed the level of risk within the community and weighed that risk with current response capabilities. The elements studied are the community expectations and performance goals, a community risk assessment, and performance objectives and measures.

Documentation of Area Characteristics

On April 13, 1837, John Felps, Alexander Mills, Seth Green, and Daniel Warren laid out the Town of Bethlehem, Indiana, which consisted of 14 plots of land, and was inhabited by Delaware Indians and Quakers. That same year, the first general store was constructed, with the first schoolhouse being constructed in 1845. One year later the post office was established; however, the residents were soon notified that there was already another town registered with the name of "Bethlehem" in Indiana. Consequently in 1874, by a referendum vote 33 to 12, the town was officially incorporated and adopted the name of "Carmel". Carmel existed as a town until 1976 when it was reorganized to operate as a third-class city under Indiana State statute. The elected body is comprised of the mayor, seven city councilors, clerk treasurer, and a city court judge. These members preside over the four branches of government: The Executive Branch (I.C., 36-4-5), the Legislative Branch (I.C. 36-4-6), the Fiscal Branch (I.C. 36-4-10), and the Judicial Branch (I.C. 33-35-1) (Ord. D-362, § I, 3-22-83). Prior to January of 2016, the city was a third-class city and had been incorporated as such since 1976. In January of 2016, the common council voted to upgrade the City of Carmel to a Class 2 City. However, not all changes took effect immediately. In 2019, voters elected a city clerk and two additional council members. Additionally, the clerk treasurer's position was eliminated, and the mayor appointed a city controller. The City of Carmel operates on a Council-Mayor form of local government.



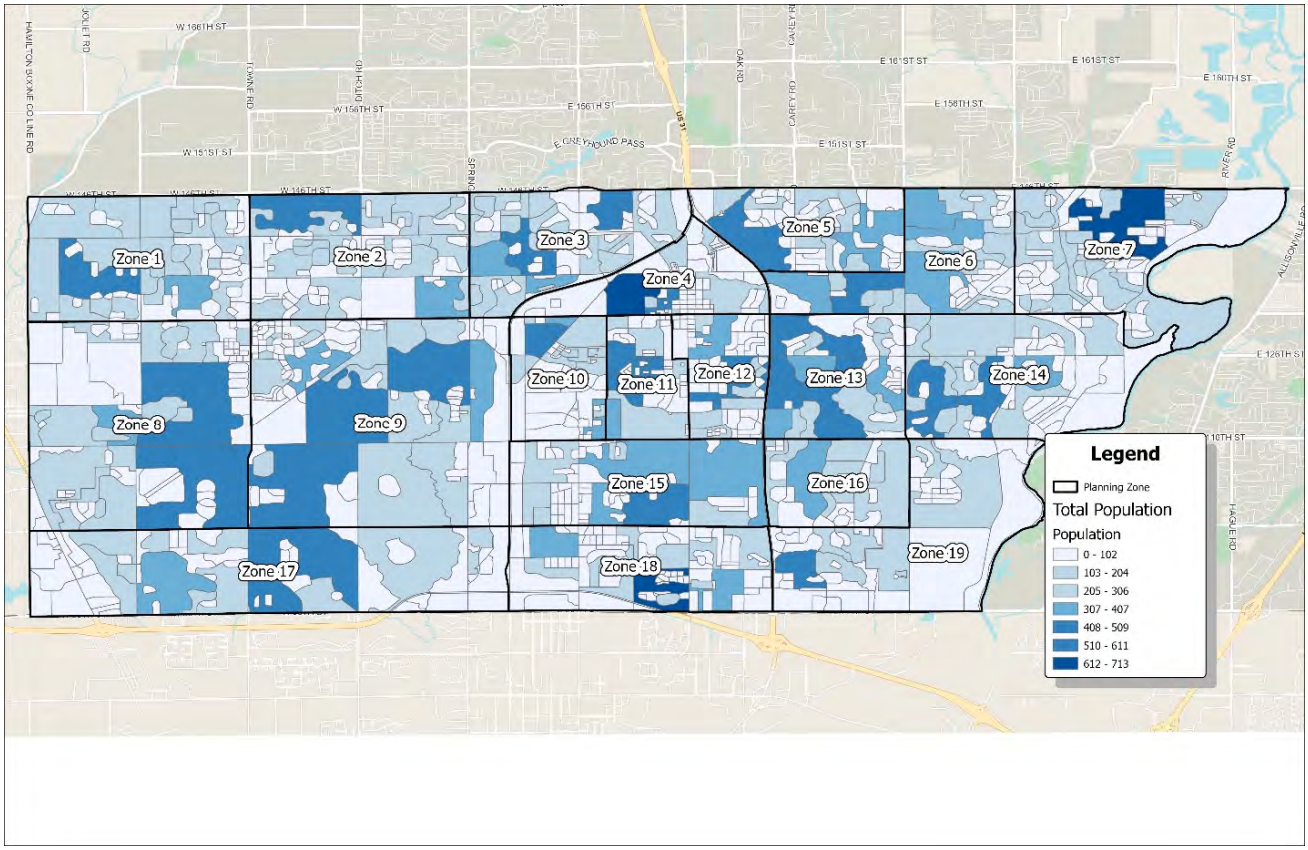
Developments within the Service Area

The City of Carmel is home to many varieties of business, medical facilities, and apartment complexes. There are 1,631 total buildings that are pre-planned. This figure does not include residential homes. There are 528 apartment buildings throughout the city. The remaining 1,103 include: 3 hospitals, 20 extended care facilities, 45 schools, 20 healthcare facilities, 17 hotels, 31 government owned buildings, and 115 strip malls. There are 16 buildings not yet pre-planned due to currently incomplete construction. Lastly, according to the US Census Bureau there are 39,158 residential homes throughout the city of Carmel. More information can be found on the above in the All-Hazard Risk Assessment, specifically the Building Hazard Risk Analysis Scores.

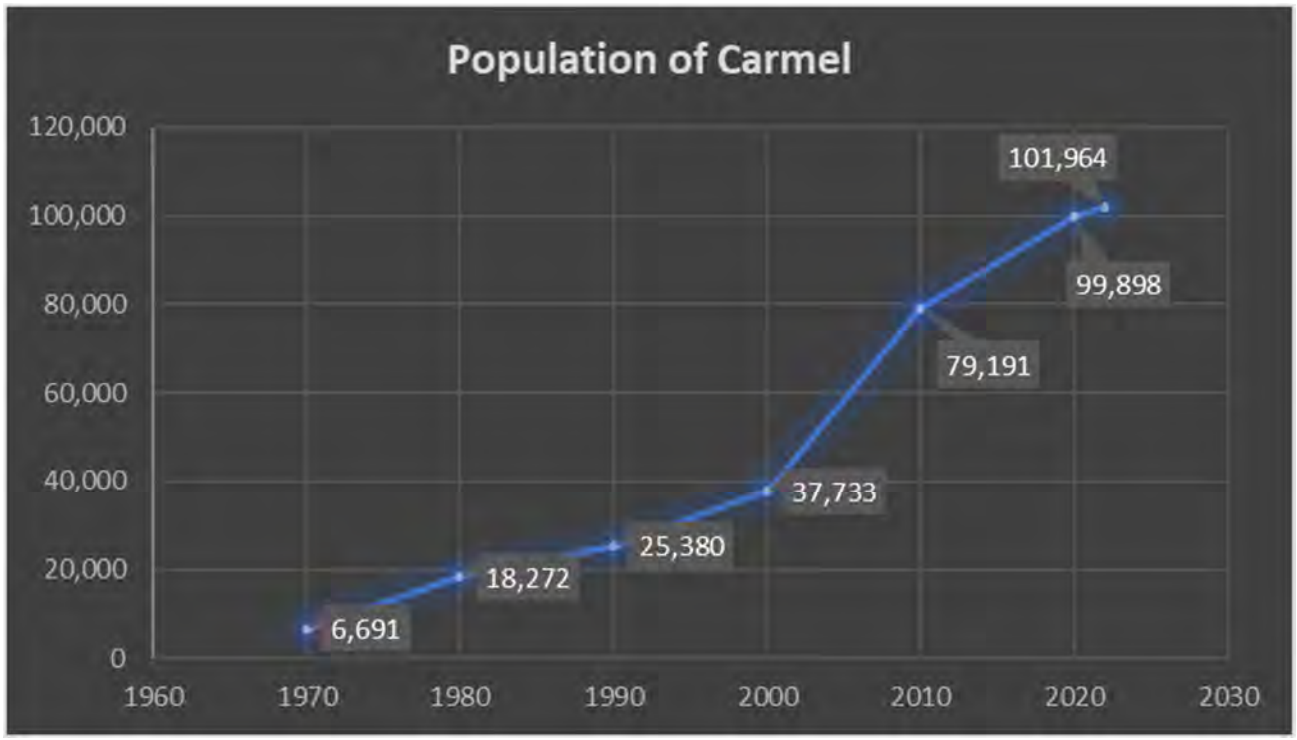
Population/Demographics

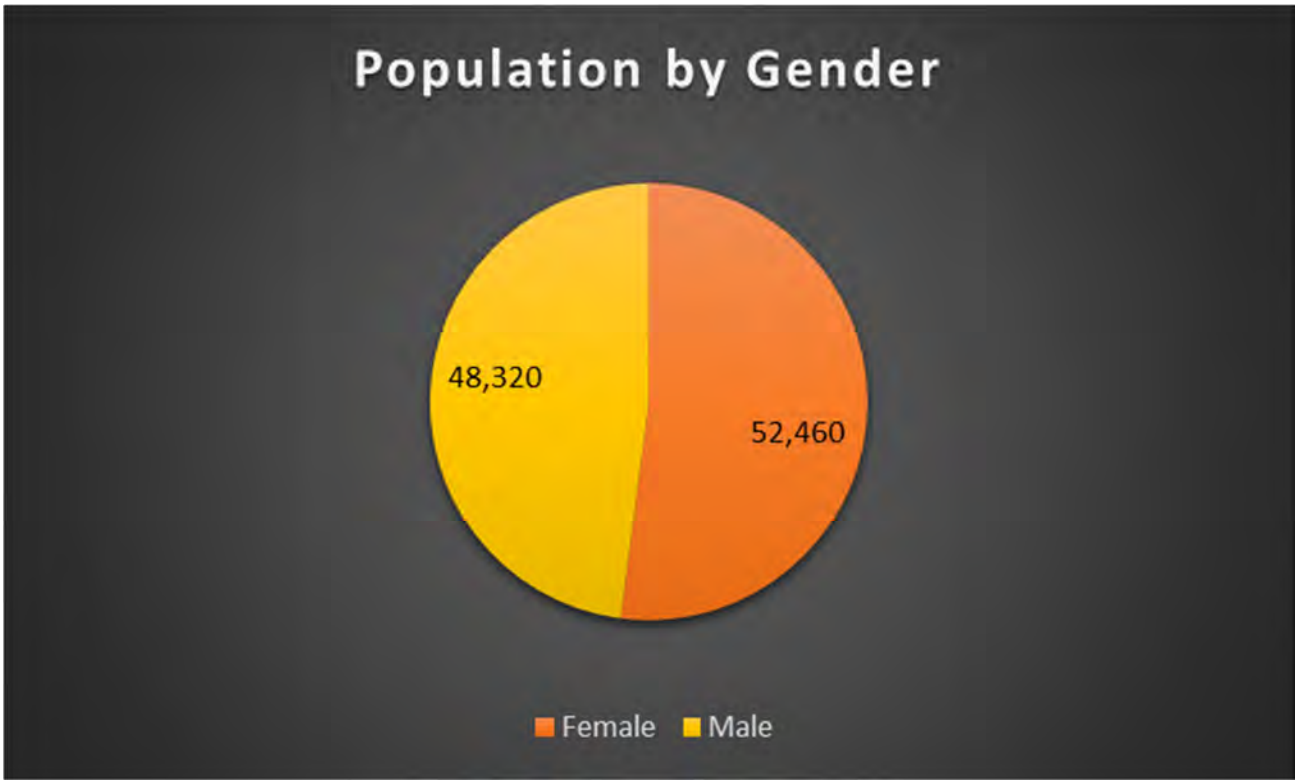
In 1900 the population of Carmel/Clay Township was approximately 550 people. By 2000 the population had swelled to 37,733. The latest US Census Estimated Resident Population for Carmel, Indiana is 101,964 as of July 2022. The department assesses the community by planning zones annually and takes into consideration

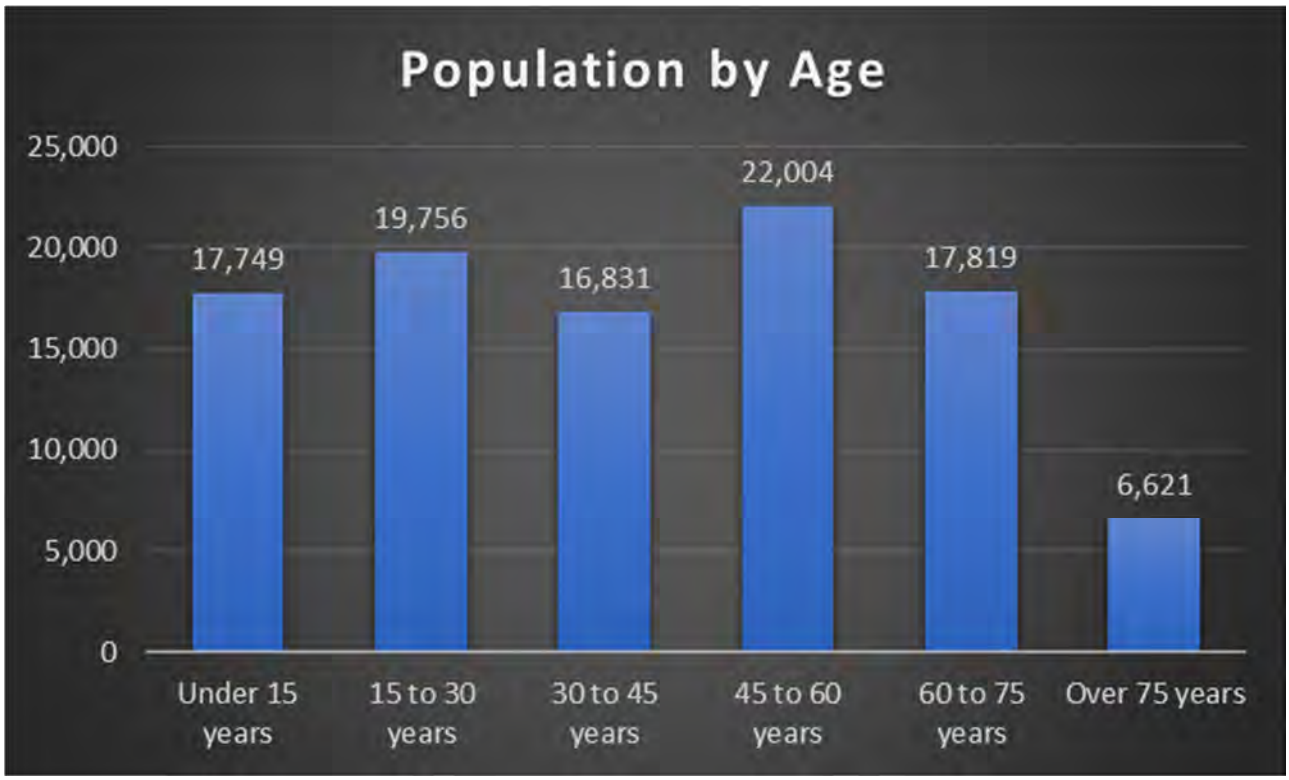
the population density and has developed the total response time standards while considering National Fire Protection Association (NFPA) 1710. The department has been able to use population density forecasting to anticipate increased run load in certain areas. For example, the construction of several new extended care facilities prompted a change in primary medic response areas. This area ended up transferring to another station's district all together after the completion of a new bridge. The changes allowed the department to better distribute run load between apparatus that were essentially the same drive time from the affected area. The department recently met with the redevelopment commission to review forecasted large-scale developments. The meeting proved to be beneficial and will continue annually at a minimum. The planning zones are reviewed annually at a minimum per policy. The geographical information systems (GIS) department has assisted in creating population density maps within the planning zone borders to assist in developing the planning zones.

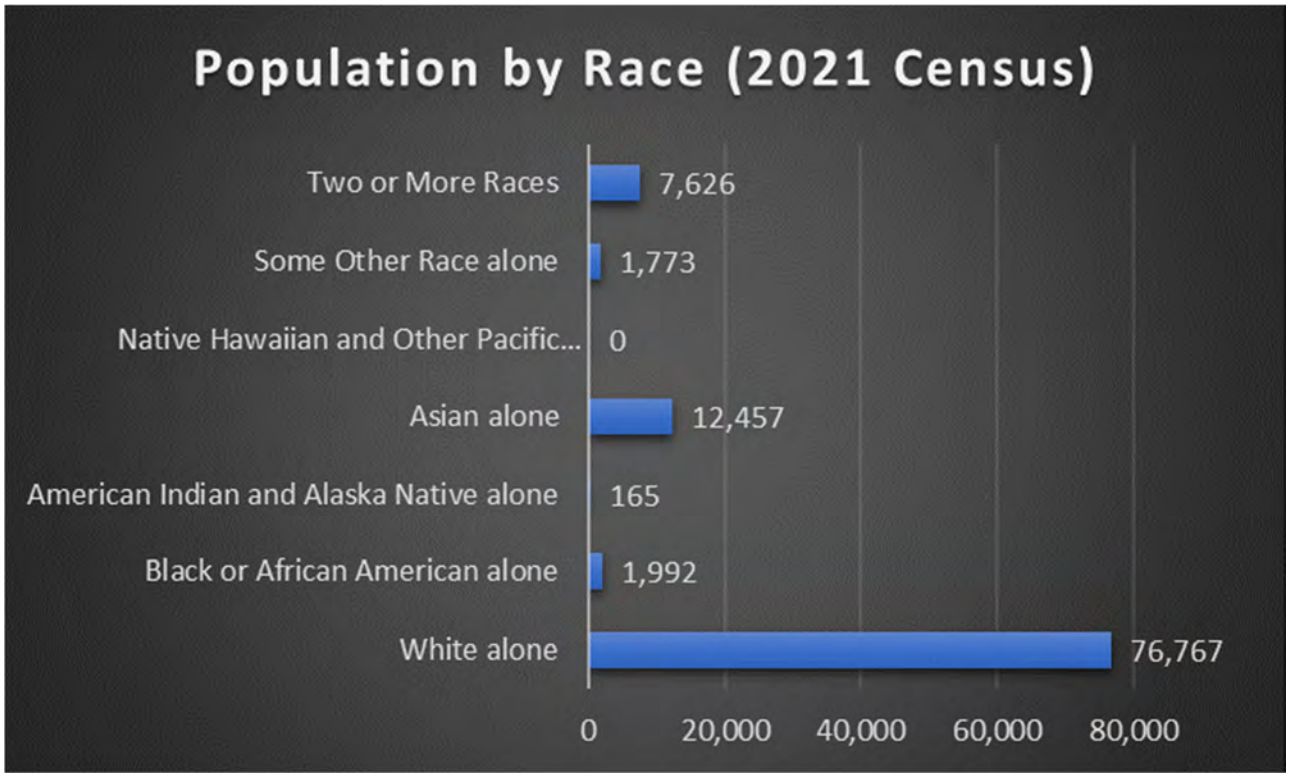


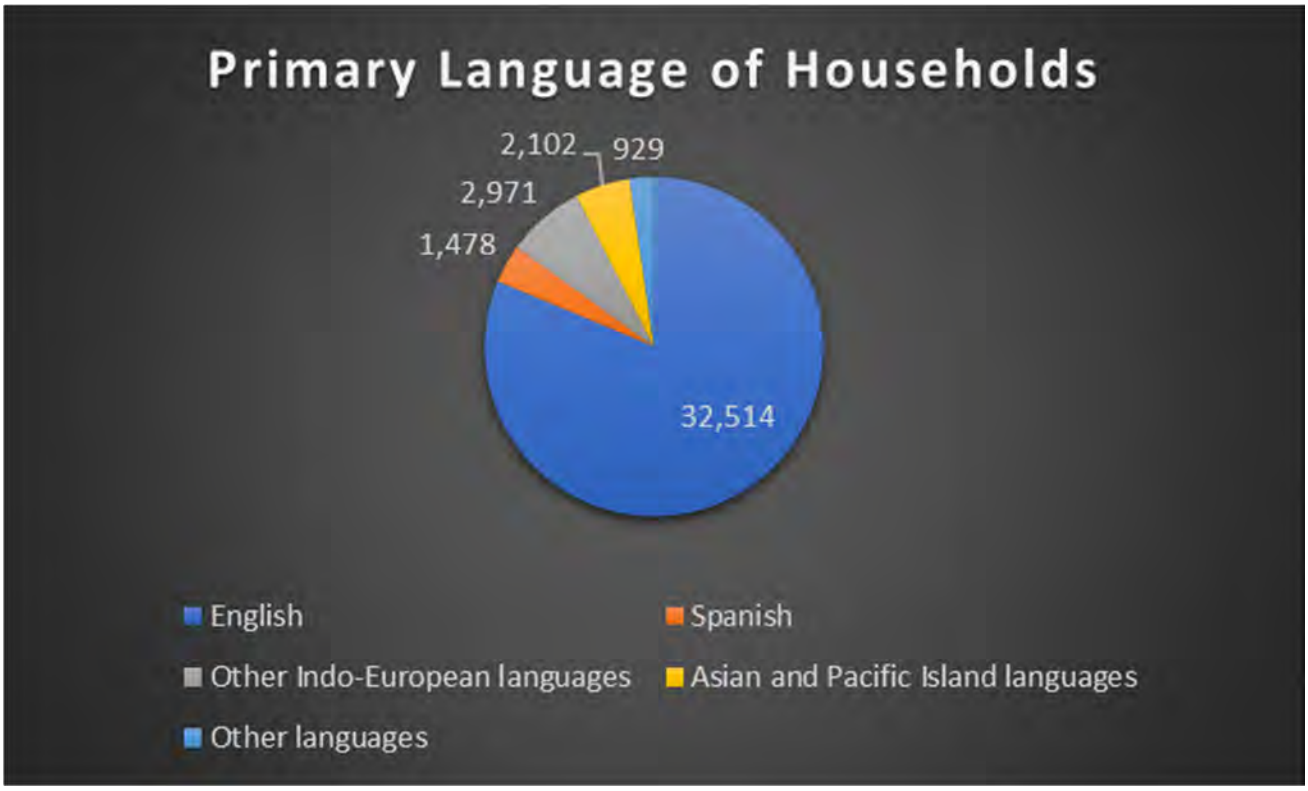
The charts below are based on data from the United States Census Bureau



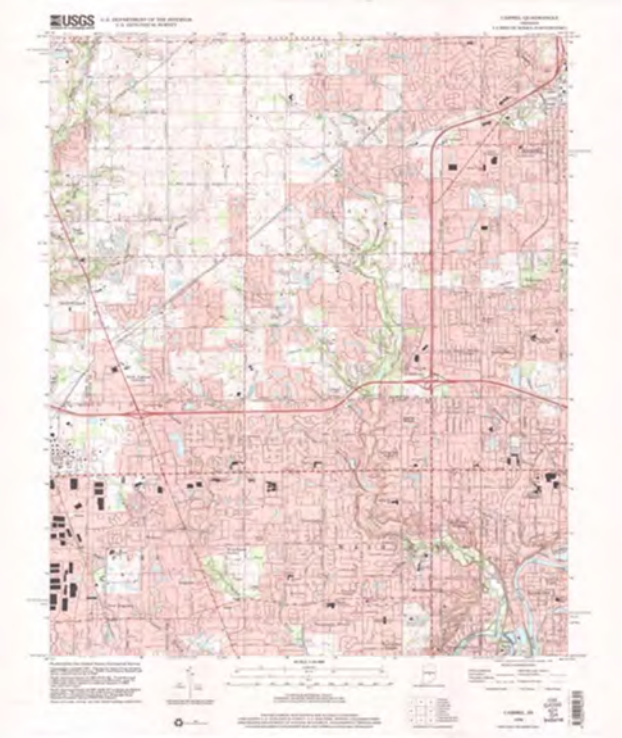



Population by Age
25,000
20,000
15,000
10,000
5,000
0
17,749
19,756
16,831
22,004
17,819
6,621
Under 15 years
15 to 30 years
30 to 45 years
45 to 60 years
60 to 75 years
Over 75 years


Population by Race (2021 Census)
Two or More Races
7,626
Some Other Race alone
1,773
Native Hawaiian and Other Pacific...
0
Asian alone
12,457
American Indian and Alaska Native alone
165
Black or African American alone
1,992
White alone
76,767
0
20,000
40,000
60,000
80,000



Topography



Carmel is situated within Hamilton County in central Indiana. The land in central Indiana is characterized primarily by low, gently rolling hills and shallow valleys. Indiana has a humid continental climate, with cool winters and warm, summers. Carmel is in USDA Planting Zone 5.

Due to recent annexations, Carmel encompasses all of Clay Township, which is geographically located in the southwest corner of Hamilton County. Its boundaries include Boone County line (Zionsville) on the west, white river on the east, 96th street (Marion County/Indianapolis) on the south, and 146th street on the north. The total land area is approximately 50 square miles, and the July 2022 population was 101,964 residents, although its daytime population adds an additional 10,000 people to the jurisdiction.

Climate

Carmel is located in the Midwest and is fortunate to experience all four seasons. The last few years, the

weather has affected Carmel in many ways, from the remnants of various hurricanes, ice storms, and severe drought.

Monthly Averages & Records

Month	Average High	Average Low	Record High	Record Low	Average Rainfall	Average Snowfall
January	36°F	22°F	71°F (1950)	-24°F (1994)	1.7″	3.7″
February	40°F	25°F	77°F (2018)	-21°F (1982)	1.6″	3.9″
March	51°F	34°F	85°F (1981)	-7°F (1980)	2.6″	1.8″
April	63°F	44°F	90°F (1942)	18°F (1997)	3.7″	0.2″
May	73°F	54°F	96°F (1911)	27°F (2020)	4.0″	0.0″
June	81°F	63°F	104°F (2012)	37°F (1992)	4.1″	0.0″
July	84°F	66°F	106°F (1936)	46°F (1947)	3.5″	0.0″
August	82°F	63°F	103°F (1918)	41°F (1965)	3.0″	0.0″
September	76°F	56°F	100°F (2011)	30°F (1899)	2.9″	0.0″
October	64°F	45°F	92°F (2019)	20°F (1981)	2.8″	0.0″
November	51°F	36°F	81°F (1950)	-5°F (1880)	2.9″	0.4″
December	40°F	27°F	74°F (1982)	-23°F (1989)	2.4″	2.9″

Department History and Milestones

The Carmel Fire Department was established in 1900 as a volunteer department. In 1913, after a major fire, the town purchased a two-wheeled soda/acid chemical tanks and then placed Pyrene® pump fire extinguishers on several porches around town. In 1921, the town purchased Carmel's first motorized Model T fire truck with 3 chemical tanks and hose.

In 1927, the State legislature passed a law empowering the township trustees to purchase and maintain a fire truck. Under the leadership of R.J. Follett, a meeting of the town board of Carmel, trustees of Clay and Delaware townships, and representatives from two leading insurance companies met and purchased the first joint town-township owned fire truck (without a pump) in the state of Indiana. The volunteer fire department of Carmel/Clay was housed within a garage located on west Main Street. The building was transformed into a firehouse, open 24 hours a day, and became the first fire station in the area. Rue Hinshaw was the first volunteer fire chief for the Town.

In 1945, Donald Swails Jr. was appointed as the volunteer fire chief, at which time the town acquired its first pumper fire truck. In 1950, Carmel firefighters constructed a new fire station located at 210 1st Avenue S.W., which was located two blocks south of the downtown district. The construction was completed with many hours donated by firefighters and a large portion of the building materials were also donated. Firefighters received $2.00 for responding on each run and to help defray the cost of the construction, many of them gave the money back to the fire department.

In 1956, the Town Board appointed volunteer Chief Donald Swails Jr. as the first full-time "paid" member with its first annual budget of $11,500.00. Chief Swails was promoted to chief after serving eleven years with the all-volunteer department.

In 1963, James Martin Sr.'s Garage (auto repair) at 102nd and U.S. 421 on the far west side became Carmel's second fire station known as Station 42. It remained in service for over 7 years, until the town built its own building. In 1965, the beginning of EMS was formed for the town/township with the conversion of a 1965 Dodge Van for its first ambulance. Five years later, four firefighters became the first state of Indiana certified Emergency Medical Technicians (EMT's) for the department.

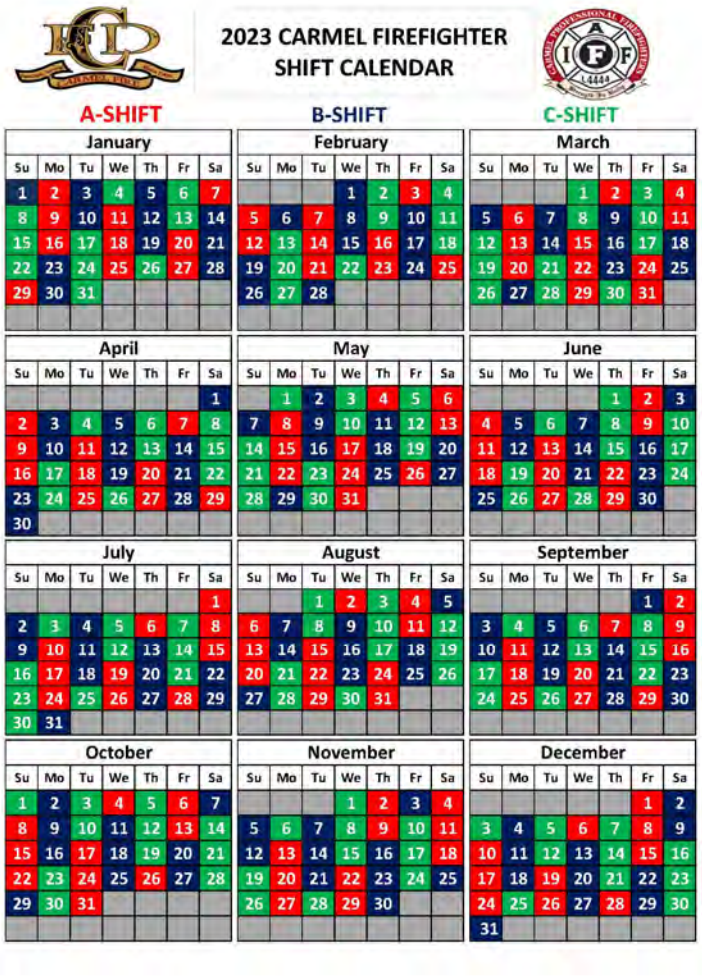
In 1971, a new Station 42 was constructed to protect the western portion of the township at 2410 W. 116th Street. In 1975, Station 43 was built and dedicated at 3242 East 106th Street. John Hensel who owned several farming acres in the area donated the property to the city. 1979 saw the beginning of a more advanced EMS program under the combined leadership of Chief Swails and Clay Township Trustee John Hensel.

In 1981, the transition from a volunteer department to a paid career department became a reality. At that time, the department employed 42 members. Along with this achievement, Station 44 was constructed and opened at 5032 East Main Street. On June 23, 1982, Chief Donald Swails Jr. died. On August 2, 1982, Assistant Chief Steven A. Couts was named Carmel's new fire chief by Mayor Jane Reiman. In 1987, the new fire headquarters and Station 41 was constructed on South Rangeline Road at 2 Civic Square. This building was built to replace the undersized station that was located in the downtown area. Constructed by the city of Carmel; new station 41 houses the departments' administrative offices as well as on duty personnel. This was the first of three buildings to be constructed in the area that is now known as Civic Square, which also includes Carmel City Hall and the Carmel Police Department. The department's annual operating budget for 1987 was $2,055,394.00.

In 1995, the focus of the department broadened to provide additional services to the community. With that (8) FF/Paramedics were hired which allowed the department to provide Advance Life Support (ALS) to the citizens of Carmel. The department currently employs 41 paramedics. September 3, 1995, after serving for over 30 years, Fire Chief Steven A. Couts retired from the Carmel Fire Department. January 1, 1996, Mayor James Brainard appointed Assistant Chief Douglas Callahan as the new fire chief. In 1997, the Clay Township Trustee opened and dedicated station 45 located at 10701 North College Avenue.

Station 42 was relocated once more in 2002, when the Clay Township Trustee built a new 15,000 square foot fire station at 106th and Shelborne Road. Additionally, the same year, the Township funded the construction of the sixth fire station located at 540 West 136th Street. On September 16, 2003, retired Fire Chief Steven A. Couts passed away. Subsequently fire headquarters was dedicated as the Steven A. Couts Fire Headquarters. January 1, 2007, Fire Chief Douglas Callahan retired after serving the city of Carmel for 34 years. Two days later, Mayor James Brainard appointed Keith D. Smith as the new fire chief. In June 2010, the Carmel Fire Department took delivery of its first tractor drawn aerial unit. This Tiller is housed at Station 41. On December 31, 2012, Fire Chief Keith D. Smith officially retired from the Carmel Fire Department and on January 1, 2013, the Mayor appointed Matthew D. Hoffman as Carmel's Fire Chief.

In March of 2015, Fire Chief Matthew Hoffman resigned from his position and returned to the crews and Mayor Brainard appointed Captain David G. Haboush as the new Fire Chief. Beginning in July of 2015, Station 44, located at 5032 E. Main Street was demolished and a new, larger station was built by the Township. The station was opened in August of 2016. Groundbreaking began on the new training and maintenance facility at the end of 2015 and the new facility was opened in July of 2016.



In March of 2021, the CFD administrative personnel moved out of the Fire Headquarters building while the headquarters is undergoing a major renovation. Upon completion of the renovation the headquarters building will house only firefighters. A new administration building is under construction with an anticipated completion date of spring of 2023. As of December 2022, the Carmel Fire Department employs 164 sworn firefighting personnel, 13 civilian personnel and has 6 fire stations serving a population of approximately 101,964 citizens. December 31, 2022, found the administrative staff still housed in its temporary facilities as the new administrative building is still under construction. All construction projects at the fire stations are completed.

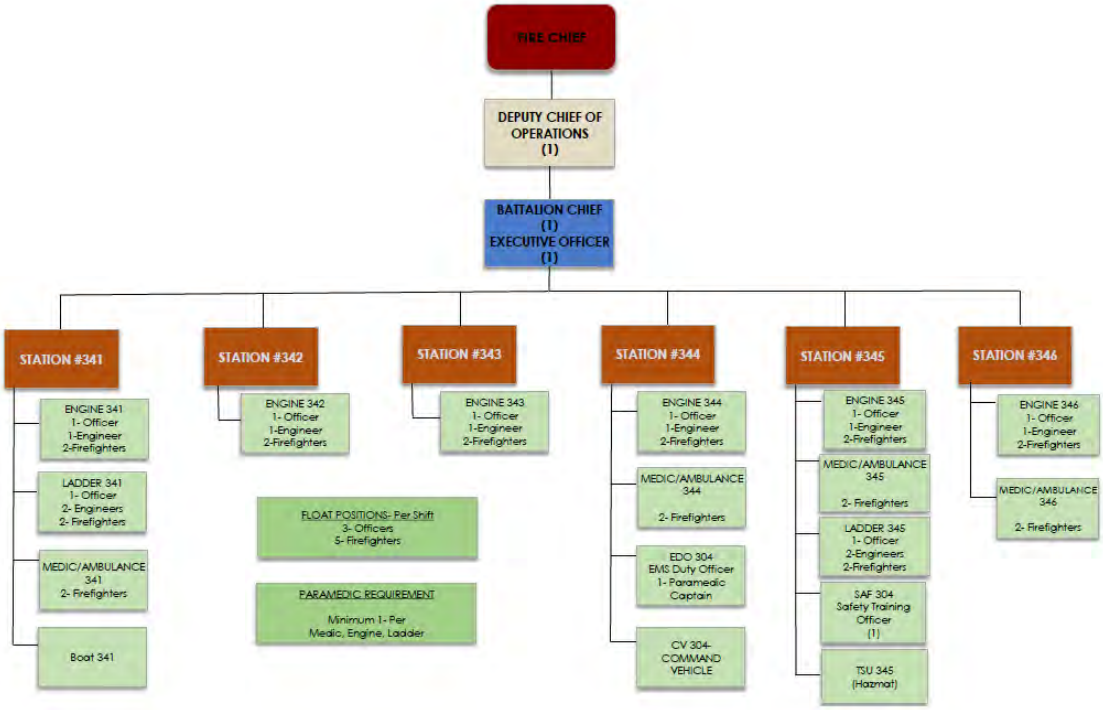
In April of 2023 the administration moved into its new headquarters located in the heart of midtown Carmel. 210 Veterans Way now serves as not only the new headquarters but also a link to the past as this was the location of the original Carmel Fire Headquarters built in 1950. The new location houses the fire department administration, a firefighting museum, and the Stay Alive Family Education (SAFE) house for fire and safety education. The museum and SAFE house are still under construction as of July 2023.

Staffing Resources

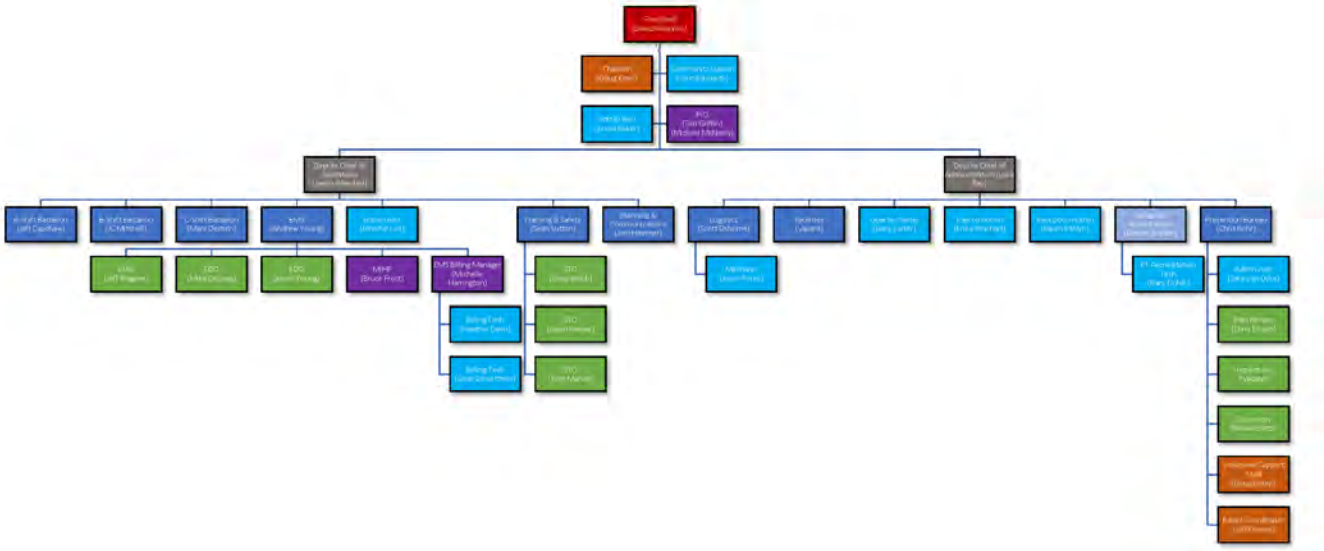
The Carmel Fire Department utilizes the Kelly work schedule. Meaning personnel are assigned to 1 of 3 shifts,

either “A”, “B”, or “C”. A particular shift works 24 hours on duty, off 24 hours, on duty 24 hours, off 24 hours, on duty 24 hours and then off for 96 hours. The work schedule then repeats. The Carmel Fire Department division chiefs, administrative and civilian personnel work Monday through Friday, 8:00 – 4:30 pm.

Shift Organization Chart

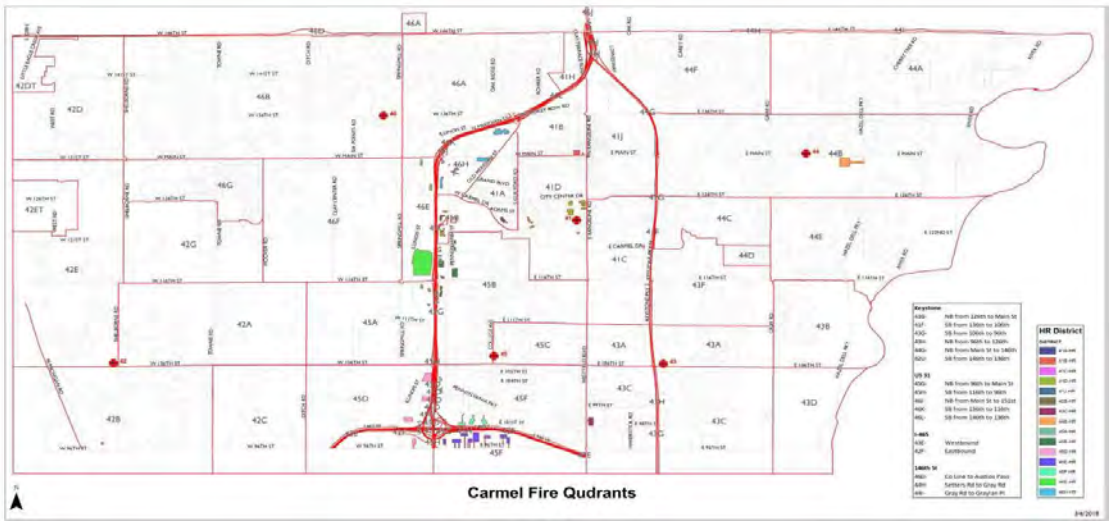


2023 Carmel Fire Department Administration Organizational Chart



Area Boundaries

The city of Carmel is located in Clay Township of Hamilton County, Indiana, due north of the city of Indianapolis and southwest of the city of Westfield. Carmel is located in the Eastern Time zone and utilizes daylight savings time. The current jurisdiction for the Carmel Fire Department follows 96th street to the south, 146th street to the north, River Road to the east and U.S. 421/Michigan Road to the west and encompasses approximately 50 square miles. Traffic flow through Carmel is substantial with four major north and south roadways running through the city; US-421 on the western edge of the city, US-31 divides the city down the middle and Keystone Parkway (formerly US-431) further east. Hazel Dell Parkway on the far eastside also carries a great deal of north/south traffic, relieving congestion on Keystone Parkway. Keystone Parkway, US-31 and US-421 all interchange with I-465, which runs along Carmel's southern boundary.



Station Locations and Apparatus Assignments

The department maintains 6 strategically located fire stations, a maintenance, and training facility within its jurisdiction. Additionally, one of the fire stations holds the new Emergency Operations Center. Funding for these physical resources is accomplished through the annual budgetary process and is consistent with the department's strategic plan. All plans for improvement to physical resources are reflected in the department's annual budget and strategic plan.

The department involves the governing body, local township government, administrative staff, as well as line personnel in the planning process for physical facilities. Administrative staff and line personnel are involved in the planning, design, and construction phases of each capital project in an effort to develop a feeling of ownership of the facility. Administrative and staff members are involved in the project to ensure its costs are within budgetary allocations.

All 6 fire stations, the Emergency Operations Center (EOC) at Station 344, the maintenance and training facility, and the newly constructed administrative building provide adequate space and storage for the department's needs.

Carmel Fire Department Administrative Building

210 Veterans Way

Carmel, Indiana 46032

Steven A. Couts, Fire Headquarters, (Station 341)

2 Civic Square

Carmel, Indiana 46032

Apparatus	Percent of calls responded
Engine 341	27%
Ladder 341	13%
Battalion 304	13%
Medic 341	34%
Utility/Boat 341	0.06%
EDO 304 (partial year)	4%
Total Personnel	14

Station #341's response area covers approximately 4.4 square miles and responds to 71% of all calls for service. This area consists of residential, light commercial and redeveloped downtown district. Station #341 is staffed by five officers and nine firefighter/paramedics including: an engine company, a ladder company, an ambulance company, an EMS duty officer, a battalion chief, and an executive officer.

Station 342

3610 West 106th Street

Carmel, Indiana 46032

Apparatus	Percent of calls responded
Engine 342	11%
Reserve Medic/Ambulance	0.10%
Total Personnel	4

Station #342 response area is mostly residential covering approximately 12.1 square miles, responding to 24% of all calls. Station 342 houses an engine company with one officer and three firefighters/paramedics.

Station 343

3242 East 106th Street Carmel, Indiana 46033

Apparatus	Percent of calls responded
Engine 343	12%
Total Personnel	4

Station #343's response area is mostly residential covering approximately 6.6 square miles and responds to 24% of all calls for service. The station is staffed with an officer and three firefighters/paramedics responding on a single engine company.

Station 344

5032 East Main Street Carmel, Indiana 46033

Apparatus	Percent of calls responded
Engine 344	15%
Medic 344	20%
Command Vehicle	0.01%
Total Personnel	6

Station #344's response area is mostly residential, covers approximately 11.6 square miles and responds to 38% of all calls for service. Station #344 is staffed by an officer and five firefighters/paramedics, including an engine company and medic/ambulance.

Station 345 – Douglas Callahan Fire Station

10701 North College AvenueCarmel, Indiana 46280

Apparatus	Percent of calls responded
Engine 345	24%
Medic 345	33%
Ladder 345	13%
Safety 304	9%
TSU 345 (cross staffed)	0.27%
Total Personnel	12

Station #345's response area includes both residential and commercial structures, covers approximately 5.5 square miles and responds to 57% of all calls for service includes the southern portion of Carmel. Station 345 is staffed by three officers, and nine firefighter/paramedics, including an engine, ladder, medic/ambulance, safety officer, and cross manned tactical support unit.

Station 346

540 West 136th Street Carmel, Indiana 46032

Apparatus	Percent of calls responded
Engine 346	25%
Medic 346	31%
Total Personnel	6

Station #346's response area, which is mostly residential covers approximately 10.4 square miles and responds to 67% of all calls for service includes the northwestern portion of Carmel. One officer and five firefighters/paramedics staff station #346.

Maintenance and Training Facility

4925 East 106th Street Carmel, Indiana 46033

- Reserve Engine E340
- Reserve Engine 348
- Reserve Engine 349
- Reserve Ladder L340
- Ambulance 340
- Ambulance 349
- Air Cart
- 8 Reserve Staff Cars
- 3 EMS Carts
- RSU 304

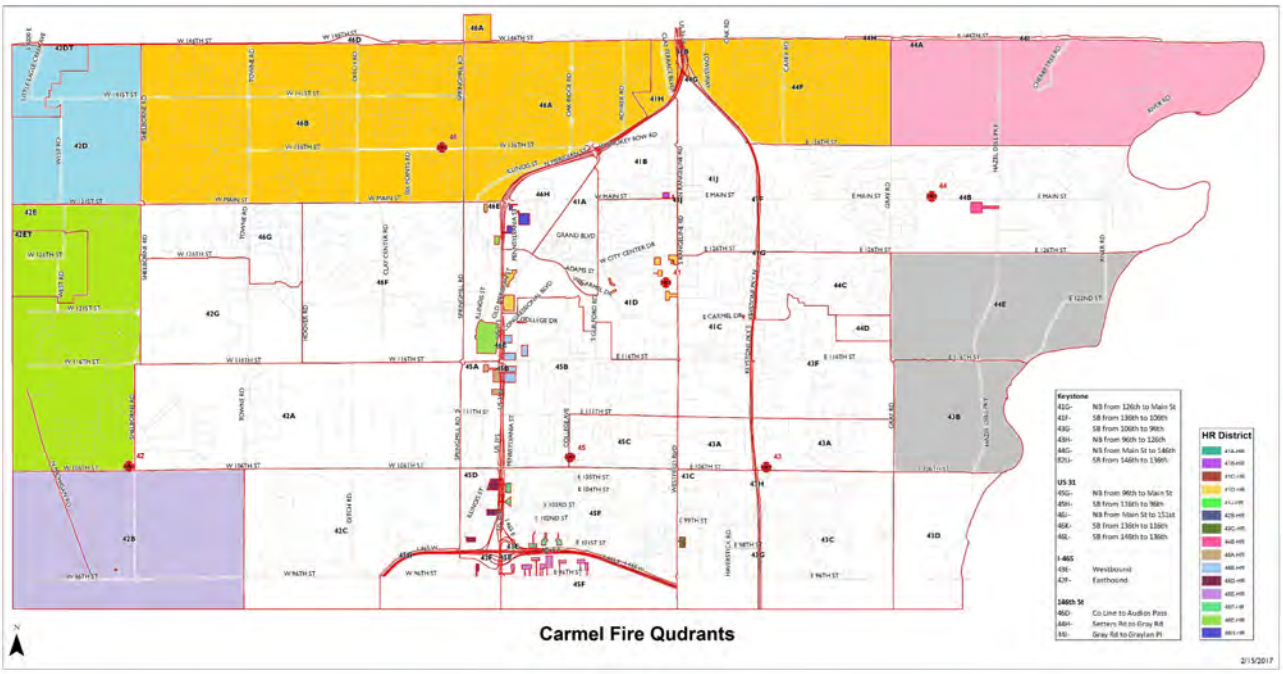
The maintenance and training facility was completed in 2016. This allows the department to perform any and all training including command school, recruit training, auto extrication training, fire training evolutions and EMS training evolutions. The facility also houses the extractor machines and drying racks for cleaning and drying contaminated turnout gear. The reserve apparatus is also stored at this facility.

Mutual and Automatic Aid Service Areas

The department develops and maintains both formal and informal relationships with outside agencies to support its mission. The department has mutual and automatic aid policies in place with Zionsville, Indianapolis, Pike Township, Hamilton County Emergency Management, Fishers, Noblesville, Sheridan, and Westfield. The automatic and mutual aid is pre-determined by specific incident run cards and in the event the agencies apparatus is unavailable or is requested by Incident Command. Additionally, the department has demonstrated the ability and willingness to provide reasonable aid to any agency that requests such aid. The formal automatic and mutual aid agreements are reviewed and updated annually. The department has developed many informal relationships that support its mission including those with the Carmel Police Department, local media outlets,local hospitals, and local civic organizations such as the Rotary Club. The department has established strong informal ties with local media outlets via a well-run and staffed Public Information Office. The local hospitalshave signed formal agreements with the department to partner in offering public health aid in the form of Mobile Integrated Health Paramedics. The informal arrangements are by nature more ephemeral and therefore not necessarily subjected to the annual review.

The department's command staff has the responsibility to manage, review, and revise agreements with the assistance from the City of Carmel Department of Law.

The department tasks its Operations Chief or the designee with the responsibility of managing, reviewing, and revising the external agreements. The colored areas below on the map detail when automatic aid will be called upon.



The department has utilized geographical information systems (GIS) to identify and document each of the 64 reporting districts (quadrants) and 19 planning zones which are used to facilitate emergency responses. Each zone is analyzed for risk factors, considering the size of the area, target hazards, population, and incident history. Through analysis, the department has solicited the assistance of the city's GIS department in identifying parcels that are located in excess of 2,000 feet from the nearest fire hydrant. Very few parcels qualified however, those that did were placed into two tanker quadrants. This allows the computer aided dispatch (CAD) system to send mutual aid and tanker trucks to those locations upon the initial dispatch.

Out of District Runs

8% of 2023 run through June 30th, were out of district responses assisting mutual aid departments.

3% of Carmel's 2023 runs through June 30th, received mutual or automatic aid from our mutual aid partner departments.

The Carmel Fire Department is an active participant in the Hamilton County Mutual Aid system and with the Statewide Mutual Aid system in place; the Carmel Fire Department is ready to respond as needed to assist any agency throughout the state of Indiana.

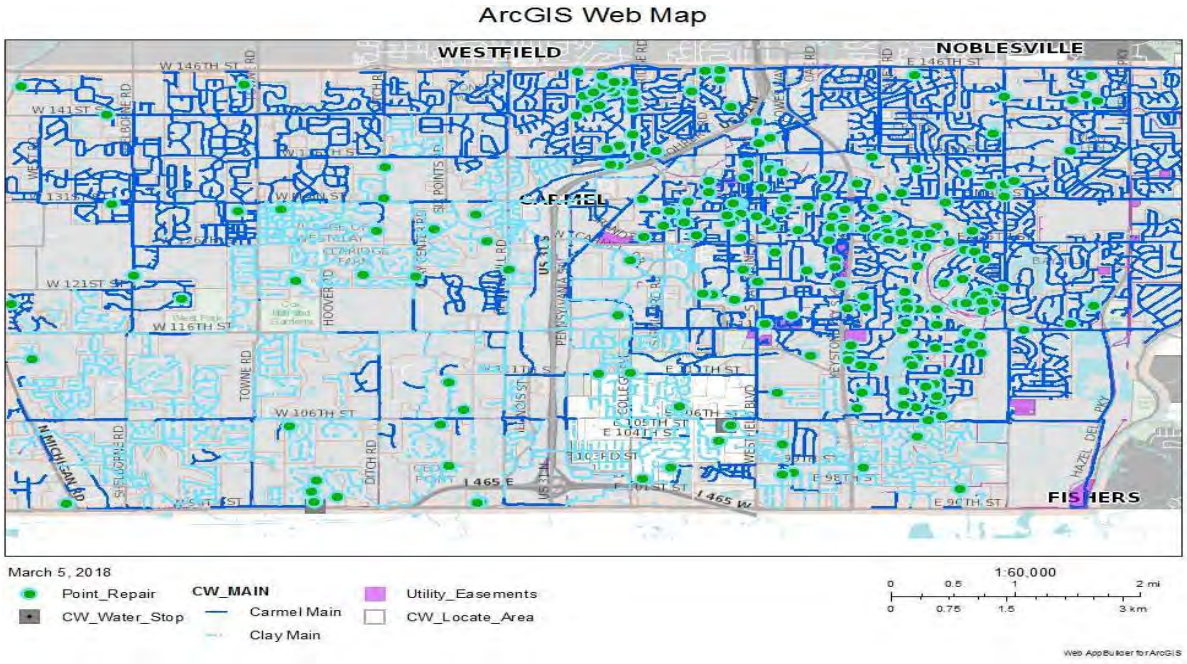
Water Supply

The majority of the department's service area is protected by a domestic water supply that is provided and maintained by the City of Carmel Utilities Water Division (CCUWD). There are also a limited number of fire hydrants provided by Citizens Energy Group. The domestic water supply provided is more than adequate to

meet the projected fire flow requirements for structural firefighting. Areas outside the domestic supply system have been identified and fire suppression in these areas is augmented through automatic and mutual aid agreements with surrounding jurisdictions to supply static water sources. The department also has established tanker operations and water shuttle standard operating procedures are in place in the event an incident occurs in an area without hydrants.

The placement of hydrants within the jurisdiction meets the requirements of the adopted 2012 International Fire Code with 2014 amendments/Indiana Fire Code and Carmel City Code. Hydrant placement for all new development is evaluated by the prevention division through the plans review process. Standard hydrant spacing within the jurisdiction is a minimum of 1 hydrant every 500 feet.

There are more than 5,740 fire hydrants in service within the jurisdiction. There are at least an additional 280 hydrants that are privately maintained, and the sole responsibility of their service is the responsibility of the owners. The department nor the authority having jurisdiction has any authority for enforcing the testing of or servicing of any private hydrant..



Hamilton County Public Safety CommunicationCommunications Equipment

The Hamilton County Public Safety Communications Center in Noblesville, Indiana (HCPSC) is responsible for dispatching all fire and rescue calls for the department. The 9-1-1 telephone system is capable of handling fourteen 9-1-1 trunk lines, 8 administrative lines, two fire dispatch lines and one telecommunication device for the deaf (TDD) line. The radios operate on an 800 MHz band trunked radio system that utilizes fifteen (15) separate frequencies efficiently. All of the radios are programmed with each of the public safety answering points (PSAP's) talk groups to allow interoperability with all county fire and emergency medical service agencies. Each radio has P25 capability which allows both Marion County radio system talk groups as well as the State's SAFE-T network to be programmed into the Motorola® radios. This allows for direct communications on their systems.

The Hamilton County Public Safety Communications (HCPSC) Radio System operates on a Motorola® Astro P25 800-megahertz system. Interoperability is achieved by utilizing console patching and simulcasting. HCPSC's radio system shares a core with Marion County Department of Public Safety. The link to the core is redundant, via leased fiber and via a direct microwave link. This allows both Counties seamless communications between all agencies. All Hamilton County radios have IDs for the State of Indiana's SAFE-T radio system for interoperable communications statewide. All of the department's radios are capable of communicating directly with all surrounding agencies without the use of a radio patch.

The HCPSC has 18 consoles that are capable of answering 9-1-1 calls and administrative phone lines. All consoles are equipped with console radios with each console having a back-up radio. Each console is equipped with a computer that has CAD (computer-aided dispatch) software and Internet access. The CAD system was upgraded to the newest platform available from New World® Systems by Tyler Technologies in March of 2017. All telephone calls made and received to and from HCPSC and primary law, fire dispatch talk groups, and operations talk groups are recorded. The recorder software is called NICE. The CAD system has an electronic map which is maintained by the GIS/911 personnel and updated as necessary. Each console is also equipped with aerial photography that can be used in conjunction with the CAD map. Dispatch is lit with several fluorescent lights that point toward the ceiling for indirect lighting.

Dispatching Protocols

Hamilton County Public Safety Communications (HCPSC) utilizes Priority Dispatch's protocols for a formal and recognized Emergency Medical Dispatch (EMD) system, which allows for pre-arrival instructions and adequate triaging of medical calls for service. A flip-card file or tablet containing Priority Dispatch System

(PDS) protocols for Emergency Dispatching is provided in HCPSC for International Academies of Emergency Dispatch (IAED) ED certified users. A software program containing PDS protocols for Emergency Dispatching – ProQA – is loaded at each call-taking position. These protocols provide standardized interrogation questions, post-dispatch instructions, pre-arrival instructions, and priority determinant codes.

Communications Personnel

HCPSC employs 72 full time communications officers, 4 part-time communications officers, 8 supervisors, 15 full time admiministrative staff, 6 IT personnel and 2 radio personnel.

Description of Agency Programs and Services

The department provides many programs relating to the all hazards response model. Those services include:

- Community Risk Reduction
- Public Education
- Fire Inspection – Plan Review
- Fire Investigation, Origin and Cause
- Fire Suppression
- Emergency Medical Services (EMS)
- Technical Rescue
- Hazardous Materials
- Mobile Integrated Healthcare Program (MIHP).

Community Risk Reduction

The division consists of fire prevention, fire investigation, public education, and a community liaison officer. All members of the division are cross-trained, allowing all members to be able to perform all the duties. Duties of this division include: fire pre-plans, new and existing construction change plan review, code enforcement, fire inspections, fire investigations, and public education for all residents from school age children to senior citizens in the Carmel/Clay jurisdiction.

Formalized Public Education

The public education program has identified targeted audiences by analyzing department statistical data and by attending training outside the department. These audiences include: school aged youth, senior citizens, the deaf community, and residents of multi-family dwelling residents. The department has chosen to focus its in-school education activities on pre-school (ages 3-4), kindergarten (age 5), second grade, and fourth grade. Indiana, like many other states, has significantly tightened its curriculum standards which inhibits the ability of the department to interact with grade school children on a more frequent basis. The public education division

has a member who focuses exclusively on education initiatives for the aging population in the community. Recently, the department has begun to reach out to the deaf community by providing hearing impaired smoke detectors. The department also performs annual fire drills for business, schools, etc. within the jurisdiction.

The department's Public Education Division provides children and adults of Carmel and surrounding areas quality educational programming and information designed to reduce and prevent the loss of life, injury, and property damage resulting from fires, accidents, and natural disasters.

Fire and Life Safety Education continues to be a very active part of the department's annual activities and is increasing each year.

Informal Public Education

The department has two popular programs that provide fire and safety education that spans all age groups. The "Carmel Firefighter for a Day Camp" provides additional educational opportunities for school aged children. Over a three-day period, different groups of children learn about fire safety and what firefighters do in a fun setting. The second event is the "Carmel Public Safety Day". This one-day event invites community members of all ages to learn more about fire safety. As an added benefit the department has invited in other outside agencies such as the Carmel Police Department, Indiana State Police, Hamilton County Emergency Management Agency, and others to provide additional learning opportunities for attendees. In 2019, we were fortunate to have the Kasey Fire & Life Education Program join CFD, which enhances the departments Education Outreach Program nationwide.

Community Outreach Programs

An ongoing smoke detector and carbon monoxide detector program is in place for families that are without the means to provide for themselves. The prevention division targets low-income housing areas with a smoke detector blitz. A program called Community Assistance Program has been hosted for over 20 years where children in need, as determined by school resource personnel are provided with assistance. This list is used to make follow-up calls and determine the need for smoke and carbon monoxide detectors. In some cases, rental properties where insufficient smoke detectors are found; education is provided to the property owner. The department utilizes the city's police department as a resource for bicycle safety, child restraint seat education,

and child restraint seats/installation for families without means to provide for themselves. Mobile Integrated Healthcare Program

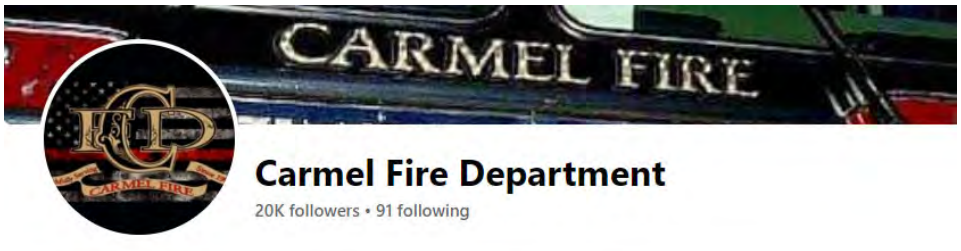
In 2015, the department created the mobile integrated healthcare program (MIHP) which brings back home doctors' visits through the use of department paramedics. The program paramedics receive referrals from the emergency room physicians and provide the patients with a detailed assessment, home safety inspections, medication understanding, blood pressure monitoring, nutritional support, and social interaction to avoid hospital re- admittance incidents. This program is a follow-up response after discharge from hospital.

The department utilizes a paramedic to run the mobile integrated healthcare program (MIHP) program. This is where Medicare/Medicaid patients are visited post hospital to see if the return visits can be mitigated. During this time, the MIHP officer does a brief safety survey to determine if there are other issues that need to be corrected to prevent injuries within the home. They will communicate with the fire prevention division in the event prevention services are needed.

During the COVID-19 pandemic, the department began the COVID Information Booths to disseminate educational information and hand sanitizer and masks to the public. These events were held at local stores. The popularity of these booths have since morphed into the CFD Information Booth and this booth is at many city-sponsored events throughout the year.

Public Information Office

The department has an active public information office that provides current and relevant public education through multiple social media platforms including Twitter™, Facebook™, Instagram™, and YouTube™. Additionally, the public information officers actively interact with local media outlets to ensure that public safety and fire safety initiatives are kept on the forefront of the viewer's minds.

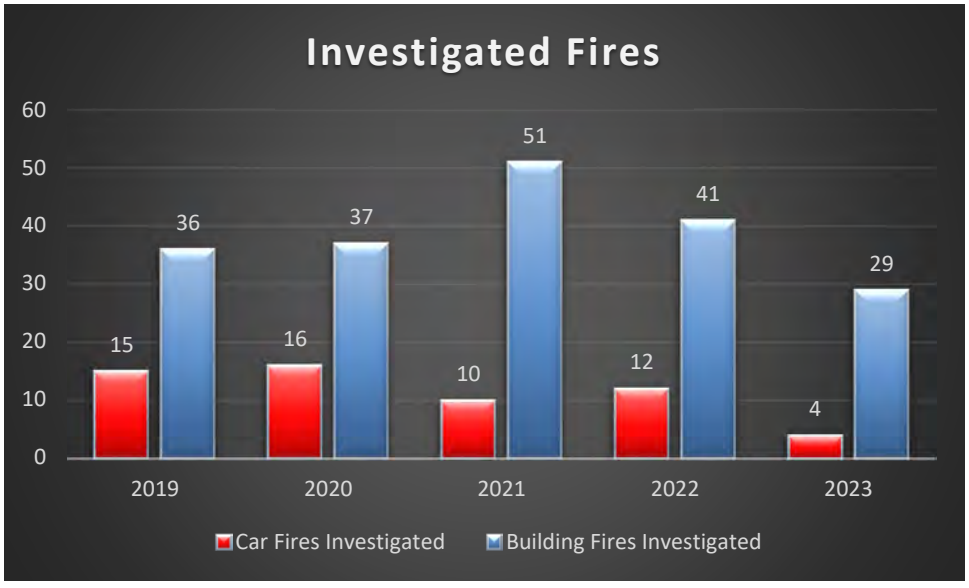


Plan Review - Inspections

The department has adopted the 2012 International Fire and Building code with the Indiana Amendments, known as the 2014 Indiana Building and Fire Code. The department ensures fire protection compliance by conducting inspections and pre-plan reviews on all businesses, educational facilities, and churches within its jurisdiction; these buildings are inspected annually. The plan review process along with the relationship the department has with the Department of Community Services ensures that all new and remodeled construction meets the current codes.

Fire Investigations, Origin and Cause

The department's investigation program operates under the State of Indiana code IC 36-8-17-5 section 5 which states, (a) The fire chief and the designees of the fire chief in every fire department are assistants to the state fire marshal. Indiana law requires every fire to be investigated as arson. However, this alone is not the only concern for investigating fire. In order to achieve this, the investigation division is staffed by 3 full-time employees and 16 shift investigators. The department investigators determine origin, cause, and preliminary loss assessment. The demographics that make up the vast majority of Carmel do not tend to produce the arson fires that other similar populated cities produce. The department employs the scientific method as outlined in National Fire Protection Association 921, 2017 Edition Guide for Fire and Explosion Investigations and National Fire Protection Association (NFPA) 1033, Standard for Professional Qualifications for Fire Investigator, 2014 Edition.



Fire Suppression

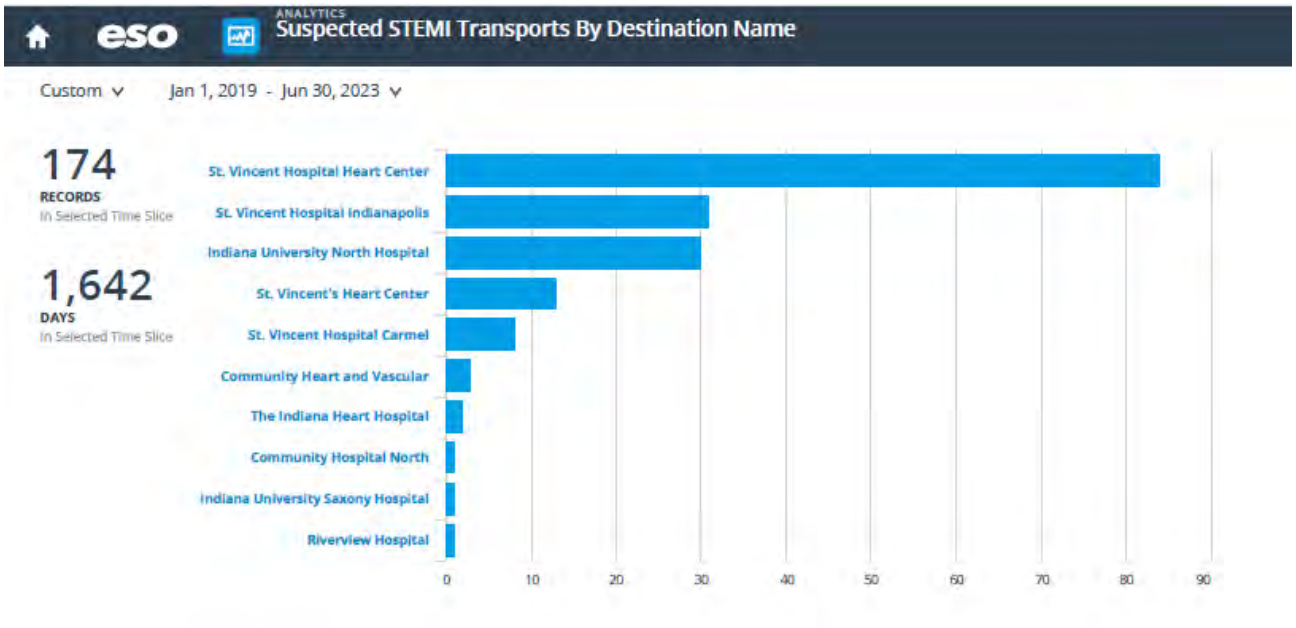
Through the analysis of staffing, response times, and pumping capacity, the department meets its stated objectives for fire suppression for each type and magnitude of fire suppression emergency incidents identified. The operations division of the department maintains an accepted daily minimum staffing level of 44 on-duty personnel in order to provide the continuous delivery of core services throughout the jurisdiction. The current deployment is as follows: 6 engine companies, 2 tractor-drawn aerial companies, 4 ambulances, 1 battalion vehicle, 1 hazardous materials unit, 1 water rescue unit, 1 mobile command vehicle**,** 1 EMS duty officer vehicle, 1 mobile healthcare paramedic, 2 rescue boats, a rehab support unit and 7 reserve apparatus along with numerous miscellaneous and administrative staff vehicles.

Emergency Medical Services

The Carmel Fire Department provides both Basic Life Support (BLS) and Advance Life Support (ALS) to the citizens of Carmel. With the department run average above 66% being of the medical nature, the department saw the importance of maintaining the service for the community. All members of the department are required to become State of Indiana Emergency Medical Technician (EMT-B) and shall maintain the classification throughout their career. Any members wishing to advance their career have the opportunity to receive the additional education to become a State of Indiana licensed paramedic. Daily minimum staffing requirements are that all six engine companies are ALS staffed. On any given day it is possible that all four of the ambulances may also be ALS staffed. The department's ambulances have been strategically located at Station 341 located in the center of Carmel, Station

344 (to the northeast), Station 345 (south central), and Station 346 (to the northwest). Other support may come from any staff member who may be certified as a paramedic. Each of the assigned paramedic staff vehicles has been certified by the State of Indiana EMS Commission to carry ALS equipment. The minimum apparatus response for EMS incidents consists of an (ALS) engine with a minimum staff of four, three firefighters and one EMT-P, and an ambulance with a minimum of two (EMT-B's) but can have EMT-P's when staffing allows. The EMS Duty Officer is included on critical or high-risk responses such as stroke, cardiac arrest, chest pain, etc. If necessary, the EMS division chief, and the EMS Captain can respond as an additional non-transporting ALS unit if needed.

The department has a cardiopulmonary resuscitation program in place. The department contracts with the former EMS director to continue this program. The department has continued to provide widespread access to automated external defibrillators (AED's), particularly in public locations where sudden cardiac arrest is likely including several locations along the Monon Trail in midtown Carmel and in parks. There have been 9 AED Stations installed to date. This is achieved by the collaborative efforts of the City of Carmel, CFD, various other city departments and donations through not for profit organizations. Additionally, we encourage public facilities with a high likelihood of cardiac arrest to incorporate AED programs into more comprehensive emergency response plans that are linked with Carmel Fire Departments Emergency Medical Services (EMS) system. The department also tracks the outcomes of patients relating to STEMI, Stroke, Return of Spontaneous Circulation, and trauma calls. See charts below.



Counts

	2019	2020	2021	2022	2023	Total
Community Heart and Vascular				3		3
Community Hospital North				1		1
Indiana University North Hospital	7	7	5	7	4	30
Indiana University Saxony Hospital		1				1
Riverview Hospital		1				1
St. Vincent Hospital Carmel	4	2	2			8
St. Vincent Hospital Heart Center	19	12	24	21	8	84
St. Vincent Hospital Indianapolis	7	8	9	3	4	31
St. Vincent's Heart Center	6	1	6		13	13
The Indiana Heart Hospital	1	1			2	2
Total	44	33	46	35	16	174

Injury by Mechanism

Primary Injury Breakdown by Year

Injury Primary	2019	2020	2021	2022	2023
Falls	909	877	1178	1279	638
Physical Exertion	29	31	26	27	17
Motorized Vehicle Accident	353	242	327	339	183
Intentional Self Harm	16	17	22	28	26
Assault	50	49	31	45	23
Sharp Objects	30	29	46	30	13
Struck by Object	23	22	18	26	12
Non-Motorized Vehicle Accident	21	31	15	24	7
Burns	5	5	10	5	5
Abuse	2	3	3	5	1
Machinery Accidents	6	9	9	6	3
Pedestrian - Vehicle Accident	11	12	20	15	8
Environmental	4	3	4	2	2
Firearms	4	7	6	6	2
Animal/Plant Contact	6	3	8	12	7
Poisoning	2	2	4	4	1
Fire and Smoke	1	1	1	3	
General				72	40
Electrocution/Radiation	1		1	1	
Explosives				1	
Suffocation/Asphyxiation	1				1
Natural Disasters			2		

ANALYTICS
Out-of-Hospital Cardiac Arrests With ROSC

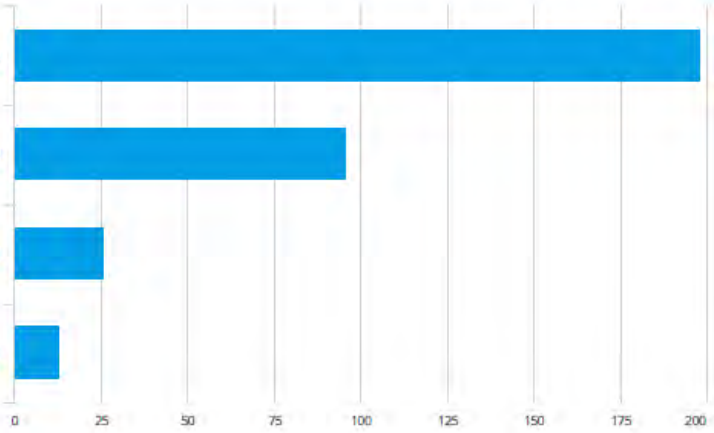
Custom Jan 1, 2019 - Jun 30, 2023

37%
PATIENTS
With ROSC

4%
PATIENTS
With ROSC at ED

1,642
DAYS
In Selected Time Slice

315
PATIENTS
In Selected Time Slice



Counts | % Rows | % Columns | % All

	Asystole	VT/VF	Other	Total
No	130	25	43	198
Yes, Prior to ED Arrival	25	24	47	96
Yes, Sustained for 20 Consecutive Minutes	5	10	11	26
Yes, At Arrival at the ED	6	3	4	13
Total	166	62	105	333
Exceptions				7

Technical Rescue

The department provides for vehicle/machinery rescue, extrication as well as surface level water rescue capabilities through continuous staffing of apparatus that are distributed across the jurisdiction. Provisions for rope rescue, confined space rescue, trench rescue, and structural collapse rescue are through existing mutual aid agreements with surrounding departments that have technical rescue teams.

The department currently requires everyone to be trained to the awareness level in all technical rescue disciplines. This training helps to ensure rescuer safety. Training is provided to all members to be consistent and to utilize the training platform that is consistent with the requirements of National Fire Protection Association (NFPA) 1670 (2009 Ed.) Chapter 8 as it pertains to Vehicle Search and Rescue Training, as well as NFPA 1006 (2009 Ed.) Chapter 10. The department follows NFPA 1670 (2009 Ed.) for Water Rescue Training standards found in Chapter 9, Sections 9.1, 9.2, 9.3.1-5, and 9.3.9 as it pertains to Surface and Swift Water Rescue Training as well as NFPA 1006 (2009 ed.) Chapter 11, Section 11.1-11.1.15.

Hazardous Materials

The Carmel Fire Department provides technician level hazardous materials response for the department's response area. 100% of the department members are trained to at least the operations response level.

Additionally, the department has 84 members of the shift personnel trained at the technician level. The technician level personnel can take offensive actions toward leak mitigation. The department provides hazmat personnel in two ways. All apparatus are staffed with operations level personnel at a minimum and many have technician level personnel as well.

Small incidents (natural gas calls, small fuel spills, etc.) are handled by engine and ladder companies. The Tactical Support Unit (TSU) responds from Station 345 and provides the required tools, personnel protective equipment (PPE), and supplies necessary for larger hazardous materials incident mitigation. The distribution of hazardous materials technicians to stations other than 345 has created a situation that does not easily allow for Computer Aided Dispatch (CAD) planning.

The department maintains a set of General Operating Guidelines (GOGs) specific to the hazmat response program, that exist to provide guidance for the most likely scenarios that may be encountered. These GOGs were established to seek compliance with the Occupational Safety and Health Administration (OSHA) Hazardous Waste Operations and Emergency Response standard 29CFR1910.120 specifically section q and appendices c and e.

All-Hazard Risk Assessment of the Community

This component is the overall hazard risks for the community in which CFD serves. CFD has evaluated its jurisdiction utilizing historical data in relation to incidents, injuries, services provided and the impact on the community. Data has been compiled from the Building and Other Hazards Risk Analysis along with data from the records management software (RMS), the National Risk Index, the US Census Administration, and input from the personnel serving on the street.

Community Expectations

The goal of the Carmel Fire Department is to provide the highest caliber of service possible to the customers (citizens) and to exceed all expectations they may have.

This level of service is made possible with highly trained fire service personnel, sufficient apparatus, and the best equipment available. These components are brought together allowing the Carmel Fire Department the opportunity to mitigate and diffuse any emergency safely and in a timely fashion to have the best chance for a positive outcome.

The Carmel Fire Department, through an extensive planning process, has strategically placed its fire stations, personnel, and equipment to enhance and deliver this service. The department may not have sought public input for these placements, but the process has achieved the established response goals.

The service area for the Carmel Fire Department is comprised mostly of a densely populated assortment of single and multi-family residences that is host to 101,964 plus customers.

Community Fire and Non-Fire Risk Assessment

The Carmel Fire Department conducts and analyzes the fire and non-fire risk assessment of the community. This encompasses a wide variety of potential incidents that have occurred and may have a potential of occurring within the response area. The City of Carmel is divided into reporting districts with each being assessed so that it receives the appropriate response level to accommodate the potential hazard risk. Response levels have been modified over the years due to the increased staffing levels and relocation of fire stations.

The department identifies calls by service type in each planning zone during annual statistical reporting. This is accomplished by utilizing reports in the fire records management system (FRMS) as well as Crystal Reports® software. The department utilizes many reports for monthly and year end statistical data. This allows for planning review of increased or decreased run load in certain areas as well as identifying trends that can be used for forecasting. These reports are then plotted using geographical information systems (GIS)

mapping for ease in identifying areas of concern, frequency of incidents, high frequency response areas, trends, and each type of response provided in each planning zone, (quadrant) within the jurisdiction. These statistics have sometimes resulted in the change of response plans.

All Hazard Risk Assessment

Fire Detection and Building Construction Impact on Deployment

The Carmel Fire Department uses the 2012 International Fire and Building Code, with 2014 Indiana Fire and Building Code Amendments. The Carmel Fire Department also has several local fire and life safety ordinances incorporated into the existing ordinances. The fire prevention division is very aggressive in reviewing plans of new construction and inspections of existing businesses within the response area to ensure life safety and property conservation.

Insurance Industry Impact on Deployment

Prior to the self-assessment and the accreditation process, there was only one method of rating a fire department's level of readiness and deployment capabilities. The Insurance Service Office (ISO) designed a rating system known as the fire suppression rating schedule or more commonly called the ISO Grading Schedule. For over a century, the insurance industry has been evaluating the fire defenses of cities throughout the United States. This evaluation process was an important element in establishing fire insurance rates for individual properties.

The basic objective of the Insurance Service Office was to provide a tool for the insurance industry to measure quantitatively the major elements of an entity's fire suppression system. Three basic elements are considered in the grading schedule: receiving and handling fire alarms (10%), fire department (40%), and water supply (50%). These elements placed a fire department/city in a Public Protection Class on a relative scale from 1 to 10, with 10 representing less than the minimum recognized protection. Following the ISO Public Protection Classification (PPC) survey of the department in 2007, the city of Carmel, and Clay Township received a public protection class 3. The department requested a review by ISO and was awarded a rating of "2/2y" public protection class rating in 2017. ISO was out and reevaluated the department in spring of 2023 and we

are currently awaiting those results.

The Carmel Fire Departments current deployment standards were created using all of the above information. This standard of cover/risk hazard plan has utilized additional methods of exacting deployment standards that will evaluate and enhance current practices, some of which are internal criteria, National Fire Protection Association, and budget performance measures.

Deployment

The Carmel Fire Department's deployment practices require the move up of apparatus to vacated stations by using mutual-aid resources. This is based off incident type and available resources in the district.

The move up procedure does not only pertain to fires but is also used during medical emergencies and multiple incidents (stacking) where the demand on existing resources reaches a minimum threshold, which is determined by the battalion chief (shift commander). The existing practice is to cover stations with mutual aid companies as deemed necessary by the battalion chief, while existing resources are committed to an incident or otherwise unavailable.

The department uses the adopted planning zone methodology to create and monitor established response area boundaries. The zones are reviewed on an annual basis at a minimum per department policy. Many factors are taken into consideration for response areas (planning zones), these include: population density, land use, statistical run load, occupancy type, access, hazards/risks, and service demands. The City of Carmel and Clay Township consists of a mixture of business, office, retail, restaurant, and recreational types of companies. The area also contains many different residential areas that range from small one family residences to very large residences including multi-family apartment/condo structures. The department does not utilize special responses based on socio-economic and demographic characteristics such as blighted areas and population earning statistics. Responses are based on occupancy type and location (in relation to automatic aid areas & water supply). High life hazard buildings receive an additional engine and ladder company on the initial response for any structure fires. The department has identified critical infrastructure within its planning zones that if destroyed would be a critical or essential economic loss to the

community.

The city of Carmel is divided into 64 reporting districts and 19 planning zones. The reporting districts were created and are maintained after analyzing geographical location, risk factors, automatic aid areas, response recommendations, and historical incident data. Once the data is analyzed reporting districts are modified as needed with each being assessed so that it receives the appropriate response level to accommodate the potential hazard risk.

Response levels have been modified over the years due to the increased staffing levels and relocation of fire stations; this is also to accommodate the addition of another ambulance in the western portion of the response area.

The response area has no industrial manufacturing facilities or high levels of hazardous materials present. With the overall community being of modern construction, the department relies on automated fire alarms and sprinklers

systems that are monitored by private agencies for early detection, notification and to lower the impact of the incident.

Fire station locations and staffing patterns must be prepared to respond to worst-case scenarios. Many factors make up risk:

- occupant mobility,
- construction features,
- fire protection,
- fire flow,
- nature of the occupancy or its contents,
- age of the building,
- severity of the medical emergency,

While risk factors all have some common thread, the rationale of placing occupancy within any risk assessment category is to assume the worst case based on historical incidents. The level of service provided should be based on the factors of a worst-case scenario.

The objective of the risk assessment is to reduce the probability of a truly serious loss occurring in a very unusual event. This involves keeping routine emergencies from becoming serious loss situations. Resources must arrive quickly with sufficient strength to stop the escalation of the emergency.

Given that risk is related to how a fire department responds, fire agencies over the years have attempted to

match an appropriate response to risks. Prior to the accreditation process, there was no standardized method for identifying risk and appropriate response models.

Target hazards were known to the fire service and insurance industry to confront firefighters with extreme challenges, such as those found in lumberyards, woodworking shops, and businesses using combustible fuels or solvents. Additionally, the Insurance Service Office (ISO) used a "fire flow" calculation to determine how much firefighting water such a target hazard would need and from that calculated how many firefighters would be required, the size of the fire pumps, and the capabilities of the water main systems.

Building Hazard Risk Analysis Evaluation

The Carmel Fire Department fire marshal's office had developed a Building Hazard Risk Analysis Evaluation (BHRAE) form to assist in putting commercial structures into an identified risk category. If needed personnel and equipment arrive too late, the fire will grow beyond the ability of the initial assignment to stop the fire spread. The incident then grows to multiple alarms, draining down the community's resources. Therefore, the balancing act is to have a deployment plan that does not require frequent greater alarm fires.

For the BHRAE analysis, all personnel were introduced to the methodology and building information was collected. The information from the evaluation forms was entered into a spreadsheet that performed building fire risk scoring calculations automatically. The risk score produced for each commercial structure was placed into reporting districts, which were determined utilizing the Carmel fire reporting districts map with the help from city of Carmel GIS department.

The BHRAE process calculates the following areas:

- building area,
- height,
- construction type,
- fire flow,
- access,
- exposure separation,
- hazards,
- fire load,
- fire protection systems,
- occupancy type,
- occupant load,
- occupant mobility

- economic impact

The hazard score is utilized to determine the values exposed to loss, the probability of an event occurring, and the consequence of such an event on the community.

The desired outcome of the BHRAE process is an accurate and current description of the values-at-risk (VAR) in the community. VAR is the inventory of a community's potential fire problems arrayed from the most valuable and vulnerable risk to the least valuable and vulnerable risk, which the fire department is deployed to protect. If used as proposed, BHRAE will enable users to identify and evaluate important factors of individual buildings, reporting districts and an overall community profile with respect to the need for fire and emergency service deployment.

The model begins with demographics, an assessment of the overall threat potential to the community. This includes but is not limited to most catastrophic events that could occur to a community. This determination is based on historical, climatic, geographic, or other conditions.

For an area to be classified as **high risk** it should be of substantial size and should contain a predominating concentration of properties presenting a high risk of life loss, loss of economic value to the community, or large loss damage to property in the event of fire, and a high fire flow area. Normally these structures lack built-in fire protection features and/or contain occupants not capable of self-preservation. The BHRAE score from such buildings is 46 or greater. The objective in these structures is to stop the escalation of a major fire. This would involve conducting search and rescue and confining the fire to the floor of origin with the rapid deployment of resources. Currently, there are 69 "high risk" commercial occupancies within the Carmel Fire Department districts.

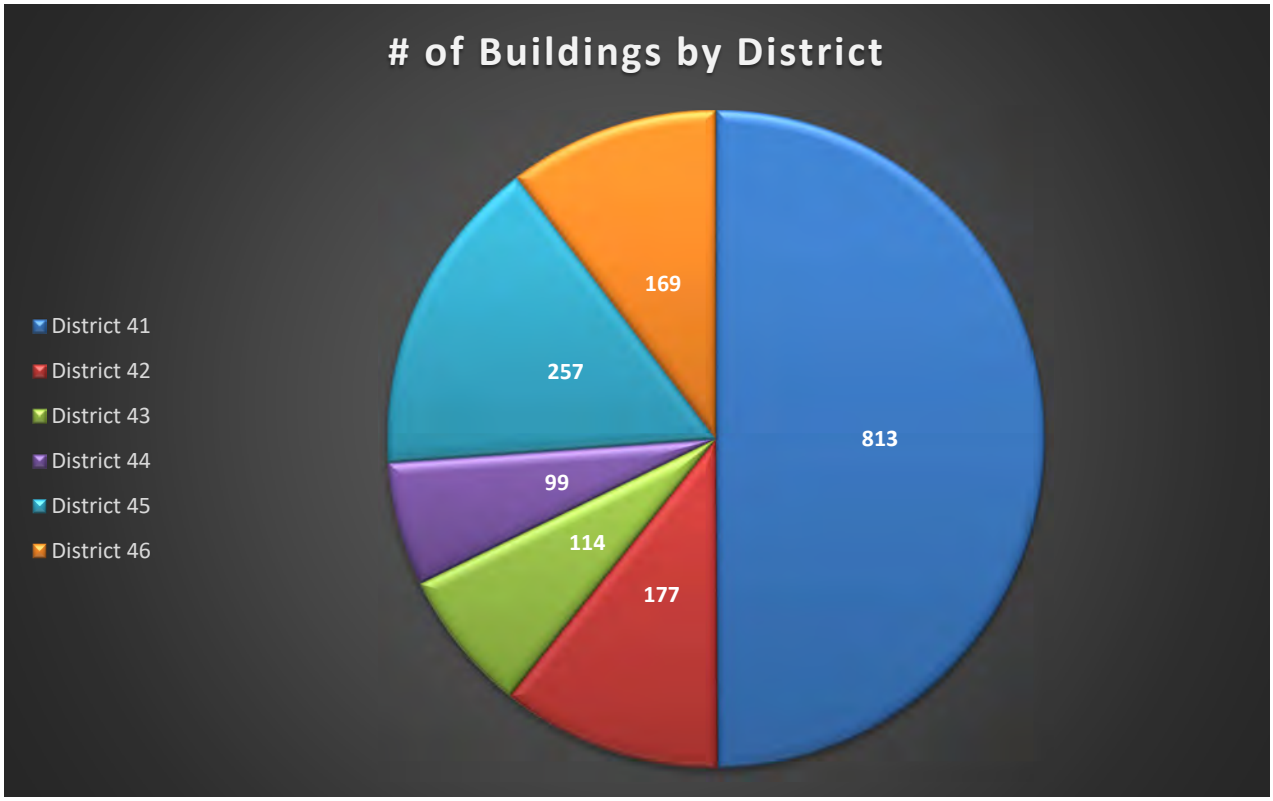
A **moderate risk** area contains average build-up and the risk of life loss or damage to property in the event of a fire (in a single occupancy) is usually limited to the occupants, although in certain areas, such as small apartment complexes the risk of death or injury may be relatively high. Concentrations of property may vary, but generally will be of limited extent. (This risk classification is often the greatest factor in the distribution of fire stations for assuring fair and equitable access to initial attack capability.) The BHRAE score for such a building is from 30-45. The objective is to stop the escalation of a minor fire. Typically, this means conducting search and rescue and confining the fire to the room of origin, plus limiting heat and smoke damage to near room of origin. Currently, the Carmel Fire Department response area contains 322 occupancies determined to be a "moderate risk".

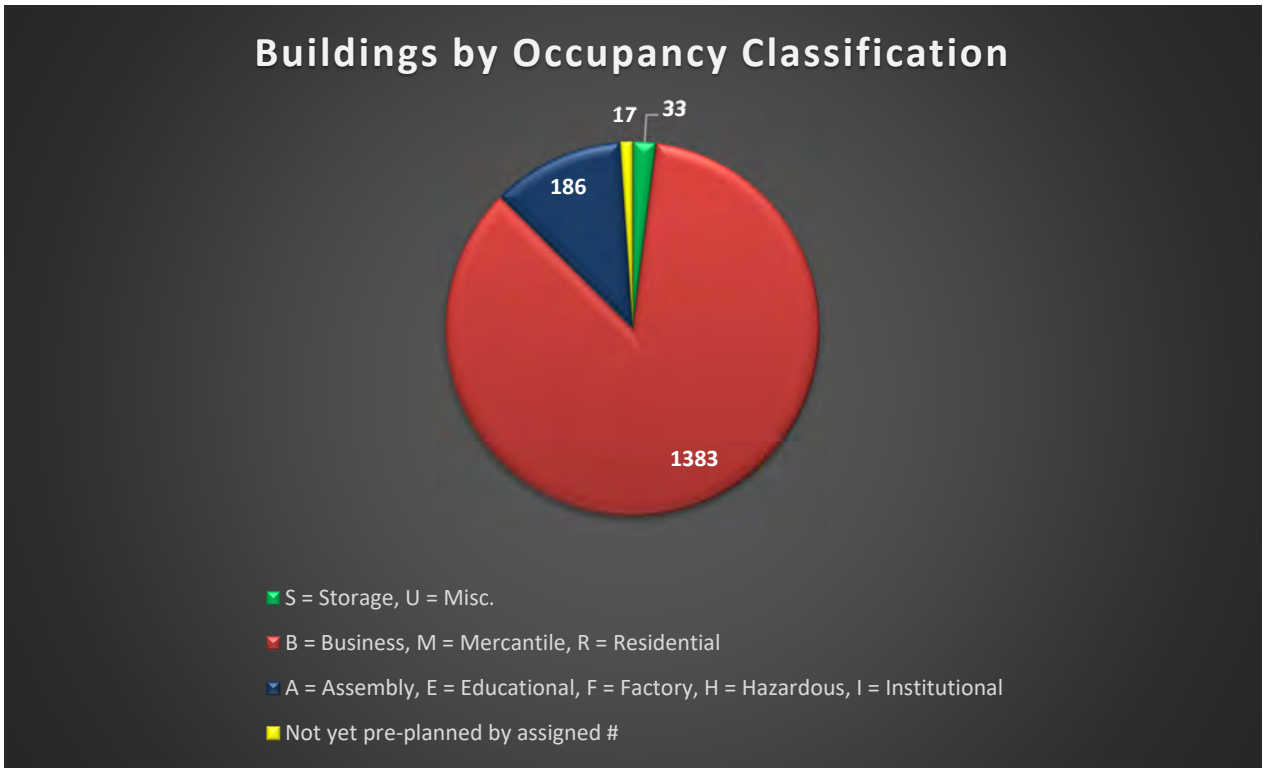
In an area classified as **low risk**, the likelihood of life loss is remote and property damage limited, with little or no possibility of the fire spreading beyond the area of origin. Buildings of this type have BHRAE scores of 13-29. There are 1222 "low risk" occupancies within Carmel Fire Department response area.

16 buildings have an undetermined risk level at this point as they are still under construction.

Building Hazard Risk Analysis Scores

BHRAE scoring was completed on all commercial occupancies in each of the department's 64 reporting districts. The BHRAE scores are pertinent to assessing the community risk. For a complete listing of BHRAE scores for all reporting districts refer to the appendix referencing the BHRAE information. The table below represents the apartment buildings also.





Fire protection and detection systems are documented on all commercial buildings and businesses in the City of Carmel. The department conducts a pre-plan fire inspection once per year on all commercial buildings, businesses, and apartment complexes. Fire protection and detection systems are noted on all pre-plans in Tyler® Fire Records. The pre-plans are made available by the mobile data computers (MDC) in every front-line apparatus. The type of suppression and detection is recorded along with the location of any fire department connections on the structure. Noting the presence, type, and location of fire suppression and detection systems in structures can assist with quickly supplementing the system to gain control of a fire. The process also identifies structures that might require a special response due to the lack of these systems.

Civilian Fire Related Injuries and Deaths

For the time period of 2019-June 30, 2023 there have been a total of 5 civilian injuries and 1 fatality from fires in the jurisdiction.

Firefighter Fire Related Injuries and Deaths

For that same time period there have been 18 firefighter injuries and 0 fatalities of CFD personnel.

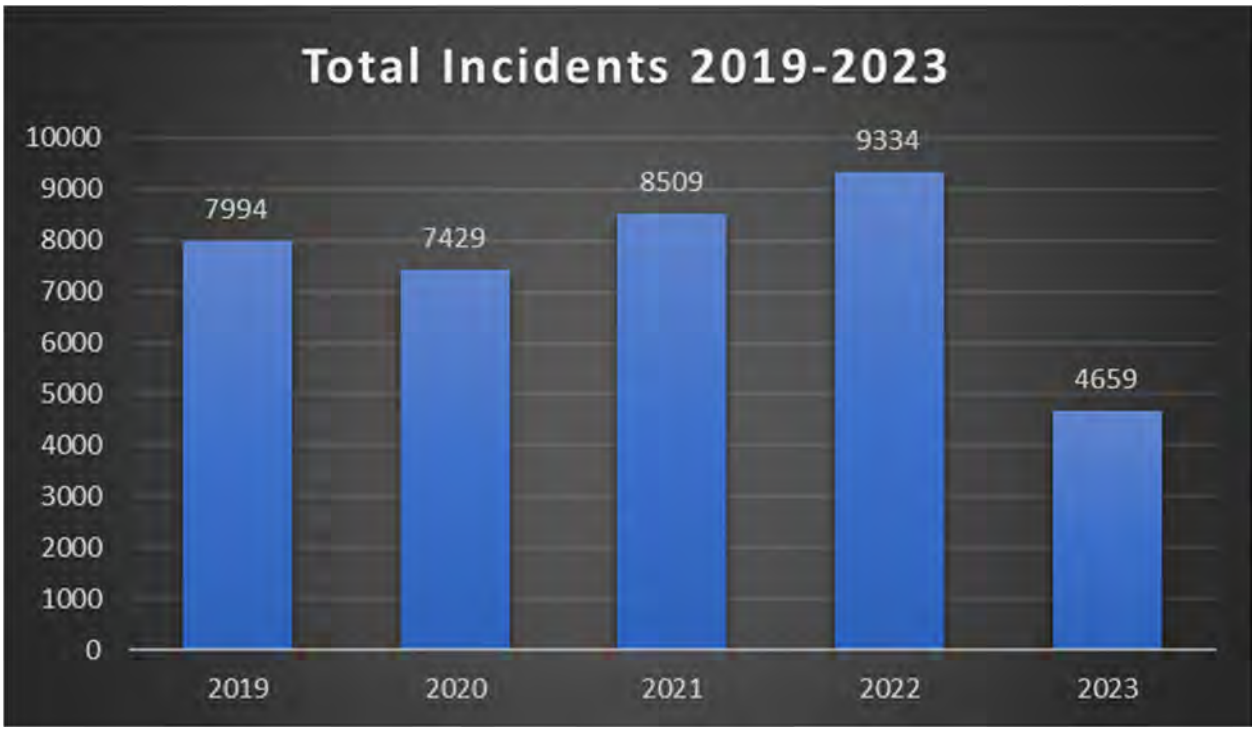
Fire – Loss versus Saves

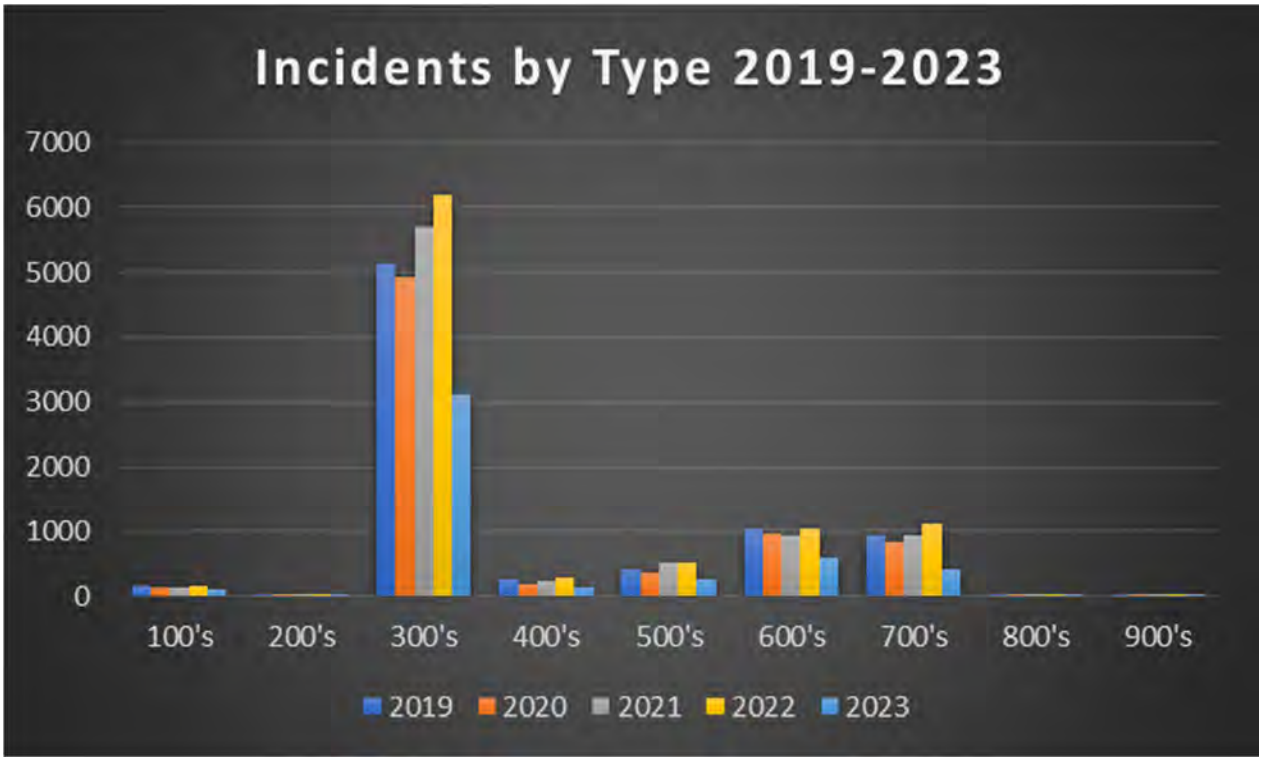
The department does track the loss versus save aspect of all fires. The results are as follows.

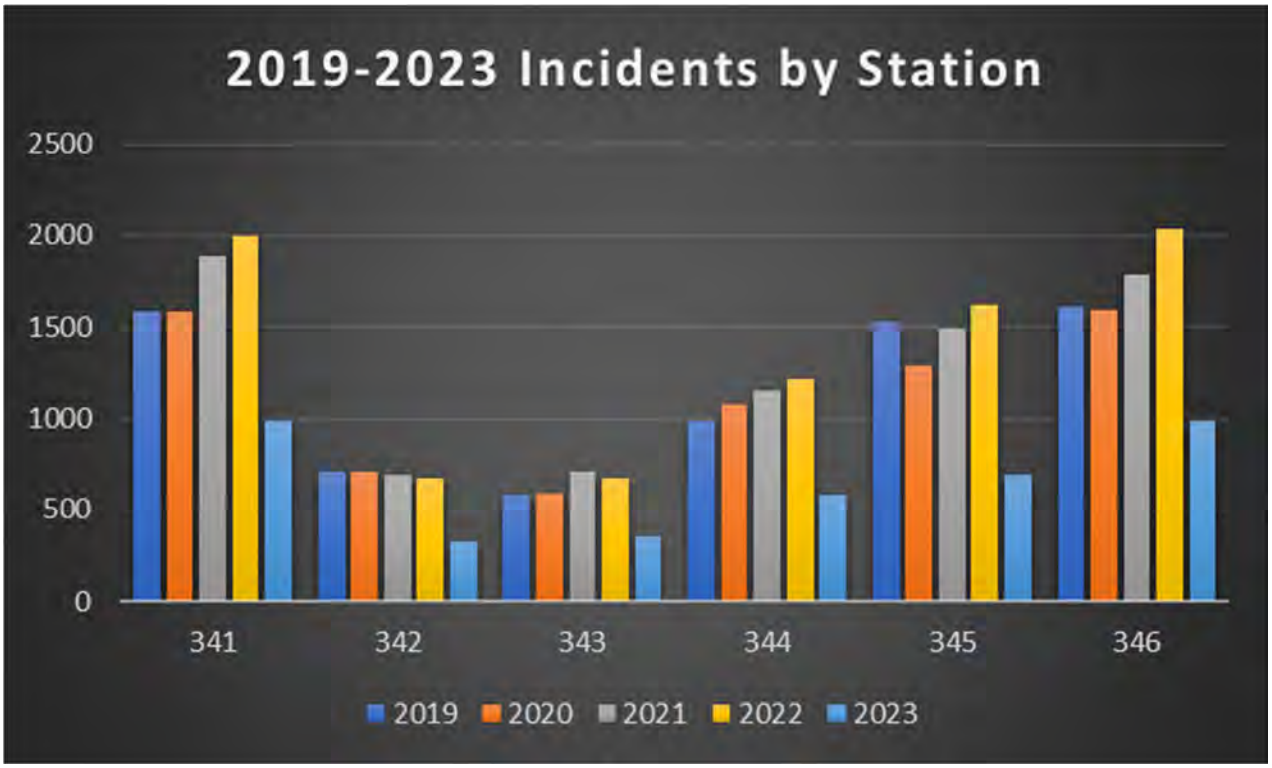

Fire Loss vs. Saves
$140,000,000.00
$120,000,000.00
$100,000,000.00
$80,000,000.00
$60,000,000.00
$40,000,000.00
$20,000,000.00
$-
2019
2020
2021
2022
2023
Loss
$3,546,850.00
$3,379,020.00
$1,337,949.00
$4,425,783.00
$9,721,800.00
Save
$67,463,350.00
$55,028,650.00
$130,118,901.00
$90,501,090.00
$22,004,900.00
Loss
Save

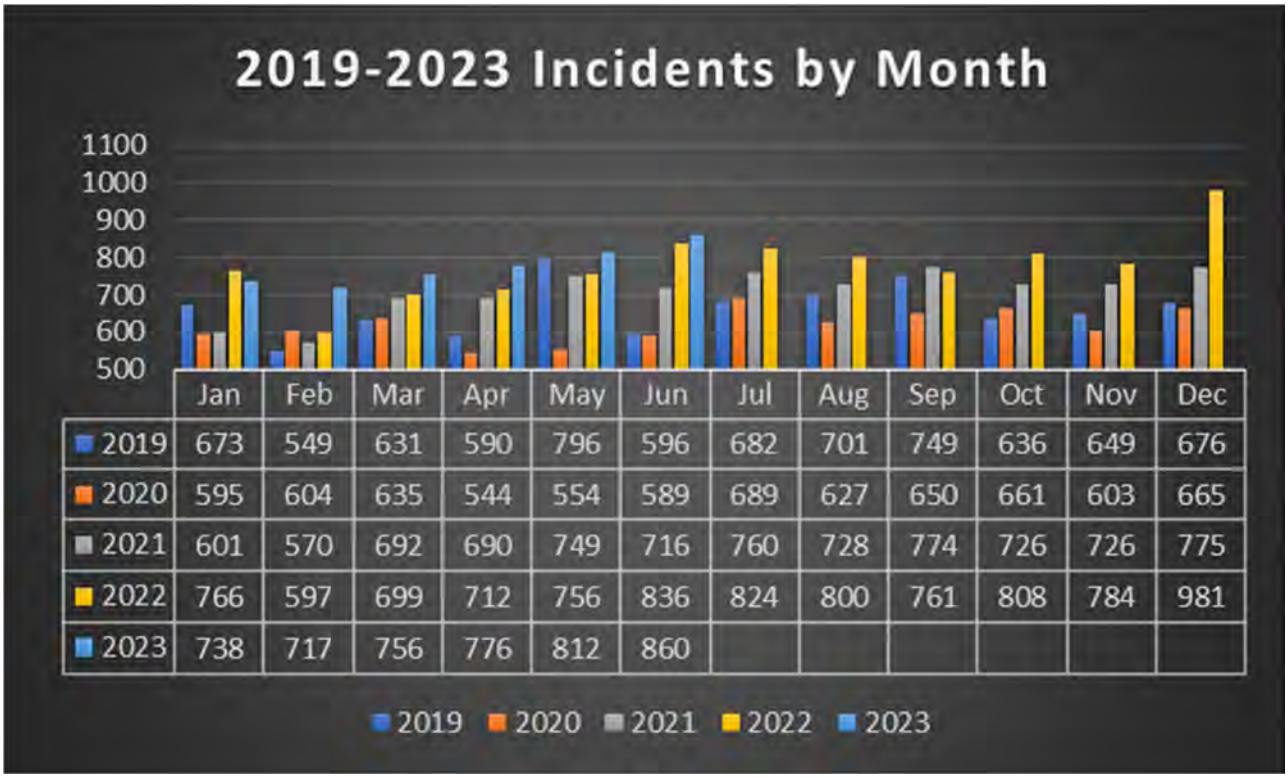
Historical Data

Below you will find historical data information in relation to the number of calls that CFD responds to on a yearly basis. Historical Statistical Charts.









	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019	673	549	631	590	796	596	682	701	749	636	649	676
2020	595	604	635	544	554	589	689	627	650	661	603	665
2021	601	570	692	690	749	716	760	728	774	726	726	775
2022	766	597	699	712	756	836	824	800	761	808	784	981
2023	738	717	756	776	812	860						

*May 2019 – Severe Storms/Straight Line Winds

2019-2023 Calls by Hour of Day and Day of Week

	1 Mon	2 Tue	3 Wed	4 Thu	5 Fri	6 Sat	7 Sun	Total
00:00-00:59	127	122	100	132	127	137	140	885
01:00-01:59	93	102	109	116	108	132	145	805
02:00-02:59	77	84	89	78	109	111	106	654
03:00-03:59	85	93	82	82	91	91	114	638
04:00-04:59	83	95	76	76	78	96	85	589
05:00-05:59	98	88	71	96	112	96	91	652
06:00-06:59	114	118	133	137	127	115	102	846
07:00-07:59	213	181	177	188	177	158	124	1,218
08:00-08:59	250	290	274	270	278	215	176	1,753
09:00-09:59	316	315	315	351	311	257	217	2,082
10:00-10:59	334	360	341	345	349	270	240	2,239
11:00-11:59	362	386	347	364	349	285	248	2,341
12:00-12:59	348	349	382	363	337	291	262	2,332
13:00-13:59	336	368	359	366	372	281	262	2,344
14:00-14:59	351	330	379	358	315	287	267	2,287
15:00-15:59	325	350	312	352	320	278	265	2,202
16:00-16:59	268	315	306	303	325	263	228	2,008
17:00-17:59	352	332	354	361	345	262	245	2,251
18:00-18:59	316	306	309	323	313	298	288	2,153
19:00-19:59	266	288	287	262	294	265	271	1,933
20:00-20:59	255	227	279	231	294	270	243	1,799
21:00-21:59	228	218	199	199	234	227	186	1,491
22:00-22:59	172	162	184	186	198	214	169	1,285
23:00-23:59	135	139	140	155	159	184	135	1,047
Total	5,504	5,618	5,604	5,694	5,722	5,083	4,609	37,834

Busiest Day of Week	Friday
Busiest Time of Day	1-2 PM
Busiest Time and Day	11-12 PM Tuesday

Overview of Community Risk Assessment

The Carmel Fire Department conducted and analyzed the risk assessment of the community. This has encompassed a wide variety of potential incidents that have occurred and may have a potential of occurring within the response area. The department's data for fire loss, injury and life loss, and property loss is maintained in the Tyler New World® software suite that the department utilizes for the records management system, (RMS) for fire records. The department uses ESO Solutions® as the RMS for emergency medical services incidents. The department has been using the New World software since 2006 and ESO since 2011. The department reviews all levels of risk and identifies the fire and non-fire risks within each of the planning zones and provides running orders for providing an appropriate response. If the department needs additional resources to address the risk, automatic/mutual aid response agreements provide those required for the maximum risk in each of the planning zones. The department reviews all risks within its jurisdiction and has programmed specific emergency responses into the computer aided dispatch system (CAD). This process also includes reviewing response data collected from each planning zone annually. This allows the department to maintain and/or improve response coverage throughout the district. Data that is analyzed consists of the location of all incidents, travel times for all assigned apparatus as well as the ERF (effective response force) times. These statistics are used to evaluate the effectiveness of available resources and their deployments. The department uses the Emergency Response Data Analysis Guideline as the documented methodology for monitoring the emergency response for each service type in each planning zone (quadrant) within the jurisdiction.

Risk Methodology

The Carmel Fire Department utilizes the 3-axis approach methodology as defined in the 6th edition Community Risk Assessment-Standards of Cover book. The department takes into consideration the probability, consequence, and impact of each incident to determine the risk levels for Fire, EMS, Hazardous Materials and Technical Rescue calls. Each incident type is given a score of low, moderate, high, severe based on historical data. The Carmel Fire Department has created and utilizes the Community Risk Analysis and Profile Guideline as the approved Risk Methodology as detailed below.

Definitions:

Probability: The likelihood of an incident occurring at some point in the future.

Consequence: The possible loss of life that the public faces as a result of the incident.

Impact: The impact that the incident has on staffing resources within the Carmel Fire Department.

Three-Axis Risk Assessment: The mathematical analysis of hazards based on their probability of happening,

their consequence to the public, and their impact on department staffing.

Planning Zone: The Carmel Fire Department has divided the jurisdiction into smaller areas based on the US Census tracts for the purposes of planning.

Procedure:

The department has adopted a three-axis risk methodology for the assessment of risk within the community. The three axes are Probability, Consequence, and Impact. The consequence axis is determined by establishing the number of civilian lives at risk as a result of the incident. A higher number of lives at risk results in a higher consequence number being used in the calculation. The following table is used to determine the consequence number for calculations:

Consequence Number of civilian lives at risk	
0 to 1	2
2 to 10	3
10 to 50	4
50 to 100	5
>100	6

The consequence axis for EMS runs is determined slightly differently. Due to the fact that generally only one life is at risk at a time in an EMS incident the consequence is determined by the severity of the run. A Basic Life Support (BLS) run is the lowest risk for greater harm while certain types of Advanced Life Support (ALS) runs are the highest risk for greater harm. The following table is used to determine the consequence number for EMS run calculations:

Consequence Severity of the EMS run	
BLS Run	1
ALS Run	3
Stroke, Cardiac Arrest, Chest Pain Run	5

The consequence axis for technical rescue runs is also determined slightly differently. The low probability and generally small number of victims involved in technical rescue runs require a greater importance be given to rescuer risk and safety. The following table is used to determine the consequence number for technical rescue run calculations:

Consequence Severity of risk to the rescuers on Technical Rescue Runs	
Elevator removal	1
Vehicle/Machinery Extrication	3
Water, rope, confined space, trench rescue	5

The impact axis is determined by establishing the number of department personnel that respond to the given call type. A higher number of department responders results in a higher impact number being used in the calculation. The following table is used to determine the impact number for calculations:

Impact Personnel Dispatched on Hazard	
1 to 5	2
6 to 11	3
12 to 17	4
18 to 22	5
>22	6

The third axis is the probability axis. The probability axis is determined through a combination of processes. Primarily the probability is determined through a retrospective study of the emergency runs over the past five-year period. The following table is used to calculate probability number:

Probability # of run type calls/total # of runs x 10,000	
0 to 5	2
5 to 10	3
10 to 100	4
100 to 1000	5
>1000	6

This is sufficient for the overall jurisdiction but does not provide an accurate representation when looking at the planning zone level. Therefore, in the situation where a particular run type does not occur with much frequency (for example a mass casualty incident (MCI)) a different approach is required.

The probability of an MCI is determined by an examination of the most frequently traveled highways within the jurisdiction and assigning a probability number based on the traffic flow on that highway. Similarly, the very low number of severe risk fires (multi-family dwelling, commercial, and institutional fires) requires a different approach. In this case, the existing Building Hazard Risk Analysis Evaluation (BHRAE) is utilized to identify all of the severe risk fire hazards and which planning zone they are located in. A probability number is assigned based on the number of severe hazard buildings within that planning zone.

After establishing the probability, consequence, and impact numbers the Heron's Formula modified to find the volume of a Tetrahedron is used to assign a risk assessment number:

$$\frac{\sqrt{(PJ)^2+(PC)^2+(JC)^2}}{2} = \text{Risk Score}$$

Where:

P = Probability I = Impact

C = Consequence

A Risk Score is established for each fire, EMS, hazardous material, and technical rescue hazard in the jurisdiction. By comparing grouping these hazards into their separate categories and then comparing the Risk Scores a profile of risk is established in each category. The risk profile will establish low, moderate, high, and severe risks in each category for the entire jurisdiction. For example:

To calculate the risk of an assist invalid run for the entire jurisdiction we must establish the probability, consequence, and impact of the hazard.

Probability of Outside Fire = Number of Outside Fire runs for last 5 years divided by the total number of runs for the last 5 years multiplied times 10,000 (to make the number easier to work with). This yields a total of 125.23. Utilizing the table above the probability number is 5.

Consequence of Outside Fire = Number of Civilian lives at risk. For this run type the number of civilian lives at risk is usually 0 to 1. Therefore, the consequence number is 2. Impact of Outside Fire = Number of personnel sent on the initial dispatch. Generally, a single engine company is dispatched on an outside fire (mulch fire, trash fire, etc.). Using the table above the impact number is 2.

The probability, consequence, and impact numbers are now placed into Heron's equation.

$$\frac{\sqrt{(PJ)^2+(PC)^2+(JC)^2}}{2} = \text{Risk Number} \quad \frac{\sqrt{(5x2)^2+(5x2)^2+(2x2)^2}}{2} = 10.39$$

The following table is used to categorize risk into classifications:

Low Risk	0 to 14
Moderate Risk	14 to 20
High Risk	> 20

Therefore, utilizing the table above, Outside Fires constitute a Low Risk for the Carmel Fire Department.

The Risk Profile for the entire jurisdiction is then used to establish a risk profile for each planning zone. The established low, moderate, high, and severe risk categories will be maintained from the jurisdiction profile. However, the probabilities will be recalculated based on the number of previous runs in that specific hazard category. Therefore, while an Outside Fire is a Low Risk; through data analysis we can predict that there is a higher probability for an Outside Fire occurring in quadrant 45F than any other quadrant in the jurisdiction. So, quadrant 45F is at a higher risk for Outside Fires than the other quadrants.

Historical data shows that the risk analysis of each level is as follows:

Risk Legend

Low Risk	**0-14**
Moderate Risk	**14-20**
High Risk	**>20**

EMS	Consequence	Probability	Impact	Risk Score
BLS Run	1	6	3	13.58
ALS Run	3	6	3	19.09
Stroke, Chest Pain, Cardiac Arrest	5	5	3	23.18

Fire	Consequence	Probability	Impact	Risk Score
Outside Fire	2	5	2	10.39
SFD Fire	3	4	5	19.61
MFD/Commercial Fire	5	3	6	26.92

Hazardous Materials	Consequence	Probability	Impact	Risk Score
CO Leak	3	4	2	11.05
Methane Leak	3	5	4	19.61
Spill/Leak/ Release Other	5	4	4	22.98

Technical Rescue	Consequence	Probability	Impact	Risk Score
Stalled Elevator	1	4	3	9.19
Vehicle/Machinery Extrication	3	3	5	16.29
Water, Trench, Collapse, etc.	5	3	5	23.18

EMS:

The CFD has determined the risk levels for EMS as stated above. The overall consequence, probability, and impact of emergency medical services basic life and advanced life support incidents are low. The overall consequence, probability, and impact of a vehicle accident without injury incident is moderate. The overall consequence, probability, and impact of a vehicle accident with injury incident is high. This has been discovered utilizing historical data and evaluating the impact of the community in the event of an EMS call. In 2020, CFD adjusted the risk criteria for EMS calls.

EMS	2019	2020	2021	2022	2023
High	362	700	439	415	201
Moderate	2634	2243	2844	3081	1646
Low	1856	1402	1668	1915	894

Fires:

CFD has determined the following risk levels for fires as stated above. Consequence, probability, impact, and property type have been included in this methodology. Outside fires are the lowest of therisk levels. The moderate level risk consists of single-family dwelling fires. The high-level risk consists of multi-family dwelling, commercial, and institutional fires.

Fire	2019	2020	2021	2022	2023
High	6	7	8	7	6
Moderate	22	14	9	18	13
Low	111	93	99	102	68

Hazardous Materials:

CFD has determined the risk levels for Hazardous Materials as stated above. The overall consequence, probability, and impact of CO Leak incident is low. The overall consequence, probability, and impact of methane leak incident is moderate. The overall consequence, probability, and impact of all other Hazardous Materials incidents are high. This has been discovered utilizing historical data and evaluating the impact of the community in the event of a Hazardous Materials call.

HazMat	2019	2020	2021	2022	2023
High	19	30	24	19	14
Moderate	96	75	104	148	39
Low	14	17	20	18	15

Technical Rescue:

CFD has determined the following risk levels for technical rescue as stated above. The overall consequence,probability, and impact of removing a victim from a stalled elevator incident is low. The overall consequence, probability, and impact of extrication of a patient from a motor vehicle incident is moderate.

The overall consequence, probability, and impact of all water rescue, confined space, trench, and structural collapse rescue incidents are high. This has been discovered utilizing historical data and evaluating the impact of the community in the event of a technical rescue call.

Tech Rescue	2019	2020	2021	2022	2023
High	13	1	5	5	2
Moderate	2	0	6	3	2
Low	23	22	26	24	22

Response Time Components

The CFAI has defined response time elements as a cascade of events. This cascade is similar to that used by the medical community to describe the events leading up to the initiation, mitigation, and ultimate outcome of a cardiac arrest. It is imperative to keep in mind that certain intervals described can be directly influenced by the fire service (turnout time and travel time). Others can be influenced indirectly such as the discovery and notification interval through public education and engineering practices. The fire service can also influence the call-processing interval through its ability to define standards and compel performance by dispatch centers.

Careful definition of terminology is essential to any conversation about response performance standards. It becomes even more critical when an organization attempts to benchmark its performance against other providers. The following definitions are standardized for discussion of response performance parameters.

The response performance continuum is composed of the following time points and time intervals:

Event Initiation Point is where factors occur that may ultimately result in an activation of the emergency response system. Precipitating factors can occur seconds, minutes, hours, or even days before a point of awareness is reached. An example is the patient who ignores chest discomfort for days until it reaches a critical point at which he/she makes the decision to seek assistance (point of awareness). It is rarely possible to quantify the point at which event initiation occurs.

Emergency Event Awareness is the point at which a human being or technologic "sentinel" (i.e., smoke detector, infrared heat detector, etc.) becomes aware that conditions exist requiring activation of the emergency response system. This is considered the point of awareness.

Alarm is when awareness triggers an effort to notify the emergency response system. An example of this time point is the transmittal of a local or central alarm to a public safety answering point (PSAP). Again, it is difficult to determine the time interval during which this process occurs with any degree of reliability. An

interval exists between the awareness point and the alarm point. This interval can be significant, as the alarm may be transmitted to a distant commercial alarm monitoring organization, which then re-transmits the alarm to the local 9-1-1 dispatch facility.

Notification occurs when the Public Safety Answering Point (PSAP) receives an alarm. This transmittal may take the form of electronic or mechanical notification received and answered by the PSAP.

Call Processing Interval describes the difference between the first ring of the 9-1-1 telephone and/or the first alert of the alarm panel at the dispatch center and the time the dispatch operator activates station and/or company alerting devices. The alarm call processing times are captured via the Tyler Technologies®, (New World®) CAD system.

Dispatch Time is when the dispatcher, having selected appropriate units for response, initiates the notification of response units.

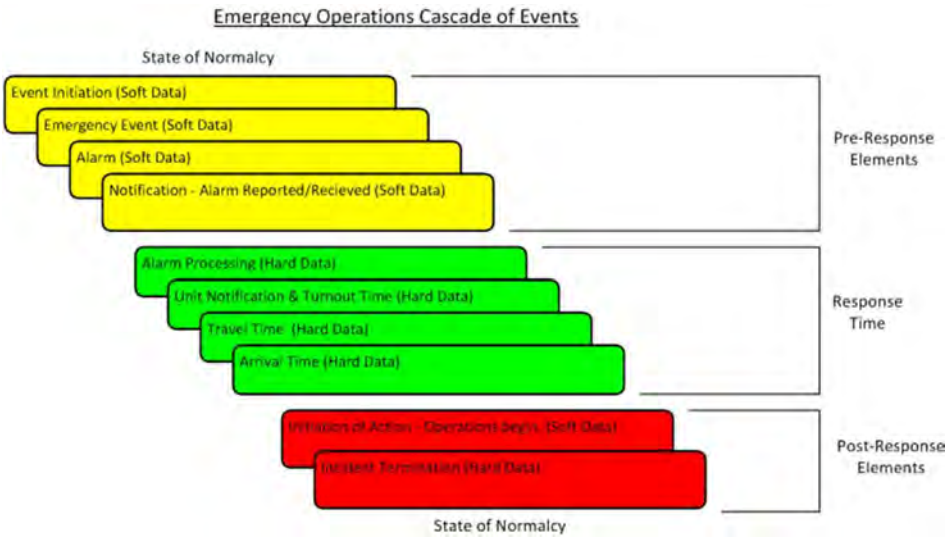
Turnout Time is the interval between the activation of station and/or company alerting devices and the time when the responding crew notifies the dispatcher by voice or mobile data computer that the company is responding. During turnout time, crews cease other activities, don appropriate protective clothing, determine the location of the call, board, and start the fire apparatus. It is expected that the "responding" signal will be given when personnel are on-board the apparatus and the apparatus is beginning to roll toward the call.

Travel Time begins at the termination of the turnout time and ends when the responding unit notifies the dispatcher that it has arrived on the scene.

Arrival Time is the point at which a responding unit arrives on scene.

Initiation of Action occurs when operations to mitigate the event begin. This sometimes varies greatly with arrival on scene and what arriving companies are faced with. An example would be treating a patient on the fifth floor of an office building.

Termination of Incident is where response resources have completed the assignment and are available to respond to another request for service.



On Scene Operations, Critical Tasking and Effective Response Force

On scene operations, critical tasking, and effective response force are the elements of a standard of cover study that determine staffing levels, number of units needed, and duties to be performed on an emergency scene. A fire department must be able to determine what tasks need to be accomplished in order to ensure a positive outcome of the situation. The number of personnel and apparatus required to complete those tasks is based on this knowledge.

The Carmel Fire Department performs aggressive offensive interior fire attacks whenever possible. Through a structured risk management plan, the department has established the following guidelines to provide direction to on-scene personnel in evaluating conditions:

- We may risk our lives a lot to protect savable lives.
- We may risk our lives a little to protect savable property.
- We will not risk our lives at all to save what is already lost.

On Scene Operations

The variables of fire growth dynamics, life safety hazards of the building's occupants as well as to the firefighters, and the potential loss of property combine to determine the fire ground tasks that must be accomplished to prevent harm and mitigate loss. These tasks are interrelated but can be separated into two basic types: fire flow and life safety. Fire flow tasks are those related to getting water on the fire. Life safety tasks are those related to locating and removing any trapped victims from the fire structure and the establishment of a team to perform rapid intervention team (RIT) tasks.

Fire flow tasks can be accomplished with either handheld hoses or master streams. Master streams take relatively fewer firefighters to operate because they are most often fixed to the apparatus or are operated outside of the hazard zone.

The decision to use interior hand lines or exterior master streams is dependent upon several factors, such as: The building and its inherent characteristics such as size, construction type, and degree of interior compartmentalization; the fire and its size, location, extent, and the length of time it has been burning; the type of occupancy and its contents; the life hazard associated with the occupancy including the number and location of occupants and their physical condition; the arrangement of exterior exposures and the proximity to the involved structure; the number of resources that can be committed to operations as well as the supporting infrastructure such as water supply and fire protection systems; the Carmel Fire Departments actions and the effectiveness or ineffectiveness of those actions; and any special circumstances associated with the incident such as inclement weather.

If the fire has extended beyond the capability of handheld hoses to confine it, or if structural damage is a threat to firefighters' safety, the priority shifts to prevent the fire from advancing to surrounding exposures. First arriving firefighters may use a transitional "defensive to offensive" strategy (discussed below) to limit or remove an Immediate Danger to Life or Health (IDLH) threat while awaiting the arrival of additional resources.

Life safety tasks are based upon the number of occupants, their location, their status (e.g., awake versus

sleeping), and their ability to take self-preserving action. For example, ambulatory adults require less assistance than non-ambulatory adults. The elderly and small children also require more assistance. The key to a fire department's success at a fire is adequate staffing and coordinated teamwork. Before on-scene procedures can be established, the initial Incident Commander (IC) must select an appropriate initial strategy – offensive, defensive, or investigative.

An offensive strategy is an aggressive interior fire attack and is used whenever possible. The top priority is rescue of trapped victims (life safety). The Carmel Fire Department's goal is to eliminate any and all fire related deaths or injuries and to contain fires to their room of origin. The first objective is to put a hose line between the victims and the fire and to rescue those victims by removing them from the hazard area. The second is to extinguish the fire as quickly as possible.

A defensive strategy is one that does not allow interior fire attack except as needed to rescue trapped firefighters. When in the defensive strategy, the structure is considered devoid of all savable human life. There are no tenable spaces within the structure and no attempts are made to retrieve bodies because fire and structural conditions do not warrant the risk to firefighters.

An investigative strategy is where first arriving unit see nothing out of the ordinary. All other arriving units will remain in staging to await an assignment from the Incident Commander.

Fire Suppression:

The primary goal of fire operations is to provide enough firefighters and equipment in a strategic location so that an acceptable response force can respond to and reach fire scenes to mitigate the problem before flashover occurs.

Fire suppression requires the goal for the Carmel Fire Department to be arriving on scene with qualified fire

personnel and other resources deemed necessary to reduce the advancement of the fire. A prompt response time will allow a better opportunity to rescue any "at-risk" victims, containment of the fire and the ability to perform the proper salvage operations to preserve the property.

Stages of Fire: All fires, regardless of the speed of growth or length of burn time, go through similar dynamic growth stages. The most critical is the flashover stage.

Smoldering Stage: First phase of a fire when heat is applied to a combustible material, the heat oxidizes the material surface into combustible gases. The heat from oxidization raises the temperature of the surrounding materials. A fire progresses from the smoldering phase either immediately or slowly, determined by type of fuel, nearby combustibles and/or surrounding air.

Incipient Stage: When temperatures get high enough, visible flames can be seen, and the stage is changed from smoldering to "incipient" or "open burning". Usually, the burning is contained in the immediate area of origin.

Flashover Phase: Not all of the combustible gases are consumed in the incipient stage. They rise and form a superheated gas layer on the ceiling. As the volume of gasses increase, they begin to spread across the ceiling and bank down heating other combustibles until they reach ignition temperatures. When the temperatures are hot enough to ignite all combustibles in the room of origin, a "flashover occurs". The fire room is untenable for human occupation at 212º degrees and when flashover occurs, it instantaneously increases the temperatures to approximately 1500ºdegrees. Flashover is the direct result of time and temperature.

Significance of Flashover

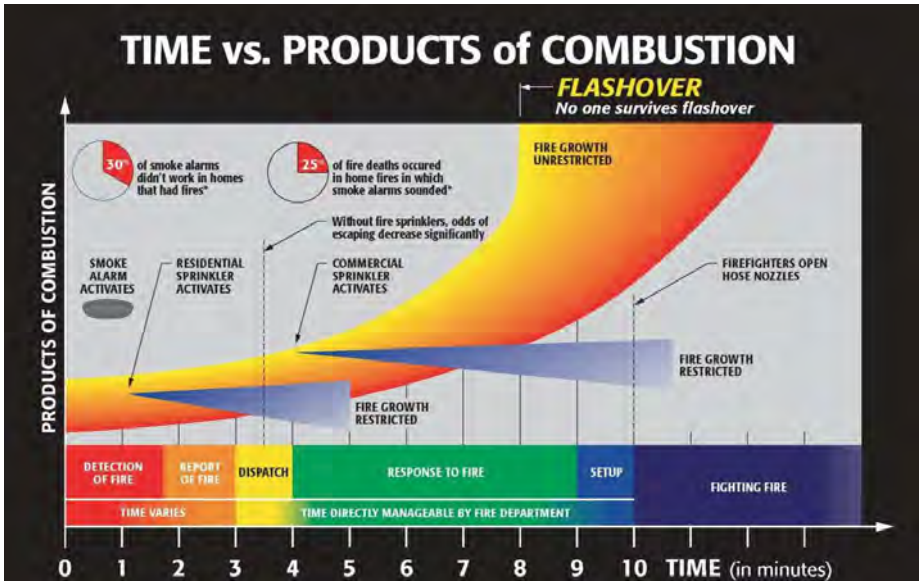
Pre-Flashover	Post-Flashover
Fire limited to room or origin requires small attack lines. Search and rescue efforts easier. Requires few resources and can be handled by initial effective response force.	Fire spreads beyond room of origin. Requires more or larger attack lines. Compounds search and rescue efforts. Requires additional resources.

The "time/temperature curve" standard is based on data from the National Fire Protection Association (NFPA) and the Insurance Services Organization (ISO), which has established that a typical point source of ignition in a residential house will "flashover" at some time between 5 and 30 minutes after ignition, turning a typical "room and contents" fire into a structural fire of some magnitude.

Critical Task Resources

Structure Fire

Single-family dwelling fires are considered the department's most common fire type; therefore, critical tasks are outlined for this type of response. These tasks must be conducted in a timely manner by firefighters in order to control the fire and to give any trapped occupants the greatest chances for survival. The fire department is responsible for assuring that responding companies are capable of performing all of the described tasks in a prompt and proficient manner.



Attack Line: A 1¾-inch hose that produces a minimum of 150 gallon per minute (GPM) manned by a minimum of three firefighters or a 2½-inch hose that produces a minimum of 250 GPM manned by a minimum of three firefighters. Each engine carries a set of attack lines that are pre-connected to the apparatus, folded on the hose bed, or packed for carrying into standpipe equipped high-rise buildings.

The selection of which attack line to use depends upon the speed with which the line must be placed in service,

the type of structure, the potential fuel loading it contains and the presence or lack of dividing walls or partitions within the structure, and the volume of water that is needed to ensure complete extinguishment.

Search and Rescue: A minimum of two firefighters along with a line officer assigned to search for living

victims and remove them from danger while the attack crew moves between the victims and the fire to stop the fire from advancing. A three-person crew is normally sufficient for most moderate risk structures, but more crews are required in multi-story buildings or structures with people who are not capable of self-preservation.

Ventilation Crew: A minimum of two firefighters are required to open a horizontal or vertical ventilation channel when the attack crew is ready to enter the building. Vertical ventilation or ventilation of a multi-story building can require more than two firefighters. Ventilation removes superheated gases, noxious and obscuring smoke, and prevents flashover. This increases firefighter safety by allowing interior crews to see and work closer to the seat of the fire. It also gives the toxic products of combustion an exit route away from endangered occupants or unburned property.

Ventilation must be closely coordinated with the fire attack. If it is performed too soon, the fire will get additional oxygen and grow. If performed too late, the attack crew will be operating in an extremely hostile environment where superheated gases and smoke obscure firefighter's vision and slows down the attack.

Backup Line: A 1¾-inch or 2½-inch line manned by a minimum of three firefighters is deployed behind the attack crew to protect their means of egress in the event the fire overwhelms them, or a problem develops with the attack line.

A 2½-inch line may be used for back up instead of a 1¾-inch line when the type of fire is one that could grow rapidly if not stopped by the initial attack line.

Rapid Intervention Team: A minimum of four firefighters equipped with flashlights, radios, RIT self-contained breathing apparatus (SCBA), flat head axe, halligan tool, RIT search rope, and Thermal Imagining Camera (TIC) are available near the entry point to enter the structure tasked with performing search and rescue of injured or lost firefighters. This particular requirement is an Occupational Safety and Health Administration (OSHA) rule.

Exposure Line: A minimum of a 1¾-inch attack line manned by three firefighters may be taken above the fire in multi-story buildings to prevent fire extension or used externally to protect nearby structures from igniting from exposure to radiant heat. In situations where the heat release is great, such as fires involving large quantities of flammable liquids, a 2½ inch line or apparatus mounted deck gun could be used.

Pump Operator: A firefighter/engineer must be assigned to operate the fire apparatus and supply the correct pressure to the attack, back up and exposure lines, and to monitor the pressure changes caused by changing flows on each line. This firefighter/engineer also completes the hose hookups to the correct discharges and completes the water supply hookup to the correct intake. The pump operator can sometimes make the hydrant

hookup alone if the engine is near a hydrant, but the hydrant spacing for moderate risk fires often precludes this.

Water Supply: A minimum of one firefighter must establish a reliable water supply by either connecting to a fire hydrant or initiating a tanker shuttle operation. Regardless of which method, timing is a critical factor. An engine has about four minutes of water if one 1¾-inch line is flowing.

Incident Commander: An officer is assigned to remain outside the structure to coordinate the attack, evaluate results, manage the operating strategy, arrange for more resources, and monitor conditions that might jeopardize crew safety.

Staffing Levels - Fires

Low Risk - Outside Fires

Task Performed	Personnel Needed	Apparatus Responsible
Pump Operations	1	1st Arriving Engineer
IC/Safety	1	1st Arriving Company Officer
Hand Line Crew	2	Arriving EngineFirefighters
Total Effective Response Force	4	

Moderate Risk – Single Family Dwelling Fires

Task Performed	Personnel Needed	Apparatus Responsible
Incident Command	1	1st Arriving Battalion Chief
Personnel Accountability	1	ving ExecutiveOfficer
Water Supply Pump Operations	1	1st Arriving Engineer
Primary Attack Crew	3	1st Arriving Engine
Secondary Water Supply Back-up Line Pump Operations	1	2nd Arriving Engineer
Back-up Line	3	2nd Arriving Engine
Rapid Intervention Team	4	3rd Arriving Engine
Force Entry/Search/Salvage/Overhaul	5	1st Arriving Ladder 1st Arriving Ambulance
VEIS/Outside Vent/Ladders/Utilities	2	1st Arriving Ladder
Scene Safety	1	Safety Officer
Total Effective Response Force	22	

High Risk – Multiple Family Dwelling/Commercial/Institutional Fires

Task Performed	Personnel Needed	Apparatus Responsible
Incident Command	1	1st Arriving Battalion Chief
Personnel Accountability	1	ving ExecutiveOfficer
Water Supply Pump Operations	1	1st Arriving Engineer
Primary Attack Crew	5	1st Arriving Engine 1st Arriving Ambulance
Water Supply Support Sprinkler System Pump secondary attack line	1	2nd Arriving Engineer
Secondary Attack Crew	3	2nd Arriving Engine
Water Supply/Supply Aerial/Back-up Pump Operations	1	3rd Arriving Engineer
Back-up Line	3	3rd Arriving Engineer
RIT	4	4th Arriving Engine
FE/Ventilation/Overhaul/Salvage	5	1st Arriving Ladder
Search/Ventilation	5	2nd Arriving Ladder
Scene Safety	1	Safety Officer
Total Effective Response Force	31	

Emergency Medical Service (EMS)

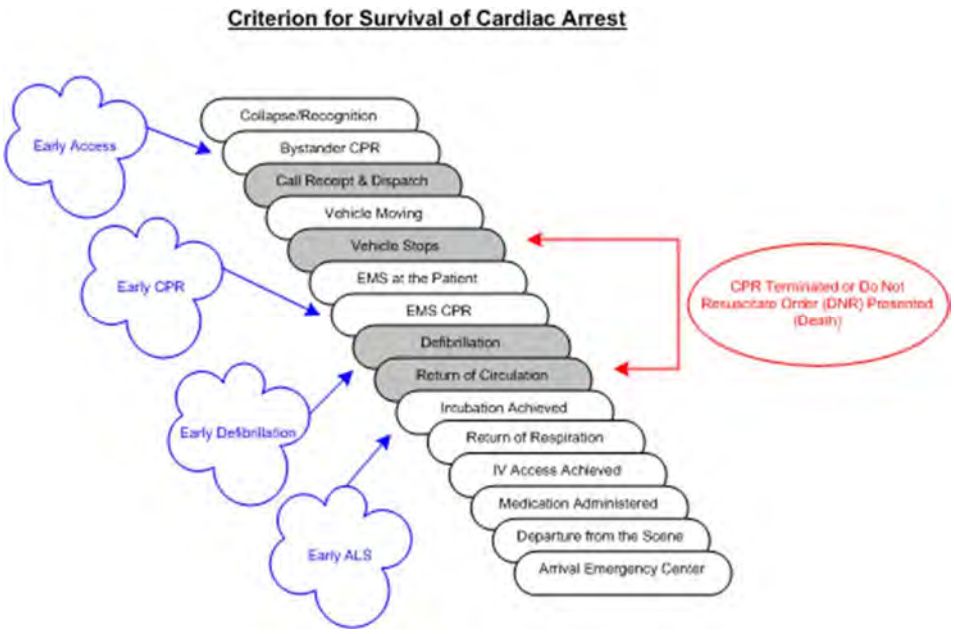
Time requirements for emergency medical service calls are comparable to fire incidents. Brain damage is normally irreversible after 10 minutes. Interventions include early cardiopulmonary resuscitation (CPR) and electrical defibrillation. Equally important, is expedient intervention in cases of acute myocardial infarction (AMI), stroke, and traumatic injury.

The Carmel Fire Department has Life Pak® 15's in all frontline apparatus and 3 administrative paramedic staff cars, the remaining staff cars carry automatic external defibrillators, (AED's). The department promotes "public access defibrillation" by assisting businesses, schools, and organizations in the education and procurement of AED's. In addition, the department has worked closely with the Carmel police department to promote the inclusion of an AED on each police vehicle assigned to road patrol.

The Carmel Fire Department also maintains its own Community Training Center (CTC) for the American Heart Association (AHA). The training center provides the Carmel and Clay township residents, along with doctors, nurses, paramedics, EMT's, and first responders courses in Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), Cardiopulmonary Resuscitation (CPR), Automatic External

Defibrillation (AED), first responder, and basic first aid in schools. The training is provided by Carmel firefighters who have been trained as instructors for the American Heart Association.

Early recognition and treatment of acute myocardial infarction (heart attack) has been enhanced by utilizing sophisticated heart monitoring (12 lead), on each ALS unit that allows the paramedic to begin early treatment of heart attack victims to help minimize the damage heart muscle.



Emergency Medical Services Critical Tasking

Requests for Emergency Medical Services (EMS) comprise approximately 65% of all service demands for the department. These calls include, but are not limited to: car accidents, childbirth, heart attack, stroke, difficulty breathing, and cardiac arrest (i.e., not breathing, no pulse). The wide assortment of EMS calls makes it difficult to outline the criticaltasks for each call type; however local protocol isfollowed for all situations. For most responses, an advanced life support (ALS) engine and an advanced life support/basic life support (BLS) ambulance respond which allows for a minimum of six personnel certified as EMT-B and one being a certified paramedic to provide medical care.

Based on the call type, a response can be upgraded, or subsequently downgraded, either automatically via dispatch, or by individual personnel based on information provided.

All EMS alarms are processed and dispatched by the Hamilton County Communications Center utilizing the Medical Priority Emergency Medical Dispatching (EMD) protocols.

Staffing Levels – EMS

Low Risk - BLS Response Calls

Task Performed	Personnel Needed	Apparatus Responsible
BLS/ALS Patient Care	3	Engine
Treatment/Transport	2	Ambulance
IC/Safety	1	Engine Officer
Total Effective ResponseForce	6	

Moderate Risk - ALS Response Calls

Task Performed	Personnel Needed	Apparatus Responsible
BLS/ALS Patient Care	3	Engine
Treatment/Transport	2	Ambulance
IC/Safety	1	Engine Officer
Total Effective ResponseForce	6	

High Risk - Chest Pain, Stroke, & Cardiac Arrest Response Calls

Task Performed	Personnel Needed	Apparatus Responsible
BLS/ALS Patient Care	3	Engine
Treatment/Transport	2	Ambulance
IC/Safety	1	Engine Officer
Total Effective ResponseForce	6	

Hazardous Materials (Haz-Mat)/Weapons of Mass Destruction (WMD)

All Carmel Fire Department personnel are trained to the Haz-Mat/WMD operations level per OSHA 1910.120 at a minimum. Additionally, several firefighters are trained to the hazmat technician level and participate as members of the Hamilton County Hazardous Materials Task Force (HCHMTF). In the event a hazardous materials incident requires a technician response, the Carmel Fire Department will utilize the HCHMTF and will provide on-duty personnel to assist as technicians.

Hazardous Materials Response Critical Tasking

All Carmel Fire Department personnel are trained to the HazMat operations level as a minimum, per OSHA 1910.120. Additionally, about 50% of firefighters are trained to the HazMat technician level and participate as members of the Hamilton County Hazardous Materials Task Force (HCHMTF). In the event a hazardous materials incident requires atechnician response, the Carmel Fire Department will utilize the HCHMTF and provide on-duty personnel to assist as technicians. The tasking for hazmat incidents are followed through guidelines established internally and supplemented by the District 5 Hazardous Materials Training and Advisory Council.

Staffing Levels – Hazardous Materials

Low Risk - Carbon Monoxide Alarm

Task Performed	Personnel Needed	Apparatus Responsible
IC/Safety	1	Engine Officer
Monitor Atmosphere	3	1st Arriving Engine
al Effective ResponseForce	4	

Moderate Risk – Methane Leak

Task Performed	Personnel Needed	Apparatus Responsible
Incident Command	1	1st Arriving Battalion Chief
Personnel Accountability	1	1st Arriving Executive Officer
Monitor Atmosphere	4	1st Arriving Engine
Pump Protection Line	1	2nd Arriving Engineer
Protection Line	2	2nd Arriving Engine
Ventilation	5	1st Arriving Ladder
Safety	1	2nd Arriving Engine Officer
Total Effective ResponseForce	15	

High Risk – Spill/Leak/Release other than CO or Methane

Task Performed	Personnel Needed	Apparatus Responsible
Incident Command	1	1st Arriving Battalion Chief
Personnel Accountability	1	1st Arriving Executive Officer
Pump Protection Line	1	1st Arriving Engineer
Protection Line	3	1st Arriving Engine
Defensive and Offensive Operations	6	Engine 345 Hazmat 345
Medical Monitoring	2	1st Arriving Ambulance
Scene Safety	1	Safety Officer
Total Effective ResponseForce	15	

Technical Rescue:

Technical rescue incidents require the same response as any other emergency run. The first unit to arrive assumes the responsibility and will determine if the incident is beyond the scope of the first responder's level of expertise. The Carmel Fire Department does not have a technical rescue unit; instead, it relies on automatic aid. The Carmel Fire Department utilizes mutual aid from Westfield, Fishers, Noblesville, and Cicero Fire Departments to respond with members who are trained to the technician level to deliver a coordinated response.

Low Risk - Remove from Stalled Elevator

Task Performed	Personnel Needed	Apparatus Responsible
Command/Accountability	1	1st Engine Officer
Contact Victim	1	st Arriving EngineFirefighter
Secure Power	1	st Arriving EngineFirefighter
Remove Victim	6	1st Arriving Engine1st Arriving Ladder
Scene Safety	1	Safety Officer
Total Effective Response Force	10	

Moderate Risk - Extricate from Vehicle

Task Performed	Personnel Needed	Apparatus Responsible
Incident Command	1	1st Arriving Battalion Chief
Personnel Accountability	1	1st Arriving Executive Officer
Triage	1	1st Arriving Paramedic
Treatment	3	1st Arriving Engine
Pump Protective Line	1	2nd Arriving Engineer
Operate Protective Line	3	2nd Arriving Engine
Extricate Victim	5	1st Arriving Ladder
Transport Victims	4	1st Ambulance2nd Ambulance
Scene Safety	1	Safety Officer
Total Effective ResponseForce	20	

High Risk - Rescue from Rope, Confined Space, Trench, Water

Task Performed	Personnel Needed	Apparatus Responsible
Incident Command	1	1st Arriving Battalion Chief
Personnel Accountability	1	1st Arriving Executive Officer
Victim Stabilization and Transport	2	1st Arriving Ambulance
Rescue Officer	1	Ladder 341 Officer or external tech rescue team member
Rigging Officer	1	Ladder 341 Rope Technician or external tech rescue team member
Victim Extrication	13	Engine 341 Ladder 341 External tech rescue team
Scene Safety	1	Safety Officer
Total Effective ResponseForce	20	

Establishment of an Effective Response Force

On March 7, 2017, the Hamilton County Public Safety Communications went live on a new computer aided dispatch (CAD) system. During the CAD build process, many new call types were created. The department's command staff met and reviewed all system call types in order to establish an appropriate effective response force (ERF) for each incident type. The department has conducted a critical task analysis of each risk category and/or fire incident to determine the first-due and ERF capabilities. These incidents: fire, emergency medical response (EMS), hazardous materials, and technical rescue are identified during the risk assessment and are based upon historical response.

Once critical tasks have been identified and defined, an effective response force can be established. This force is defined as the amount of equipment and personnel that must reach a specific location within the specified response time. Fire risk cannot be held to zero. Thus, the objective of this standard of response coverage study is to identify a balance among distribution, concentration, and reliability that will keep fire risk at a reasonable level, while yielding the maximum savings of life and property.

The fire scene is unpredictable in many ways. While it is possible to state what critical tasks must be accomplished in order to extinguish a fire, it is not always possible to predict how many firefighters it will take to accomplish those tasks. The number of personnel and the amount of equipment necessary to accomplish

the critical tasks listed will vary due to the following factors:

- Delayed response;
- Building construction;
- Number of occupants;
- Physical and emotional condition of occupants;
- Extent of fire upon arrival (flashover);
- Built-in fire protection;
- Area of fire involvement;
- Firefighter or civilian injuries;
- Water supply
- Equipment failure.

The need for more personnel may arise on any fire scene at any time. Fire conditions must dictate the minimum response needed for any given fire, even if that response exceeds the requirements listed in this document. The experience and professional judgment of our officers to request additional resources early in an incident is highly valued. Officers are encouraged to call for help whenever they feel it may be useful.

The Carmel Fire Department utilizes risk assessment, staffing considerations, equipment standards, and task analysis of the necessary elements needed to mitigate common fire emergencies. These elements are outlined in the tables listed below.

Distribution

The term "distribution" describes the station and resource locations needed to minimize and terminate emergencies by assuring a sufficiently rapid first due response deployment. Distribution is measured by the percent of the jurisdiction covered by first due units within the jurisdiction**.**

Concentration

Concentration is the spacing of multiple resources arranged within close enough proximity that an initial effective response force can be assembled on-scene within sufficient time frames. An initial effective response force is one that will most likely stop the escalation of an emergency of a specific risk type.

In determining concentration, the Carmel Fire Department again looked at risk assessment, call volume, population, and critical tasking. When considering concentration of units, it should be noted that the Department has entered into automatic and/or mutual aid agreements with all surrounding communities. These agreements benefit the Carmel Fire Department by allowing the use of neighboring fire stations within close enough proximity to bolster initial effective response forces for the Carmel Fire Department.

Additional resources may be obtained by utilizing automatic aid through the established running orders in the Computer Aided Dispatch (CAD) Center. The running orders have been established to go up to at least 100 stations deep for any call type in the CAD system.

With the current running orders, there has not been a need to write special running orders for a specific structure in the Carmel Fire Department response area. However, the department will continue to review new and existing structures to see if there is a need to establish a special running order.

Reliability

Response reliability is defined as the probability that the required amount of staffing and apparatus will be available when a fire or emergency call is received.

If every piece of fire department's apparatus were available in its desired location every time a fire/EMS call was received, then the department's response reliability would be 100 percent. If, however, a call is received for a particular company and that company is busy at another call, a substitute company must be assigned from another station. If the substituting station is too far away, that company cannot respond within the maximum prescribed travel time.

The department has implemented a video conferencing system that allows apparatus to stay in district and participate in classroom training, which will help with reliability keeping those units in their primary district while still participating in training activities. Also, the department has implemented a modified response during severe storms when there is the probability of several back-to-back alarm calls, meaning a single unit will respond on the alarm call for an investigation. The department is continually looking for ways to make sure response reliability is considered in all aspects of the department.

As the number of emergency calls per day increases, so does the probability that a needed piece of apparatus will already be busy when a call is received. Consequently, the department's response reliability decreases.

The department examines the emergency response data for occurrences of simultaneous responses in the same district. As the number of simultaneous responses increases the reliability of having the closest apparatus available to respond decreases. The chart below shows the number of simultaneous responses for each response district along with the percentage of the total. 95% and greater is colored green, 90-95% is colored yellow, and below 90% is colored red. Below 90% means that at least 10% of the time or 1 out of 10 times there is already at least one run happening in the response district when a second run is dispatched.

It should be noted that an unusually strong windstorm occurred in 2019 that accounted for many simultaneous runs being dispatched for power lines and trees that had been knocked down.

Greater than 95% is green. Between 90% and 95% is yellow. Less than 90% is red.

District	2019	2020	2021	2022	2023	Grand Total	Percent
41A	112	135	155	190	49	641	
1	106	131	149	186	49	621	96.9%
2	6	4	6	4		20	
District	2019	2020	2021	2022	2023	Grand Total	Percent
41B	130	241	255	248	155	1029	
1	130	229	243	240	147	989	96.1%
2		12	12	8	8	40	
District	2019	2020	2021	2022	2023	Grand Total	Percent
41C	507	467	687	621	329	2611	
1	481	447	627	573	309	2437	93.3%
2	26	20	60	48	20	174	
District	2019	2020	2021	2022	2023	Grand Total	Percent
41D	480	548	519	582	321	2450	
1	409	508	493	549	303	2262	92.3%
2	34	40	26	30	18	148	
3	3			3		6	
4	8					8	
5	20					20	
6	6					6	
District	2019	2020	2021	2022	2023	Grand Total	Percent
41D - HIGH				1		1	
1				1		1	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
41F	1	1	3	5	1	11	
1	1	1	3	5	1	11	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
41G	3	4	2		1	10	
1	3	4	2		1	10	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
41H	58	28	39	49	29	203	
1	58	28	37	47	29	199	98.0%
2			2	2		4	
District	2019	2020	2021	2022	2023	Grand Total	Percent
41J	363	246	291	369	200	1469	
1	323	238	275	355	184	1375	93.6%
2	14	8	16	14	16	68	
3	3					3	
4	8					8	
5	15					15	
District	2019	2020	2021	2022	2023	Grand Total	Percent

42A	112	107	133	113	66	531	
1	112	107	129	111	66	525	98.9%
2			4	2		6	
District	2019	2020	2021	2022	2023	Grand Total	Percent
42B	280	252	271	293	175	1271	
1	272	248	267	277	163	1227	96.5%
2	8	4	4	16	12	44	
District	2019	2020	2021	2022	2023	Grand Total	Percent
42C	42	51	51	67	32	243	
1	42	51	51	67	32	243	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
42D	34	59	71	61	24	249	
1	34	59	71	61	24	249	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
42E	193	171	77	59	26	526	
1	185	169	75	59	26	514	97.7%
2	8	2	2			12	
District	2019	2020	2021	2022	2023	Grand Total	Percent
42ET			1			1	
1			1			1	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
42F	37	13	20	33	7	110	
1	31	13	20	33	7	104	94.5%
2	6					6	
District	2019	2020	2021	2022	2023	Grand Total	Percent
42G	62	72	64	67	27	292	
1	60	68	64	67	27	286	97.9%
2	2	4				6	
District	2019	2020	2021	2022	2023	Grand Total	Percent
42H	**2**					**2**	
1	**2**					**2**	**100.0%**
District	2019	2020	2021	2022	2023	Grand Total	Percent
42I			85	150	59	294	
1			85	144	57	286	97.3%
2				6	2	8	
District	2019	2020	2021	2022	2023	Grand Total	Percent
43A	104	110	121	119	62	516	
1	102	110	121	117	62	512	99.2%
2	2			2		4	
District	2019	2020	2021	2022	2023	Grand Total	Percent
43B	94	85	87	63	42	371	

1	94	85	85	61	42	367	98.9%
2			2	2		4	
District	2019	2020	2021	2022	2023	Grand Total	Percent
43C	231	255	304	290	152	1232	
1	221	249	290	282	146	1188	96.4%
2	10	6	14	8	6	44	
District	2019	2020	2021	2022	2023	Grand Total	Percent
43D	9	9	14	10	5	47	
1	9	9	14	10	5	47	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
43E	27	17	18	31	14	107	
1	27	17	18	31	14	107	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
43F	134	109	153	195	112	703	
1	132	107	149	187	112	687	97.7%
2	2	2	4	8		16	
District	2019	2020	2021	2022	2023	Grand Total	Percent
43G	8	3	10	14	7	42	
1	8	3	10	14	7	42	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
43H	9	7	13	6	5	40	
1	7	7	13	6	5	38	95.0%
2	2					2	
District	2019	2020	2021	2022	2023	Grand Total	Percent
44A	222	267	269	281	155	1194	
1	208	259	252	277	141	1137	95.2%
2	14	8	14	4	14	54	
3			3			3	
District	2019	2020	2021	2022	2023	Grand Total	Percent
44B	382	377	381	429	232	1801	
1	362	338	357	402	208	1667	92.6%
2	20	36	24	24	24	128	
3		3		3		6	
District	2019	2020	2021	2022	2023	Grand Total	Percent
44C	103	129	129	181	63	605	
1	103	129	127	175	63	597	98.7%
2			2	6		8	
District	2019	2020	2021	2022	2023	Grand Total	Percent
44D	4	7	12	10	2	35	
1	4	7	12	10	2	35	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent

44E	150	167	200	185	94	796	
1	144	163	192	185	92	776	97.5%
2	6	4	8		2	20	
District	2019	2020	2021	2022	2023	Grand Total	Percent
44F	138	146	169	165	94	712	
1	138	144	167	159	92	700	98.3%
2		2	2	6	2	12	
District	2019	2020	2021	2022	2023	Grand Total	Percent
44G	5	1	3	1	3	13	
1	5	1	3	1	3	13	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
44H	3	6	10	6	1	26	
1	3	4	10	6	1	24	92.3%
2		2				2	
District	2019	2020	2021	2022	2023	Grand Total	Percent
44I	24	9	12	16	8	69	
1	24	9	12	14	8	67	97.1%
2				2		2	
District	2019	2020	2021	2022	2023	Grand Total	Percent
45A	116	76	90	114	58	454	
1	112	74	81	112	56	435	95.8%
2	4	2	6	2	2	16	
3			3			3	
District	2019	2020	2021	2022	2023	Grand Total	Percent
45A - HIGH	1	1				2	
1	1	1				2	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
45B	906	713	828	900	370	3717	
1	796	635	727	788	334	3280	88.2%
2	80	78	92	106	36	392	
3	12		9	6		27	
4	8					8	
5	10					10	
District	2019	2020	2021	2022	2023	Grand Total	Percent
45B - HIGH	1					1	
1	1					1	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
45C	95	81	84	100	43	403	
1	77	81	82	96	43	379	94.0%
2	6		2	4		12	
3	3					3	

4	4					4	
5	5					5	
District	2019	2020	2021	2022	2023	Grand Total	Percent
45D	134	97	134	155	67	587	
1	132	95	134	151	67	579	98.6%
2	2	2		4		8	
District	2019	2020	2021	2022	2023	Grand Total	Percent
45D - HIGH	2	1				3	
1	2	1				3	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
45E	53	28	49	49	30	209	
1	53	28	49	49	30	209	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
45E - HIGH	1			2		3	
1	1			2		3	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
45F	309	289	340	354	180	1472	
1	293	275	330	350	174	1422	96.6%
2	16	14	10	4	6	50	
District	2019	2020	2021	2022	2023	Grand Total	Percent
45G	13	12	6	14	4	49	
1	13	12	6	14	4	49	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
45H	37	15	26	25	11	114	
1	35	15	26	25	11	112	98.2%
2	2					2	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46A	424	432	555	555	272	2238	
1	408	420	521	514	259	2122	94.8%
2	16	12	34	38	10	110	
3				3	3	6	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46B	289	291	320	359	177	1436	
1	277	275	306	339	169	1366	95.1%
2	12	16	14	20	8	70	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46D	15	8	6	7	9	45	
1	15	8	6	7	9	45	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
46E	195	208	189	216	140	948	
1	189	204	183	212	130	918	96.8%

2	6	4	6	4	10	30	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46E - HIGH	1					1	
1	1					1	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
46F	62	51	38	65	22	238	
1	62	49	38	65	22	236	99.2%
2		2				2	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46G	244	270	291	345	162	1312	
1	238	258	283	327	146	1252	95.4%
2	6	12	8	18	16	60	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46H	533	339	422	562	299	2155	
1	483	315	388	521	281	1988	92.3%
2	50	24	34	38	18	164	
3				3		3	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46H - HIGH	5	3		4		12	
1	5	3		4		12	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
46J	15	6	9	8	5	43	
1	13	6	9	8	5	41	95.3%
2	2					2	
District	2019	2020	2021	2022	2023	Grand Total	Percent
46K	9	5	4	7	2	27	
1	9	5	4	7	2	27	100.0%
District	2019	2020	2021	2022	2023	Grand Total	Percent
46L	4		4	5	1	14	
1	4		4	5	1	14	100.0%

Districts that had a percentage total less than 95% for non-simultaneous runs were further scrutinized by examining the percentages on an annual basis to look for trending toward less reliability or a single bad year's performance.

District	2019		2020		2021		2022		2023		Grand Total	%
41C	507		467		687		621		329		2611	
1	481	94.9%	447	95.7%	627	91.3%	573	92.3%	309	93.9%	2437	93.3%
2	26	5.1%	20	4.3%	60	8.7%	48	7.7%	20		174	
District	2019		2020		2021		2022		2023		Grand Total	%
41D	480		548		519		582		321		2450	
1	409	85.2%	508	92.7%	493	95.0%	549	94.3%	303	94.4%	2262	92.3%
2	34	7.1%	40	7.3%	26	5.0%	30	5.2%	18		148	
3	3	0.6%					3	0.5%			6	
4	8	1.7%									8	
5	20	4.2%									20	
6	6	1.3%									6	
District	2019		2020		2021		2022		2023		Grand Total	%
41J	363		246		291		369		200		1469	
1	323	89.0%	238	96.7%	275	94.5%	355	96.2%	184	92.0%	1375	93.6%
2	14	3.9%	8	3.3%	16	5.5%	14	3.8%	16		68	
3	3	0.8%									3	
4	8	2.2%									8	
5	15	4.1%									15	
District	2019		2020		2021		2022		2023		Grand Total	%
42F	37		13		20		33		7		110	
1	31	83.8%	13	100.0 %	20	100.0 %	33	100.0 %	7	100.0 %	104	94.5%
2	6	19.4%									6	
District	2019		2020		2021		2022		2023		Grand Total	%
43H	9		7		13		6		5		40	
1	7	77.8%	7	100.0 %	13	100.0 %	6	100.0 %	5	100.0 %	38	95.0%
2	2	22.2%									2	
District	2019		2020		2021		2022		2023		Grand Total	%
44B	382		377		381		429		232		1801	
1	362	94.8%	338	89.7%	357	93.7%	402	93.7%	208	89.7%	1667	92.6%
2	20	5.2%	36	9.5%	24	6.3%	24	5.6%	24		128	
3			3	0.8%			3	0.7%			6	

District	2019		2020		2021		2022		2023		Grand Total	%
44H	3		6		10		6		1		26	
1	3	100.0 %	4	66.7%	10	100.0 %	6	100.0 %	1	100.0 %	24	92.3%
2			2	33.3%							2	
District	2019		2020		2021		2022		2023		Grand Total	%
45B	906		713		828		900		370		3717	
1	796	87.9%	635	89.1%	727	87.8%	788	87.6%	334	90.3%	3280	88.2%
2	80	8.8%	78	10.9%	92	11.1%	106	11.8%	36		392	
3	12	1.3%			9	1.1%	6	0.7%			27	
4	8	0.9%									8	
5	10	1.1%									10	
District	2019		2020		2021		2022		2023		Grand Total	%
45C	95		81		84		100		43		403	
1	77	81.1%	81	100.0 %	82	97.6%	96	96.0%	43	100.0 %	379	94.0%
2	6	6.3%			2	2.4%	4	4.0%			12	
3	3	3.2%									3	
4	4	4.2%									4	
5	5	5.3%									5	
District	2019		2020		2021		2022		2023		Grand Total	%
46A	424		432		555		555		272		2238	
1	408	96.2%	420	97.2%	521	93.9%	514	92.6%	259	95.2%	2122	94.8%
2	16	3.8%	12	2.8%	34	6.1%	38	6.8%	10		110	
3							3	0.5%			6	
District	2019		2020		2021		2022		2023		Grand Total	%
46H	533		339		422		562		299		2155	
1	483	90.6%	315	92.9%	388	91.9%	521	92.7%	281	94.0%	1988	92.3%
2	50	9.4%	24	7.1%	34	8.1%	38	6.8%	18		164	
3							3	0.5%			3	

Most districts were noted to have had a single bad event year. A few, however, had multiple years of less than 95% non-simultaneous runs. Further analysis of these districts reveals that they have a high volume of runs to extended care facilities (ECF). The department will remain vigilant of reliability in these areas though it would be impractical to implement additional staffing there at this time.

Performance Goals, Objectives, and Measures

We realize our customers have the highest regard for what the Carmel Fire Department offers and expect the "best of the best" when requesting service. To ensure customer expectations are met, we rely heavily on historical data and focus on the criterion that directly relates to the Carmel Fire Departments response time, which includes:

- Call to dispatch
- Dispatch to turn out
- Turn out to arrival
- Arrival to position

The time benchmark that has been outlined in this report is a goal that department is aiming to achieve with a 90% success rate. Throughout this process, the Carmel Fire Department continually monitors and analyzes the data to concentrate on whatever improvements are needed to serve the customers.

Statistical Review

The department has established baseline and benchmark objectives for delivery of service in the entire response area. The department utilizes and maintains a Standard of Cover (SOC) in which those benchmarks are stated. Benchmark or goal times are measured against current or baseline times. When the benchmark times are achieved with a 90% success rate, they are reevaluated, and new benchmark times are established.

Incidents

The following is a six-year history of all incidents occurring within the Carmel Fire Department response area.

Emergency Incidents in the Carmel Fire Department Response area:

Year	Total Incidents	Fires	EMS	Haz-Mat	Tech Rescue	Other
2019	7994	2.08%	63.47%	1.83%	0.58%	32.04%
2020	7429	1.70%	70.86%	1.83%	0.36%	25.25%
2021	8509	1.66%	61.10%	1.77%	0.48%	34.99%
2022	9334	2.27%	66.42%	1.92%	0.40%	28.99%
2023	4659	1.99%	66.39%	3.07%	0.42%	28.13%

Outliers

Outliers in the data were identified through the use of the Determining Data Outliers GOG:

- Any units dispatched more than 2 minutes after the initial dispatch.
- Any call for service with a greater than 3 minute and 27 second alarm handling timeAny call for service with a greater than 2 minute and 22 second turn-out time
- Any call for service with a greater than 8 minute and 55 second travel timeAny ERF unit with a greater than 13 minute and 43 second arrival time

Dispatch

The Carmel Fire Department tracks dispatch times from the time the call is received until the call is dispatched. Hamilton County Communications Center dispatches all calls for the Carmel Clay area.

The Carmel Fire Department is working with the Hamilton County Communications Center to improve the call processing times and changes have already been made to decrease the times. Due to the implementation of the new CAD Program, the HCC is experiencing longer alarm to dispatch times. Along with the new CAD Program, there are new EMD, EMP, ProQ/A procedures in place. The department is actively working with the HCC to reduce these times.

Call Processing Times

The Carmel Fire Department has adopted call processing time benchmarks for the following risks. Highlighted baseline times meet or exceed the benchmark goal but do not have the 50 responses required to set a new benchmark goal.

Call Processing Baselines & Benchmarks			
Category	Risk Level	Benchmark	Baseline
Fire	Low	0:02:24	0:02:39
	Moderate	0:02:04	0:02:19
	High	0:02:08	0:02:23
EMS	Low	0:02:12	0:02:17
	Moderate	0:02:01	0:02:16
	High	0:01:52	0:02:07
HazMat	Low	0:02:19	0:02:34
	Moderate	0:02:12	0:02:27
	High	0:02:38	0:02:53
Tech Rescue	Low	0:02:04	0:02:19
	Moderate	0:01:49	0:02:04
	High	0:02:26	0:02:41

Turnout Response Times

Turnout Time Baselines & Benchmarks			
Category		Benchmark	Baseline
Fire	Low	0:01:14	0:01:29
	Moderate	0:01:28	0:01:43
	High	0:01:35	0:01:50
EMS	Low	0:01:19	0:01:34
	Moderate	0:01:18	0:01:33
	High	0:01:19	0:01:34
HazMat	Low	0:01:21	0:01:36
	Moderate	0:01:18	0:01:33
	High	0:01:17	0:01:32
Tech Rescue	Low	0:01:04	0:01:19
	Moderate	0:01:14	0:01:29
	High	0:01:26	0:01:41

Travel Time Response Fire Travel Time Response

Travel Times		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
Fire	Low Risk	0:05:34	0:05:49	0:06:00	0:06:15
	Moderate Risk	0:05:24	0:05:39	0:08:26	0:08:41
	High Risk	0:04:20	0:04:35	0:07:04	0:07:19

Fire Travel Time Response – Low Risk Fires

The Carmel Fire Department has adopted a travel time response benchmark of 0:05:34 for all Low-Risk Fire Incidents.

The Carmel Fire Department has a travel time response baseline of 0:05:49 for all 2019-2023 Low Risk Fire Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:05:34 minutes from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:06:00 minutes from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:06:15 for all 2019-2023 Low Risk Fire Incidents.

Fire Travel Time Response – Moderate Risk Fires

The Carmel Fire Department has adopted a travel time response benchmark of 0:05:24 for all Moderate Risk Fire Incidents.

The Carmel Fire Department has a travel time response baseline of 0:05:39 for all 2019-2023 Moderate Risk Fire Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:05:24 minutes from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:08:26 minutes from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:08:41 for all 2019-2023 Moderate Risk Fire Incidents.

Fire Travel Time Response – High Risk Fires

The Carmel Fire Department has adopted a travel time response benchmark of 0:04:20 for all High-Risk Fire Incidents.

The Carmel Fire Department has a travel time response baseline of 0:04:35 for all 2019-2023 High Risk Fire Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:04:20 minutes from en-route time to on-scene time with the balance of the first alarm assignment arriving within 0:07:04 minutes from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:07:19 for all 2019-2023 High-Risk Fire Incidents.

Emergency Medical Services Travel Time Response

Travel Times		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
EMS	Low Risk	0:05:11	0:05:26	0:06:44	0:06:59
	Moderate Risk	0:05:12	0:05:27	0:06:48	0:07:03
	High Risk	0:05:03	0:05:18	0:06:41	0:06:56

Emergency Medical Services Travel Time Response – Low Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:05:11 for all Low-Risk EMS Incidents.

The Carmel Fire Department has a travel time response baseline of 0:05:26 for all 2019-2023 Low Risk EMS Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:05:11 from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:06:44 minutes from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:06:59 for all 2019-2023 Low Risk EMS Incidents.

Emergency Medical Services Travel Time Response – Moderate Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:05:12 for all Moderate Risk

EMS Incidents.

The Carmel Fire Department has a travel time response baseline of 0:05:27 for all 2019-2023 Moderate Risk EMS Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:05:12 from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:06:48 minutes from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:07:03 for all 2019-2023 Moderate Risk EMS Incidents.

Emergency Medical Services Travel Time Response – High Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:05:03 for all High-Risk EMS Incidents.

The Carmel Fire Department has a travel time response baseline of 0:05:18 for all 2019-2023 High Risk EMS Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:05:03 from en-route time to on-scene time with the balance of the first alarm assignment arriving within0:06:41 from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:06:56 for all 2019-2023 High Risk EMS Incidents.

Hazardous Materials Travel Time Response

Travel Times		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
HazMat	Low Risk	0:06:00	0:06:15	0:06:09	0:06:24
	Moderate Risk	0:06:08	0:06:23	0:07:49	0:08:04
	High Risk	0:05:57	0:06:12	0:07:00	0:07:15

Hazardous Materials Travel Time Response – Low Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:06:00 for all Low-Risk Hazardous Materials Incidents.

The Carmel Fire Department has a travel time response baseline of 0:06:15 for all 2019-2023 Low Risk

Hazardous Materials Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:06:00 from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:06:09 from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:06:24 for all 2019-2023 Low Risk Hazardous Materials Incidents.

Hazardous Materials Travel Time Response – Moderate Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:06:08 for all Moderate Risk Hazardous Materials Incidents.

The Carmel Fire Department has a travel time response baseline of 0:06:23 for all 2019-2023 Moderate Risk Hazardous Materials Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:06:08 from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:07:49 from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:08:04 for all 2019-2023 Moderate Risk Hazardous Materials Incidents.

Hazardous Materials Travel Time Response – High Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:05:57 for all High-Risk Hazardous Materials Incidents.

The Carmel Fire Department has a travel time response baseline of 0:06:12 for all 2019-2023 High Risk Hazardous Materials Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:05:57 from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:07:00 from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:07:15 for all 2019-2023 High Risk Hazardous Materials Incidents

Technical Rescue Travel Time Response

Travel Times		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
Tech Rescue	Low Risk	0:04:35	0:04:50	0:07:23	0:07:38
	Moderate Risk	0:04:54	0:05:09	0:13:49	0:14:04
	High Risk	0:05:34	0:05:49	N/A	N/A

Technical Rescue – Low Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:04:35 for all Low-Risk Technical Rescue Incidents.

The Carmel Fire Department has a travel time response baseline of 0:04:50 for all 2019-2023 Low Risk Technical Rescue Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:04:35 minutes from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:07:23 from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:07:38 for all 2019-2023 Low Risk Technical Rescue Incidents.

Technical Rescue – Moderate Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:04:54 for all Moderate Risk Technical Rescue Incidents.

The Carmel Fire Department has a travel time response baseline of 0:05:09 for all 2019-2023 Moderate Risk Technical Rescue Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:04:54 minutes from en-route time to on-scene time, with the balance of the first alarm assignment arriving within 0:13:49 from en-route time to on-scene time. The Carmel Fire Department has an effective response force travel time baseline of 0:14:04 for all 2019-2023 Moderate Risk Technical Rescue Incidents.

Technical Rescue – High Risk

The Carmel Fire Department has adopted a travel time response benchmark of 0:05:34 for all High-Risk Technical Rescue Incidents.

The Carmel Fire Department has a travel time response baseline of 0:05:49 for all 2019-2023 High Risk Technical Rescue Incidents.

The Carmel Fire Department will strive to maintain the travel time response benchmark with a minimum force of firefighters and equipment, which are strategically located so that the initial fire department unit arrives within 0:05:34 minutes from en-route time to on-scene time. The Carmel Fire Department did not have any incidents that met all the criteria to include the outlier requirements for this Risk level to obtain the effective response force travel time baselines and benchmarks for all 2019-2023 High-Risk Technical Rescue Incidents.

Fire Benchmark Performance Objectives

The first-due unit for all risk levels shall be capable of: providing a minimum of 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental general operations guidelines while providing for the safety of responders and the general public.

The ERF shall be capable of establishing command and safety; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching for and rescuing at-risk victims; ventilating the structure; controlling utilities; performing salvage and overhaul; and placing elevated streams into service from aerial ladders. These operations shall be done in accordance with departmental general operations guidelines while providing for the safety of responders and the general public.

FIRE ERF Benchmark Staffing	
Fire (Low Risk)	4
Fire (Moderate Risk)	22
Fire (High Risk)	31

Total Response Time		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
Fire	Low Risk	0:09:36	0:09:51	0:09:26	0:09:41
	Mod. Risk	0:10:14	0:10:29	0:10:36	0:10:51
	High Risk	0:10:50	0:11:05	0:09:03	0:09:18

Benchmark for First Arriving Unit Total Response Time for **Low** Fire Risks: For 90 percent of all fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 0:09:36 in urban areas. The ERF benchmark for **Low** Fire Risks: For 90 percent of all low-risk fires, the total response time for the arrival of the effective response force as described shall be: 0:09:26 in urban areas.
Benchmark for First Arriving Unit Total Response Time for **Moderate** Fire Risks: For 90 percent of all fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 0:10:14 in urban areas. The ERF benchmark for **Moderate** Fire Risks: For 90 percent of all moderate risk fires, the total response time for the arrival of the effective response force as described shall be: 0:10:36 in urban areas.

Benchmark for First Arriving Unit Total Response Time for **High** Fire Risks: For 90 percent of all fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 0:10:50 in urban areas. The ERF benchmark for **High** Fire Risks: For 90 percent of all high-risk fires, the total response time for the arrival of the effective response force as described shall be: 0:09:03 in urban areas.

Fire Suppression Baseline Performance Measures:

Baseline for First Arriving Unit Total Response Time for **Low-Risk** Fires: For 90 percent of all 2019-2023 low risk fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:09:51. Baselines for Effective Response Force (ERF) Total Response Time for **Low-Risk** Fires: For 90 percent of all 2019-2023 low risk fires, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:09:41 in urban areas.

Baseline for First Arriving Unit Total Response Time for **Moderate** Risk Fires: For 90 percent of all 2019-2023 moderate risk fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:10:29 in urban areas. Baselines for Effective Response Force (ERF) Total Response Time for **Moderate** Risk Fires: For 90 percent of all 2019-2023 low risk fires, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:10:51 in urban areas.

Baseline for First Arriving Unit Total Response Time for **High-Risk** Fires: For 90 percent of all 2019-2023 high risk fires, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:11:05 in urban areas. Baselines for Effective Response Force (ERF) Total Response Time for **High-Risk** Fires: For 90 percent of all 2019-2023 high risk fires, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is:

0:09:18 in urban areas.

EMS Benchmark Performance Objectives

The same qualified fire personnel administer EMS services as fire suppression with the overall goal being to arrive in a timely fashion, assess the scene, and evaluate the incident as to what is needed. Provide immediate and appropriate medical treatment and transport the patient to the corresponding medical facility. This is done with the department's specific time benchmarks as a goal.

The first-due unit for all risk levels shall be capable of: assessing scene safety and establishing command; sizing-up the situation; conducting initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within one minute of arrival; providing basic life support including automatic external defibrillation (AED) and packaging the patient for transportation.

The ERF shall be capable of establishing command, safety, and related documentation; completing patient assessment; providing appropriate treatment; providing advanced life support; performing defibrillation; providing intravenous (IV) access-medication administration; and patient transportation.

EMS ERF Benchmark Staffing	
EMS (Low Risk)	6
EMS (Moderate Risk)	6
EMS (High Risk)	6

Total Response Time		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
EMS	Low Risk	0:08:01	0:08:16	0:08:57	0:09:12
	Mod. Risk	0:07:59	0:08:14	0:09:00	0:09:15
	High Risk	0:07:33	0:07:48	0:08:44	0:08:59

Benchmark for the First Arriving Unit Total Response Time for **Low-Risk** EMS: For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 Firefighters, shall be: 0:08:01 in urban areas. Benchmark for the Effective Response Force (ERF) Total Response Time for **Low-Risk** EMS: For 90 percent of all EMS responses, the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:08:57 in urban areas.

Benchmark for the First Arriving Unit Total Response Time for **Moderate** Risk EMS: For 90 percent of all

EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 Firefighters, shall be: 0:07:59 in urban areas. Benchmark for the Effective Response Force (ERF) Total Response Time for **Moderate** Risk EMS: For 90 percent of all EMS responses, the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:09:00 in urban areas.

Benchmark for the First Arriving Unit Total Response Time for **High-Risk** EMS: For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 Firefighters, shall be: 0:07:33 in urban areas. Benchmark for the Effective Response Force (ERF) Total Response Time for **High-Risk** EMS: For 90 percent of all EMS responses, the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:08:44 in urban areas.

EMS Response Baseline Performance Measures:

Baseline for the First Arriving Unit Total Response Time for **Low-Risk** EMS: For 90 percent of all 2019-2023 low risk EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, is: 0:08:16 in urban areas. Baselines for the Effective Response Force (ERF) Total Response Time for **Low-Risk** EMS: For 90 percent of all 2019-2023 low risk EMS responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:09:12 in urban areas.

Baseline for the First Arriving Unit Total Response Time for **Moderate** Risk EMS: For 90 percent of all 2019-2023 moderate risk EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, is: 0:08:14 in urban areas. Baseline for the Effective Response Force (ERF) Total Response Time for **Moderate** Risk EMS: For 90 percent of all 2019-2023 moderate risk EMS responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:09:15 in urban areas.

Baseline for the First Arriving Unit Total Response Time for **High-Risk** EMS: For 90 percent of all 2019-2023 high risk EMS responses, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters, is: 0:07:48 in urban areas. Baselines for the Effective Response Force (ERF) Total Response Time for **High-Risk** EMS: For 90 percent of all 2019-2023 high risk EMS responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:08:59 in urban areas.

Hazardous Materials (HazMat) Benchmark Performance:

The Hazardous Materials Team's immediate goal is to assess and identify the situation, stabilize, and secure the area and have an action plan to bring the incident under control and return the area to a safe level. Upon arrival, if the incident appears to pose a threat that is beyond the operations level of training of Carmel Fire Department personnel, a request will be made for assistance in the form of mutual aid from the Hamilton County Hazardous Materials task force for mitigation. The Carmel Fire Department will provide whatever assistance needed that falls within the training level to help ensure the safety and protection of fire personnel, customers (citizens), and the environment.

The first-due unit for all risk levels shall be capable of: assessing scene safety and establishing command; sizing-up the situation to determine the presence of potential hazardous materials or explosive devices; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing hot, warm, and cold zones.

The ERF shall be capable of establishing command, safety, and related documentation; providing equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department general operations guidelines.

Hazardous Materials ERF Benchmark Staffing	
Hazardous Materials (Low Risk)	4
Hazardous Materials (Moderate Risk)	15
Hazardous Materials (High Risk)	15

Total Response Time		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
HazMat	Low Risk	0:09:13	0:09:28	0:09:16	0:09:31
	Mod. Risk	0:09:37	0:09:52	0:10:06	0:10:21
	High Risk	0:10:06	0:10:21	0:10:33	0:10:48

Benchmark for First Arriving Unit Total Response Time for **Low** Hazardous Materials Risks: For 90 percent of all Hazardous Materials responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 0:09:13 in urban areas. Benchmark for Effective Response Force (ERF) Total Response Time for **Low** Hazardous Materials Risks: For 90 percent of all Hazardous Materials responses,

the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:09:16 in urban areas.

Benchmark for First Arriving Unit Total Response Time for **Moderate** Hazardous Materials Risks: For 90 percent of all Hazardous Materials responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 0:09:37 in urban areas. Benchmark for Effective Response Force (ERF) Total Response Time for **Moderate** Hazardous Materials Risks: For 90 percent of all Hazardous Materials responses, the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:10:06 in urban areas.

Benchmark for First Arriving Unit Total Response Time for **High** Hazardous Materials Risks: For 90 percent of all Hazardous Materials responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 0:10:06 in urban areas. Benchmark for Effective Response Force (ERF) Total Response Time for **High** Hazardous Materials Risks: For 90 percent of all Hazardous Materials responses, the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:10:33 in urban areas.

Hazardous Materials Baseline Performance Measures:

Baseline for First Arriving Unit Total Response Time for **Low-Risk** Hazardous Materials Responses: For 90 percent of all 2019-2023 low risk Hazardous Materials responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:09:28 in urban areas. Baseline for Effective Response Force (ERF) Total Response Time for **Low-Risk** Hazardous Materials Responses: For 90 percent of all 2019-2023 low risk Hazardous Materials responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:09:31 seconds in urban areas.

Baseline First Arriving Unit Total Response Time for **Moderate** Risk Hazardous Materials Responses: For 90 percent of all 2019-2023 moderate risk Hazardous Materials responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:09:52 in urban areas. Baseline Effective Response Force (ERF) Total Response Time for **Moderate** Risk Hazardous Materials Responses: For 90 percent of all 2019-2023 moderate risk Hazardous Materials responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:10:21 seconds in urban areas.

Baseline First Arriving Unit Total Response Time for **High-Risk** Hazardous Materials Responses: For 90 percent of all 2019-2023 high risk Hazardous Materials responses, the total response time for the arrival of the

first-due unit, staffed with 3 firefighters and 1 officer, is: 0:10:21 seconds in urban areas. Baseline Effective Response Force (ERF) Total Response Time for **High-Risk** Hazardous Materials Responses: For 90 percent of all 2019-2023 moderate risk Hazardous Materials responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:10:48 seconds in urban areas.

Technical Rescue Benchmark Performance Objectives

The Carmel Fire Department's immediate goal is to assess and identify the situation, stabilize, and secure the area and have an action plan to bring the incident under control and return the area to a safe level. Upon arrival, if the incident appears to pose a threat that is beyond the level of training of Carmel Fire Department personnel, a request will be made for assistance in the form of mutual aid from the Hamilton County mutual aid partners of Westfield, Fishers, Noblesville, and Cicero or from the Indianapolis Fire Department for mitigation. The Carmel Fire Department will provide whatever assistance needed that falls within the training level to help ensure the safety and protection of fire personnel, customers (citizens), and the environment.

The first-due unit for all risk levels shall be capable of: assessing scene safety and establishing command; sizing-up the situation to determine if technical rescue response is required; requesting additional resources; and providing advanced and or basic life support to any victim without endangering response personnel.

The ERF shall be capable of establishing command, safety, and related documentation; establishing patient contact; staging and apparatus set-up; providing equipment, technical expertise, knowledge, skills, and abilities to mitigate a technical rescue incident in accordance with department general operations guidelines or best practices for incidents that are beyond the scope of the Carmel Fire Department.

Technical Rescue **ERF Benchmark Staffing**	
Tech Rescue (Low Risk)	10
Tech Rescue (Moderate Risk)	20
Tech Rescue (High Risk)	20

Total Response Time		1st Arriving		Effective Response Force	
Category	Risk Level	Benchmark	Baseline	Benchmark	Baseline
Tech Rescue	Low Risk	0:07:41	0:07:56	0:10:12	0:10:27
	Mod. Risk	0:09:08	0:09:23	0:15:03	0:15:18
	High Risk	0:09:55	0:10:10	N/A	N/A

Benchmark for First Arriving Unit Total Response Time for **Low** Risk Technical Rescue: For 90 percent of low risk Technical Rescue responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be 0:07:41. Benchmark for Effective Response Force (ERF) Total Response Time for **Low** Technical Rescue Risks: For 90 percent of low technical rescue responses, the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:10:12 in urban areas.

Benchmark for First Arriving Unit Total Response Time for **Moderate** Risk Technical Rescue: For 90 percent of moderate risk Technical Rescue responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be 0:09:08. Benchmark for Effective Response Force (ERF) Total Response Time for **Moderate** Technical Rescue Risks: For 90 percent of low technical rescue responses, the total response time for the arrival of effective response force (ERF), staffed with the appropriate number of personnel to meet critical tasking, shall be: 0:15:03 in urban areas.

Benchmark for First Arriving Unit Total Response Time for **High** Risk Technical Rescue: For 90 percent of high risk Technical Rescue responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, shall be: 0:09:55. Benchmark for Effective Response Force (ERF) Total Response Time for **High** Technical Rescue Risks: The Carmel Fire Department did not have any incidents that met all the criteria to include the outlier requirements for this Risk level to obtain the effective response force travel time baselines and benchmarks for all High Risk Technical Rescue Incidents.

Technical Rescue Baseline Performance Measures:

Baseline for First Arriving Unit Total Response Time for **Low-Risk** Technical Rescue Responses: For 90 percent of all 2019-2023 low risk Technical Rescue responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:07:56 in urban areas. Baseline for Effective Response Force (ERF) Total Response Time for **Low-Risk** Technical Rescue Responses: For 90 percent of all 2019-2023 low risk Technical Rescue responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:10:27 in urban areas.

First Arriving Unit Total Response Time for **Moderate** Risk Technical Rescue Responses: For 90 percent of all 2019-2023 moderate risk Technical Rescue responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:09:23 in urban areas. Baseline for Effective Response Force (ERF) Total Response Time for **Moderate** Risk Technical Rescue Responses: For 90 percent of all 2019-2023 moderate risk Technical Rescue responses, the total response time for the arrival of the effective response force (ERF) staffed with the appropriate number of personnel to meet critical tasking, is: 0:15:18 in urban areas.

First Arriving Unit Total Response Time for **High-Risk** Technical Rescue Responses: For 90 percent of all 2019-2023 high risk Technical Rescue responses, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 0:10:10 in urban areas. Effective Response Force (ERF) Total Response Time for **High-Risk** Technical Rescue Responses: The Carmel Fire Department did not have any incidents that met all the criteria to include the outlier requirements for this Risk level to obtain the effective response force travel time baselines and benchmarks for all High-Risk Technical Rescue Incidents.

Performance Charts

90th percentile baseline data is expressed below in mm:ss. The data below does include automatic aid responses from other agencies.

Low Risk Fire Suppression 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:24	0:02:39	0:02:04	0:02:03	0:02:09	0:03:08	0:02:51
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:14	0:01:29	0:01:35	0:01:27	0:01:28	0:01:25	0:01:29
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:34	0:06:07	0:05:27	0:06:37	0:06:19	0:05:27	0:06:06
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:06:00	0:06:15	0:05:44	0:06:20	0:06:59	0:05:46	0:06:33
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:09:36	0:09:51	0:08:16	0:09:05	0:09:23	0:11:25	0:09:57
				n=491	n=69	n=107	n=103	n=94	n=118
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:09:26	0:09:41	0:08:01	0:08:45	0:09:31	0:10:10	0:09:56
				n=411	n=51	n=91	n=93	n=84	n=92
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Moderate Risk Fire Suppression 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:04	0:02:19	0:01:40	0:02:31	0:02:32	0:02:07	0:02:16
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:28	0:01:43	0:01:40	0:01:45	0:01:42	0:01:34	0:01:46
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:24	0:05:39	0:05:12	0:06:05	0:05:00	0:05:27	0:04:58
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:08:26	0:08:41	0:07:51	0:08:35	0:07:03	0:08:41	0:08:53
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:10:14	0:10:29	0:09:31	0:10:19	0:11:03	0:11:16	0:08:57
				n=106	n=17	n=29	n=19	n=18	n=23
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:10:36	0:10:51	0:10:40	0:13:16	0:08:49	0:10:51	0:10:46
				n=9	n=2	n=2	n=1	n=2	n=23
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

High Risk Fire Suppression 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:08	0:02:23	0:02:57	0:01:57	0:01:13	0:02:05	0:01:28
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:35	0:01:50	0:01:50	0:01:05	0:01:20	0:01:20	0:01:58
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:04:20	0:04:35	0:04:35	0:03:49	0:04:20	0:04:24	0:02:48
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:07:04	0:07:19	N/A	N/A	0:07:19	N/A	N/A
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:10:50	0:11:05	0:09:03	0:09:44	0:10:42	0:11:47	0:12:09
				n=62	n=7	n=12	n=15	n=13	n=15
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:09:03	0:09:18	N/A	N/A	0:09:18	N/A	N/A
				n=1	N/A	N/A	n=1	N/A	N/A
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Low Risk EMS Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:12	0:02:17	0:02:29	0:02:24	0:02:33	0:01:12	0:01:23
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:19	0:01:34	0:01:36	0:01:33	0:01:31	0:01:35	0:01:36
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:11	0:05:26	0:05:21	0:05:29	0:05:22	0:05:36	0:05:23
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:06:44	0:06:59	0:06:39	0:06:56	0:06:55	0:07:18	0:06:53
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:08:01	0:08:16	0:08:25	0:08:22	0:08:41	0:07:38	0:07:53
				n=8,372	n=892	n=1,918	n=1,834	n=1,702	n=2,026
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:08:57	0:09:12	0:09:12	0:09:26	0:09:30	0:08:44	0:08:43
				n=6,474	n=735	n=1,568	n=1,390	n=1,345	n=1,436
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Moderate Risk EMS Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:01	0:02:16	0:02:24	0:02:21	0:02:33	0:01:00	0:00:51
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:18	0:01:33	0:01:33	0:01:29	0:01:31	0:01:37	0:01:33
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:12	0:05:27	0:05:16	0:05:31	0:05:32	0:05:32	0:05:21
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:06:48	0:07:03	0:07:17	0:06:58	0:07:02	0:07:07	0:06:56
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:07:59	0:08:14	0:08:11	0:08:29	0:08:46	0:07:37	0:07:17
				n=12,793	n=1,647	n=3,084	n=3,115	n=2,263	n=2,684
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:09:00	0:09:15	0:09:48	0:09:34	0:09:39	0:08:28	0:08:16
				n=10,319	n=1,385	n=2,589	n=2,446	n=1,799	n=2,100
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

High Risk EMS Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:01:52	0:02:07	0:02:14	0:02:16	0:02:27	0:01:14	0:00:41
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:19	0:01:34	0:01:41	0:01:29	0:01:30	0:01:37	0:01:33
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:03	0:05:18	0:05:01	0:05:15	0:05:21	0:05:29	0:05:05
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:06:41	0:06:56	0:06:50	0:07:03	0:07:26	0:06:50	0:06:37
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:07:33	0:07:48	0:08:14	0:08:11	0:08:25	0:07:24	0:06:36
				n=2,186	n=202	n=413	n=427	n=798	n=346
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:08:44	0:08:59	0:09:36	0:09:33	0:09:35	0:08:16	0:07:55
				n=1,816	n=167	n=340	n=348	n=679	n=282
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Low Risk HazMat Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:19	0:02:34	0:02:05	0:01:40	0:02:30	0:02:59	0:02:30
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:21	0:01:36	0:01:32	0:01:22	0:01:42	0:01:38	0:01:36
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:06:00	0:06:15	0:05:11	0:05:41	0:06:26	0:06:10	0:06:08
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:06:09	0:06:24	0:05:17	0:06:15	0:06:24	0:06:10	0:06:08
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:09:13	0:09:28	0:08:05	0:08:32	0:09:14	0:09:28	0:10:13
				n=85	n=16	n=18	n=20	n=17	n=14
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:09:16	0:09:31	0:08:07	0:09:12	0:08:57	0:09:28	0:10:13
				n=73	n=13	n=16	n=17	n=16	n=11
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Moderate Risk HazMat Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:12	0:02:27	0:01:56	0:01:53	0:01:59	0:02:47	0:02:35
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:18	0:01:33	0:01:21	0:01:31	0:01:37	0:01:35	0:01:34
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:06:08	0:06:23	0:05:53	0:06:34	0:05:59	0:06:29	0:06:16
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:07:49	0:08:52	0:08:25	0:08:52	0:08:25	0:08:56	0:08:22
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:09:37	0:09:52	0:09:04	0:08:57	0:10:11	0:10:10	0:10:10
				n=494	n=44	n=154	n=114	n=76	n=107
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:10:06	0:10:21	0:09:36	0:09:56	0:10:19	0:11:07	0:10:30
				n=59	n=4	n=24	n=9	n=9	n=13
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

High Risk Hazmat Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:38	0:02:53	0:02:37	0:02:21	0:02:11	0:02:54	0:03:13
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:17	0:01:32	0:01:12	0:01:14	0:01:29	0:01:29	0:01:43
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:57	0:06:12	0:06:09	0:05:55	0:05:28	0:05:56	0:06:15
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:07:00	0:07:15	0:07:08	0:05:27	0:06:59	0:07:15	0:07:15
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:10:06	0:10:21	0:09:58	0:09:16	0:09:50	0:10:39	0:10:21
				n=112	n=14	n=21	n=24	n=33	n=20
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:10:33	0:10:48	0:09:13	0:06:46	0:10:31	0:10:48	0:11:27
				n=13	n=2	n=1	n=3	n=4	n=3
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Low Risk Tech Rescue Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:04	0:02:10	0:02:13	0:02:04	0:01:52	0:02:10	0:02:01
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:04	0:01:23	0:01:29	0:01:13	0:01:19	0:01:20	0:01:33
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:04:35	0:04:50	0:04:31	0:04:49	0:04:46	0:04:37	0:05:11
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:07:23	0:07:38	0:07:24	0:07:13	0:07:20	0:07:43	0:06:55
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:07:41	0:07:56	0:06:59	0:06:50	0:07:17	0:07:25	0:08:45
				n=119	n=25	n=22	n=26	n=22	n=25
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:10:12	0:10:27	0:10:21	0:08:57	0:09:59	0:10:50	0:10:27
				n=64	n=13	n=11	n=16	n=15	n=9
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Moderate Risk Tech Rescue Response 90th Percentile Time Baseline			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:01:49	0:02:40	0:01:19	0:01:41	0:03:22	N/A	0:02:40
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:14	0:01:26	0:00:56	0:01:14	0:01:26	N/A	0:02:09
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:04:54	0:05:09	0:03:34	0:06:26	0:05:09	N/A	0:04:31
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	0:13:49	0:14:04	N/A	N/A	0:14:04	N/A	0:12:27
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:09:08	0:09:23	0:05:49	0:07:47	0:08:32	N/A	0:12:25
				n=22	n=1	n=6	n=10	N/A	n=5
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	0:15:03	0:15:18	N/A	N/A	0:15:18	N/A	0:14:20
				n=3	N/A	N/A	n=2	N/A	n=1
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

High Risk Tech Rescue Response 90th Percentile Time Baseline Performance			Benchmark	2019-2023	2023	2022	2021	2020	2019
Alarm Handling	Pick-up to Dispatch	Urban	0:02:26	0:02:41	0:01:46	0:03:12	0:01:41	0:01:49	0:02:31
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnout Time	Turnout Time 1st Unit	Urban	0:01:26	0:01:41	0:01:04	0:02:12	0:00:20	0:00:47	0:01:41
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Travel Time	Travel Time 1st Unit **Distribution**	Urban	0:05:34	0:05:49	0:05:03	0:03:42	0:05:59	0:03:28	0:05:49
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Travel Time ERF **Concentration**	Urban	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Response Time	Total Response Time 1st Unit on Scene **Distribution**	Urban	0:09:55	0:10:10	0:10:45	0:10:10	0:10:20	0:06:04	0:07:32
				n=19	n=3	n=4	n=2	n=1	n=9
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
	Total Response Time ERF **Concentration**	Urban	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A
		Rural	N/A	N/A	N/A	N/A	N/A	N/A	N/A
				N/A	N/A	N/A	N/A	N/A	N/A

Compliance Methodology

The preceding sections of this report provide a detailed analysis of the historical performance of the Carmel Fire Department. In order for this to prove beneficial to department and city policy makers, continued analysis will be performed on a routine basis. The data provided to the project team for analysis initially proved to be difficult to analyze from the standpoint of being consistent and complete. The creation and implementation of a continuous quality assurance program on all Carmel Fire Department incident records helped to ensure

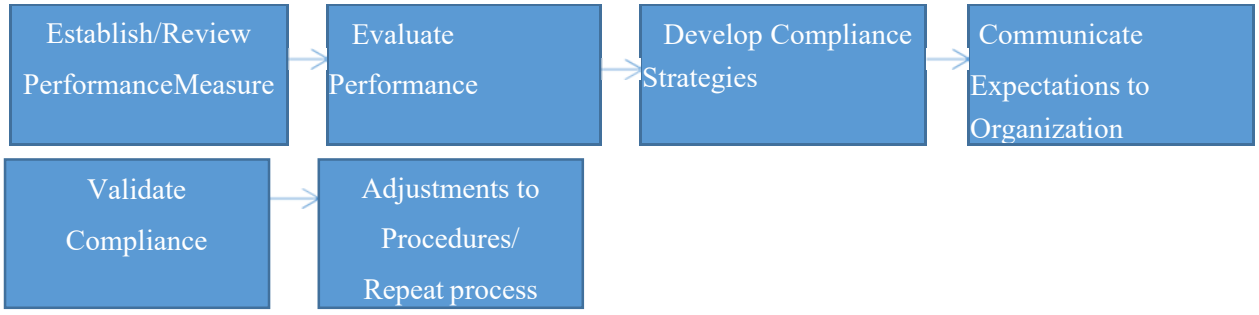
accurate data for this report.

The Carmel Fire Department is committed to a continual process of analyzing and evaluating actual performance against the adopted standards of cover and will enhance the data collection procedures of field operations personnel. Periodic review of the department's records management system reports will be necessary to ensure compliance and reliability of data.

Compliance Model

Compliance is best achieved through a systematic approach. Carmel Fire Department has identified the following six-step compliance model.

Maintenance of Effort Compliance Model



Step 1: Establish/Review Performance Measures

Complete the initial standards of cover process. Conduct a full review of the performance measures every annually. This process is risk-based and evaluates whether:

- Services provided are identified
- Levels of service are defined
- Levels of risk are categorized Performance objectives and measures developed:
- Distribution measures
- Concentration measures

Step 2: Evaluate Performance

Performance measures are applied to actual services provided:

- System level
- First Due Area level

- Unit level

Step 3: Develop Compliance Strategies

- Determine issues and opportunities:
- Determine what needs to be done to close identified gaps
- Determine if resources can or should be reallocated
- Seek alternative methods to provide service at desired levels
- Develop budget estimates as necessary
- Seek additional funding commitment as necessary

Step 4: Communicate Expectations to Organization and Stakeholders

Communicate expectations:

- Explain method of measuring compliance to personnel who are expected to perform the services
- Provide feedback mechanisms
- Define consequences of noncomplianceTrain Personnel
- Provide appropriate levels of training/direction for all affected personnel
- Communicate consequences of noncompliance
- Modify (remediate) internal processes, application systems, and technical infrastructure as necessaryto comply.

Step 5: Validate Compliance

Develop and deploy verification tools and/or techniques that can be used by divisions of the organization on an ongoing basis to verify that they are meeting the requirements:

Monthly evaluation:

- Performance by Unit
- Overall Performance
- Review of performance by Division

Quarterly evaluation:

- Performance by Unit
- Performance by First Due
- Overall evaluation of performance by Executive Management

Determine whether independent validation and verification techniques will be used to measure the performance and solicit external assistance as necessary.

Step 6: Make Adjustments/Repeat Process

Review changes to ensure that service levels have been maintained or improved. Develop and implement a review program to ensure ongoing compliance:

Annual Review and Evaluation

- Performance by Unit
- Performance by First Due
- Overall Performance
- Review of performance by Governing Body
- Adjustment of performance standards by Governing Body as necessaryFive-Year Update of

Standards

- Performance by Unit
- Performance by First Due
- Overall Performance
- Adoption of performance measures by Governing Body

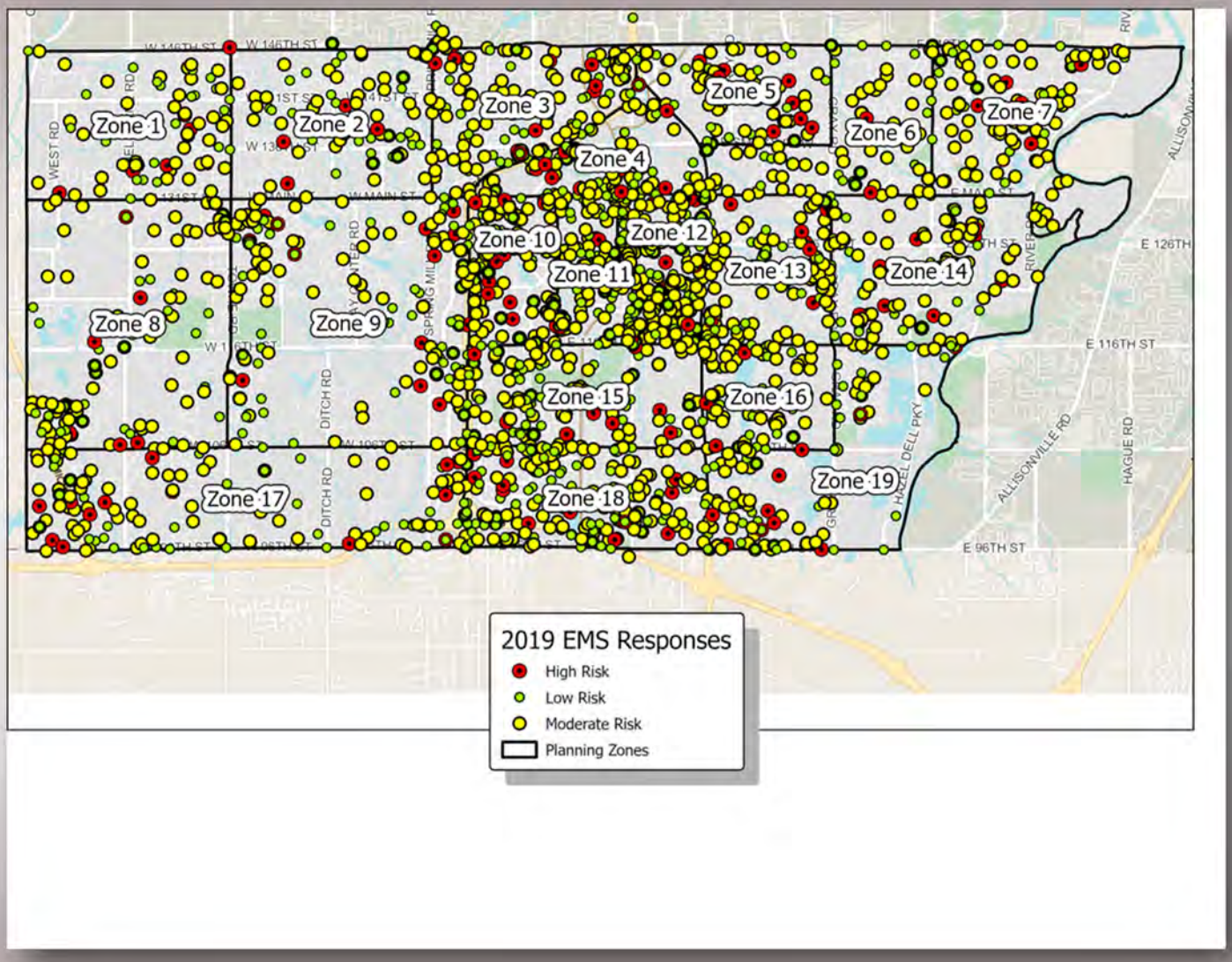
Establish management processes to deal with future changes in the Carmel Fire Department jurisdiction.

Annual Response Maps and Planning Zone Maps & Analysis

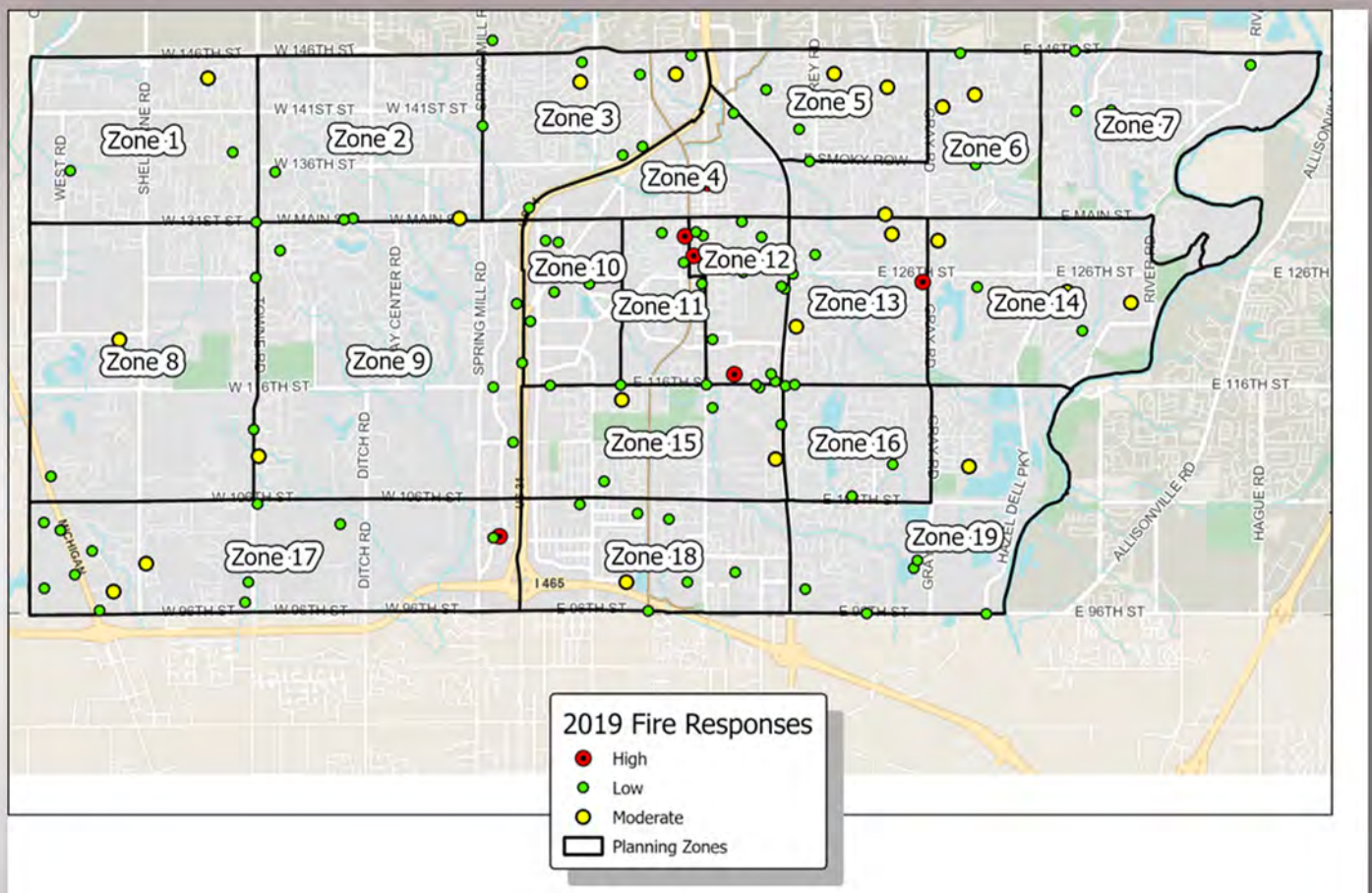
See below for Annual Response Maps and Planning Zone Maps & Analysis.

Annual Response MAPS

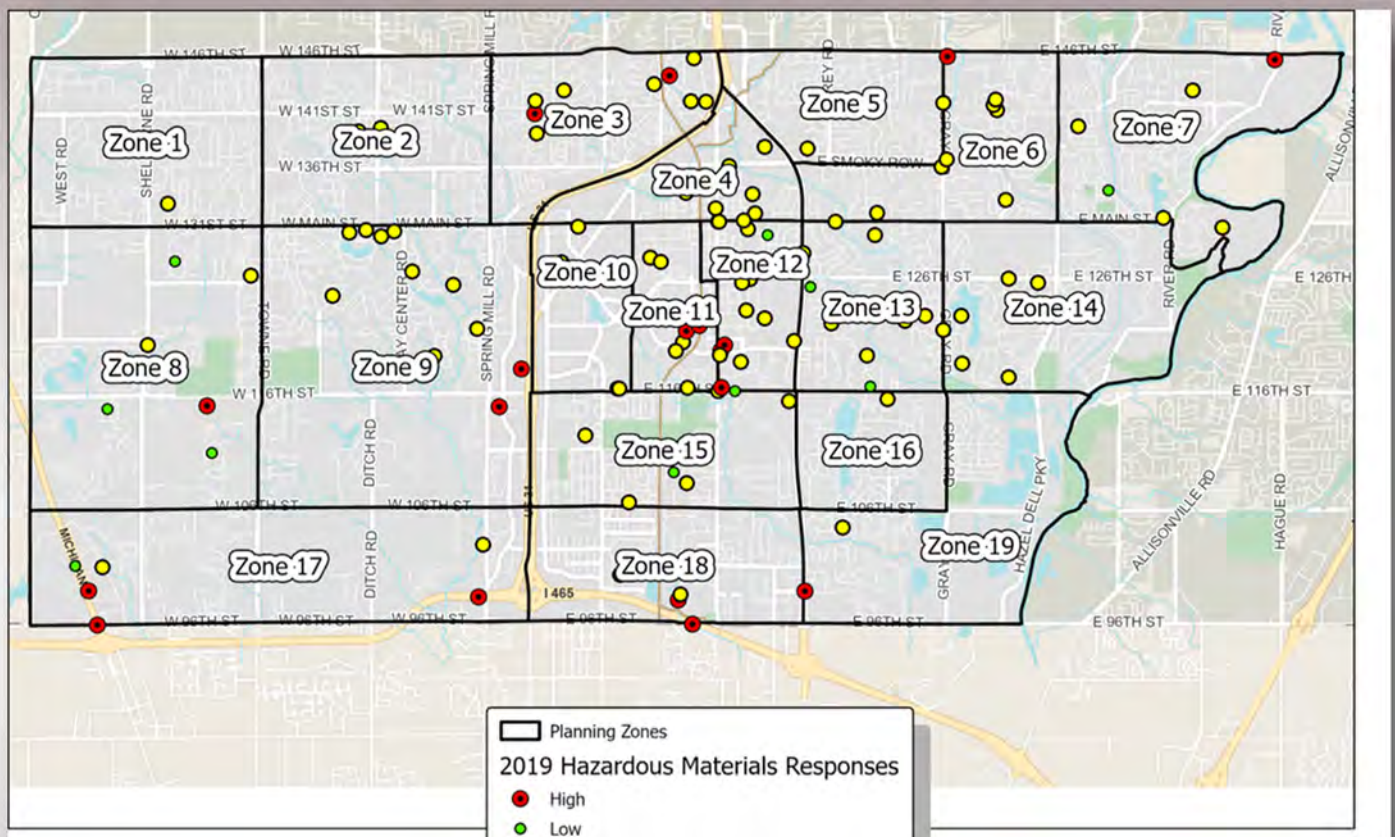
2019 EMS Incidents (Records Management Data)



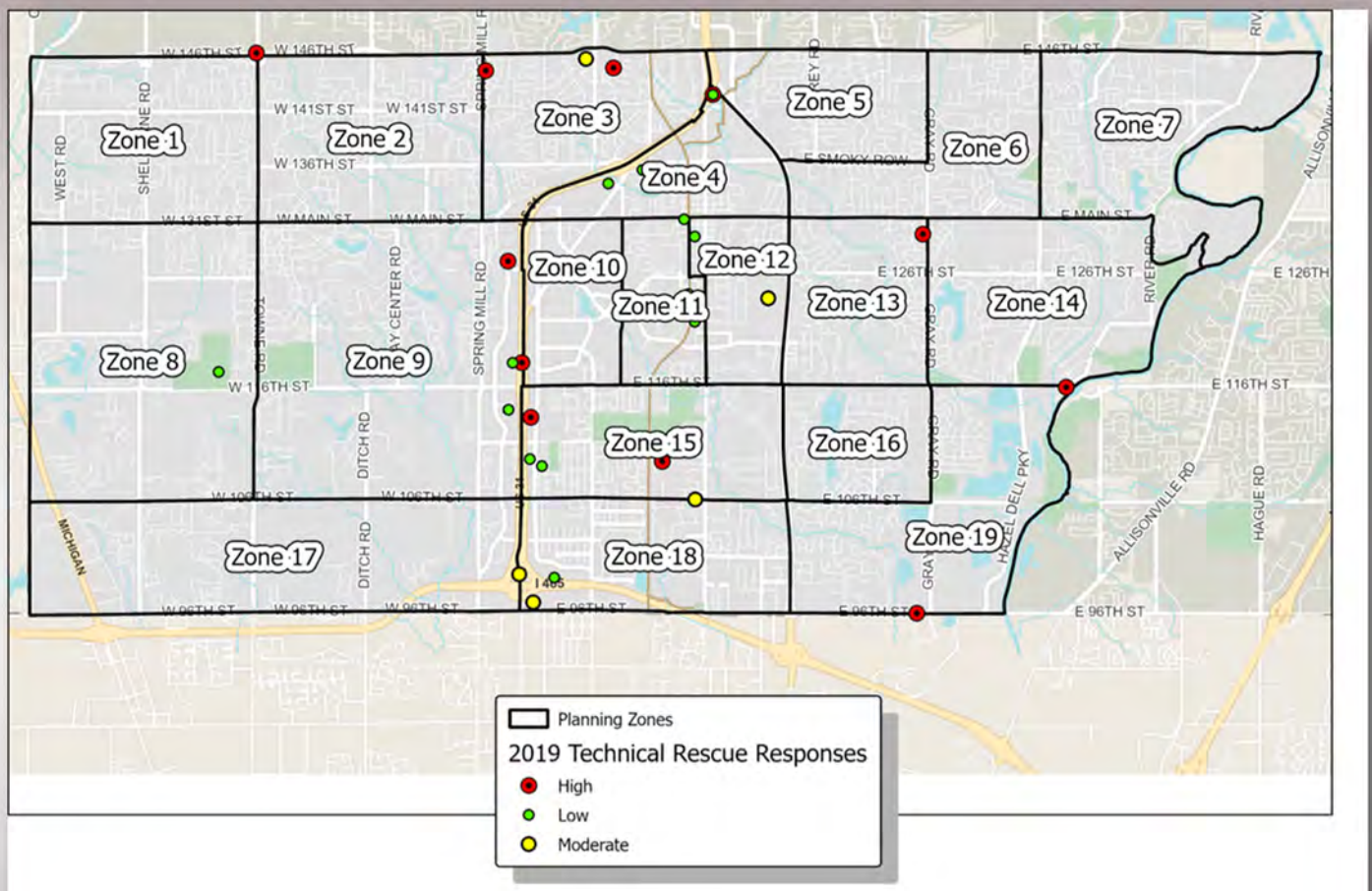
2019 Fire Incidents
(Records Management Data)



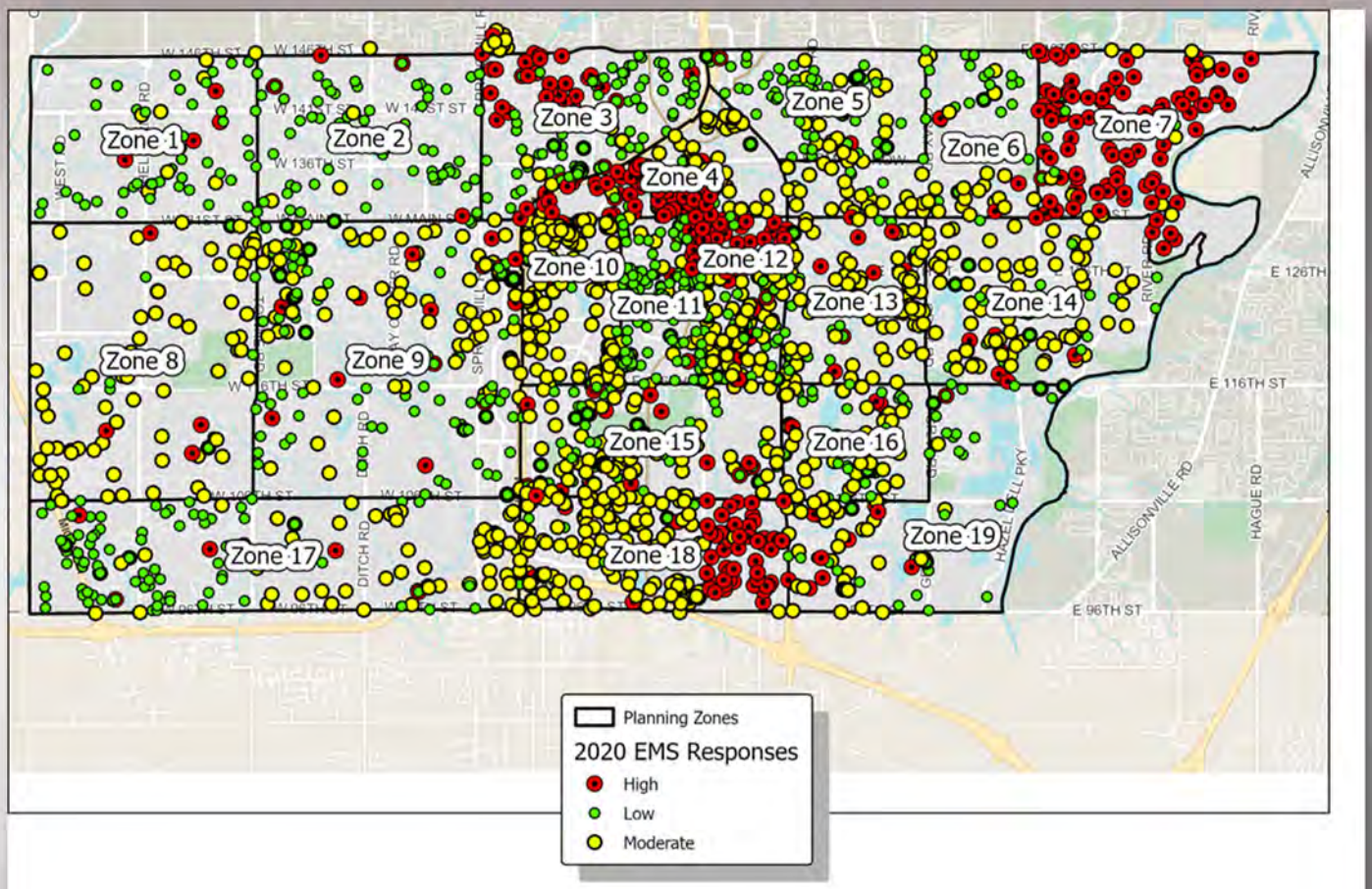
2019 HazMat Incidents (Records Management Data)



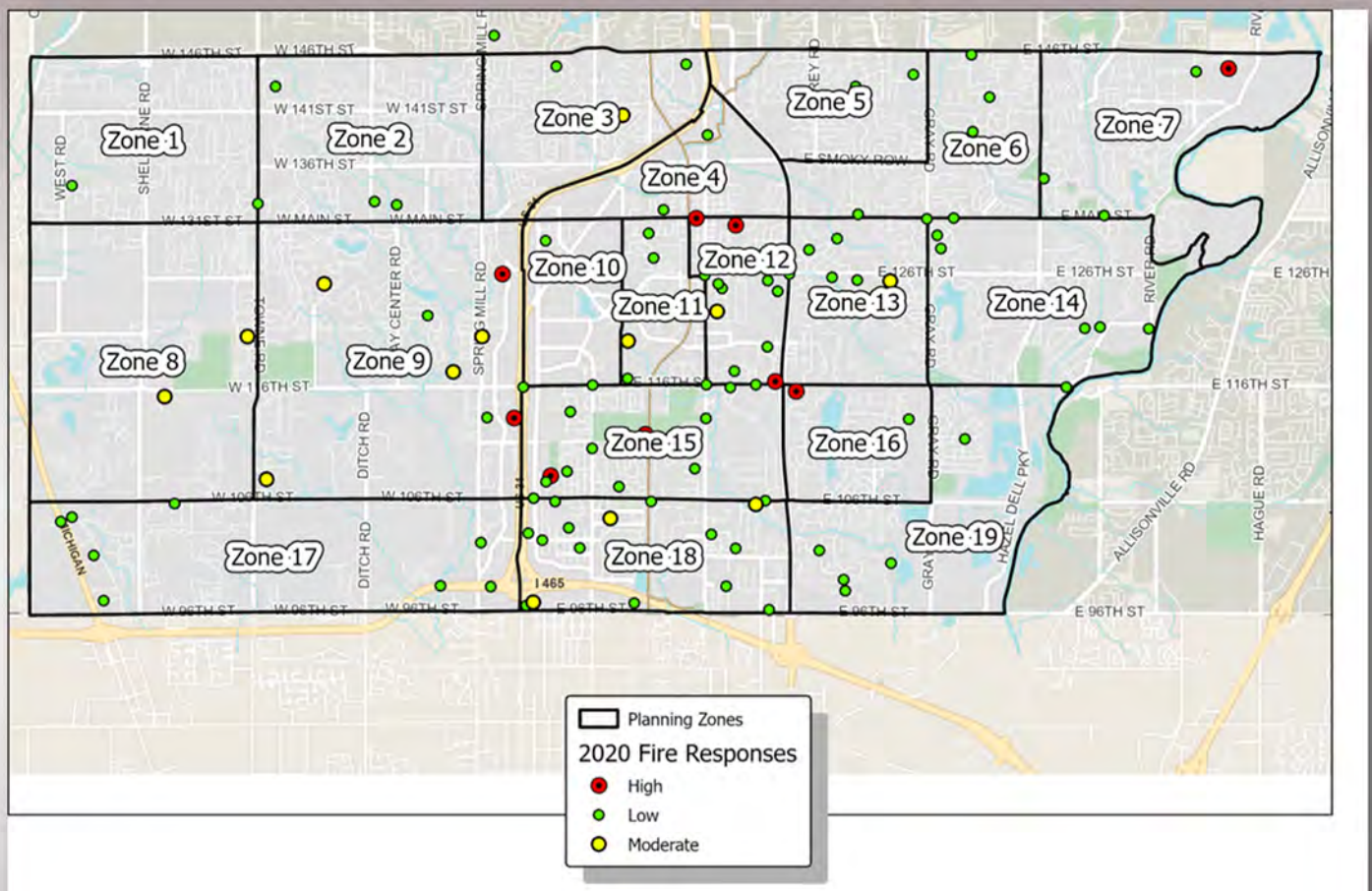
2019 Tech Rescue Incidents (Records Management Data)



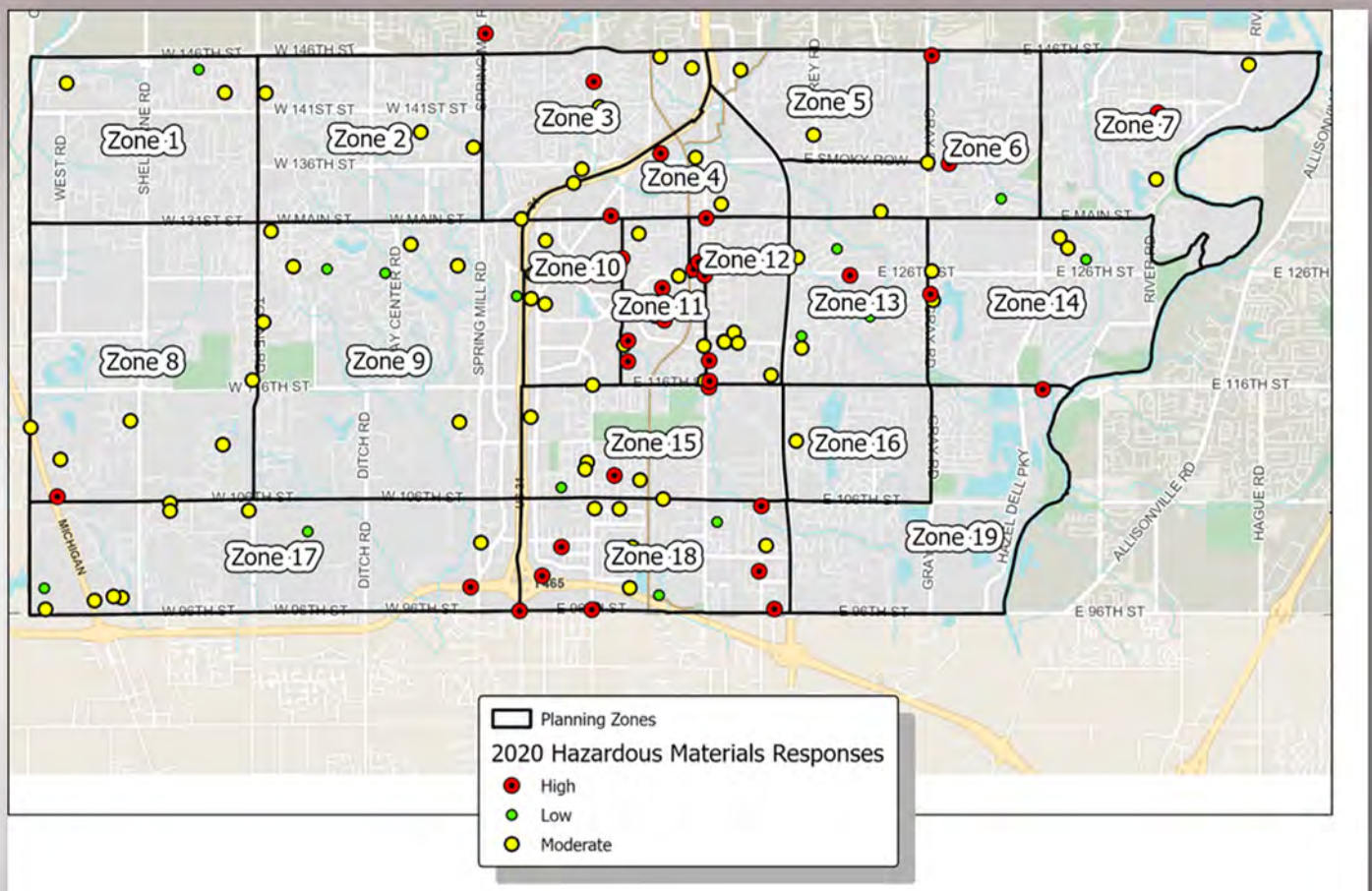
2020 EMS Incidents (Records Management Data)



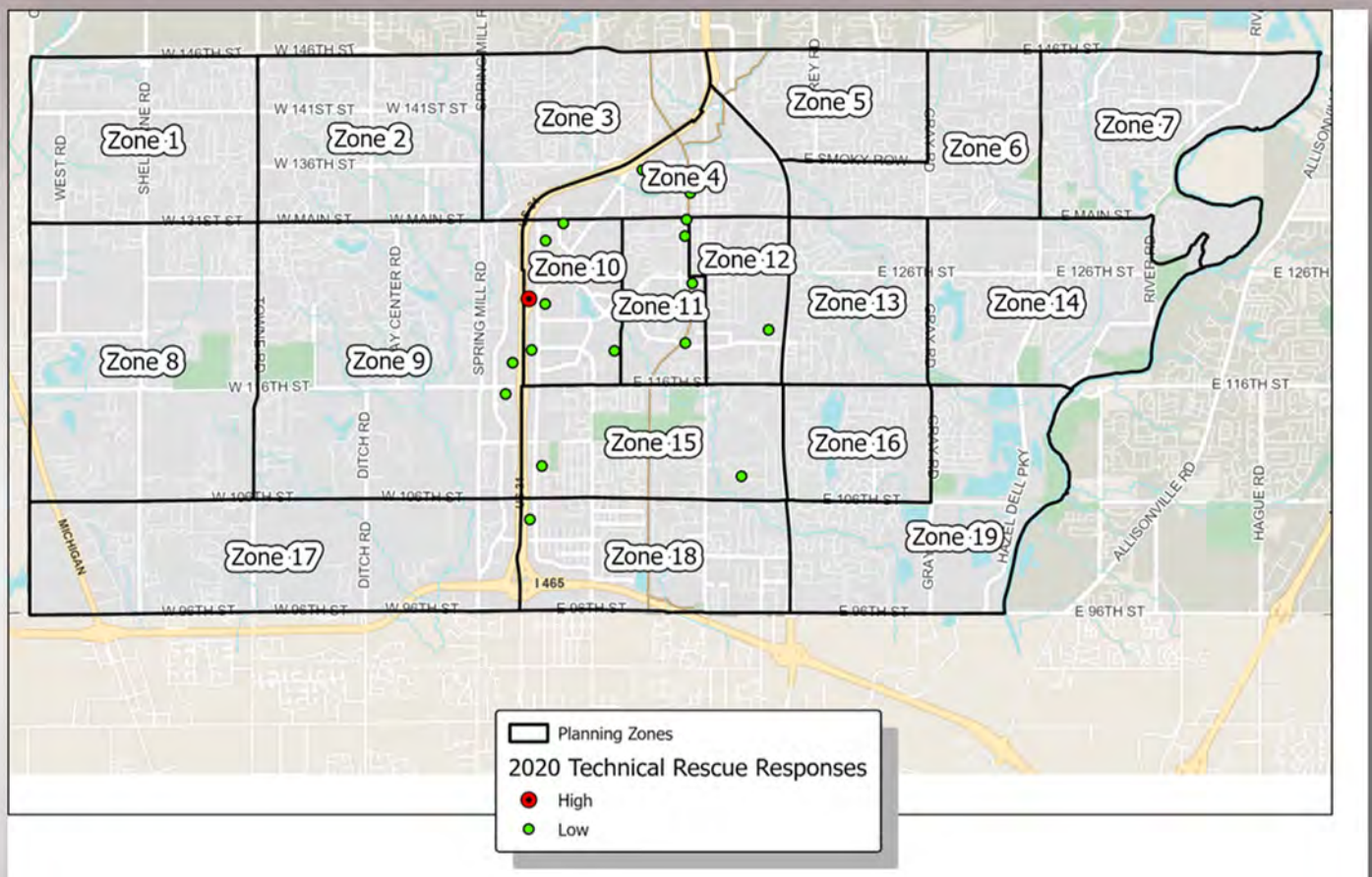
2020 Fire Incidents
(Records Management Data)



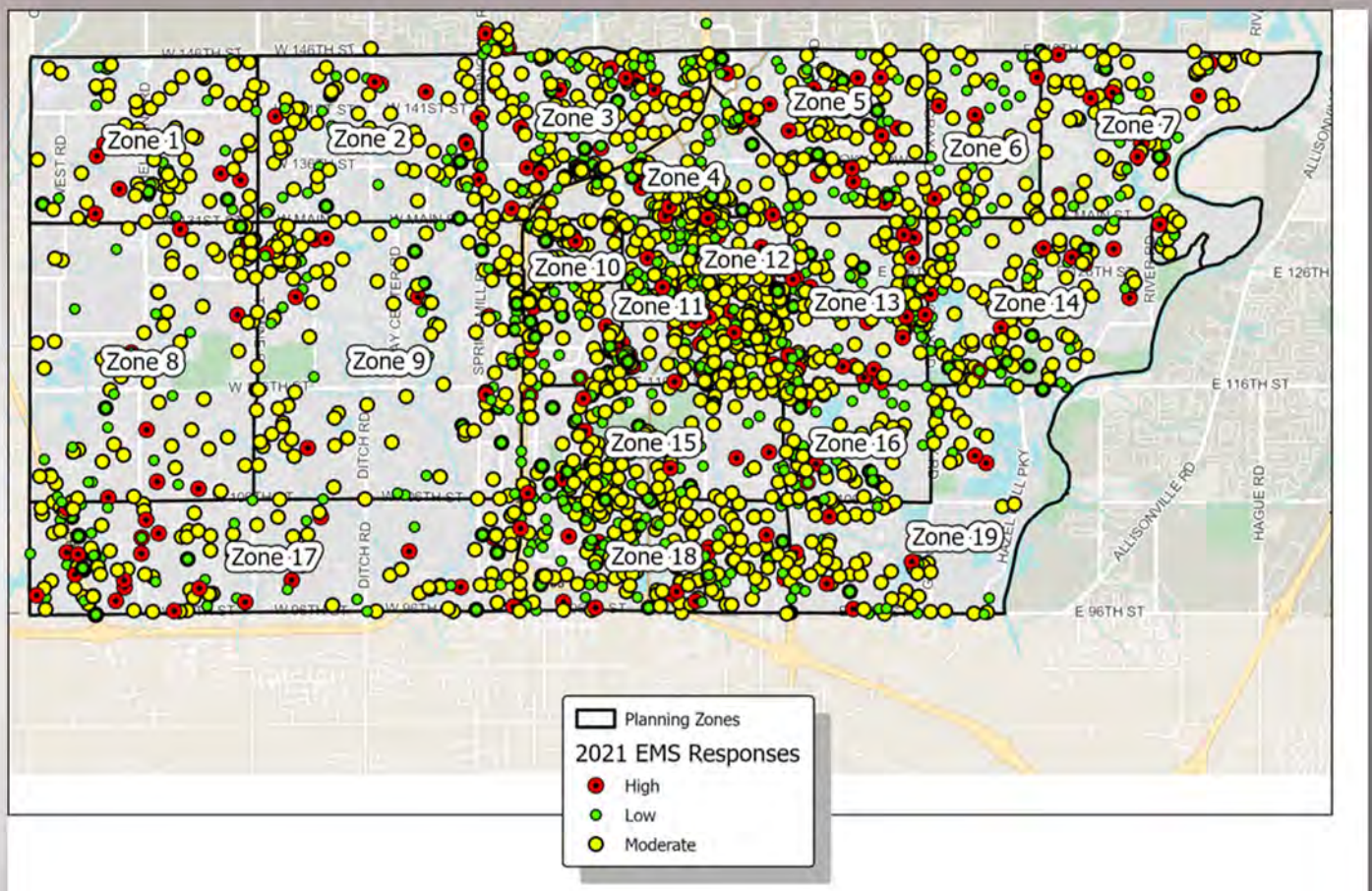
2020 HazMat Incidents (Records Management Data)



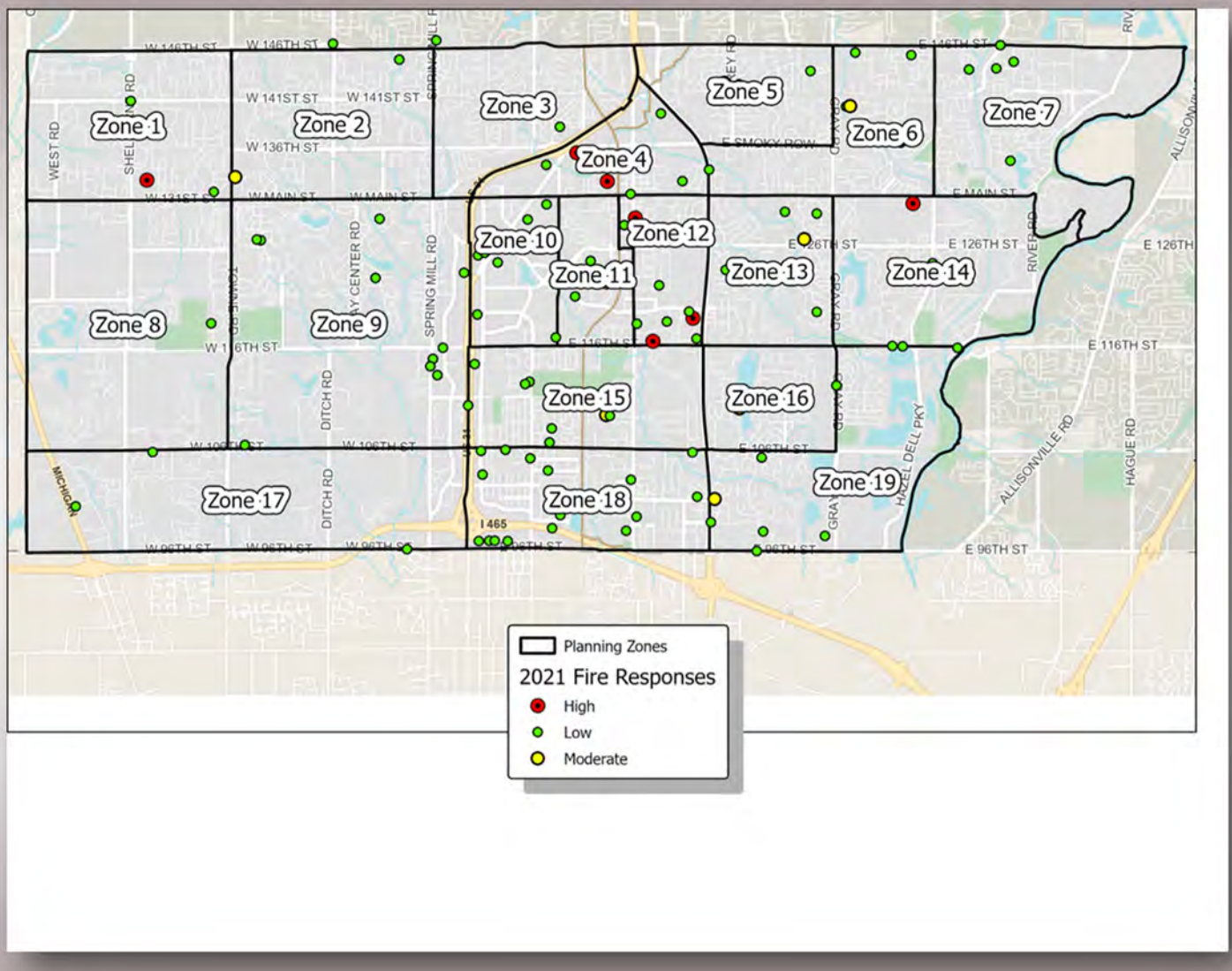
2020 Tech Rescue Incidents (Records Management Data)



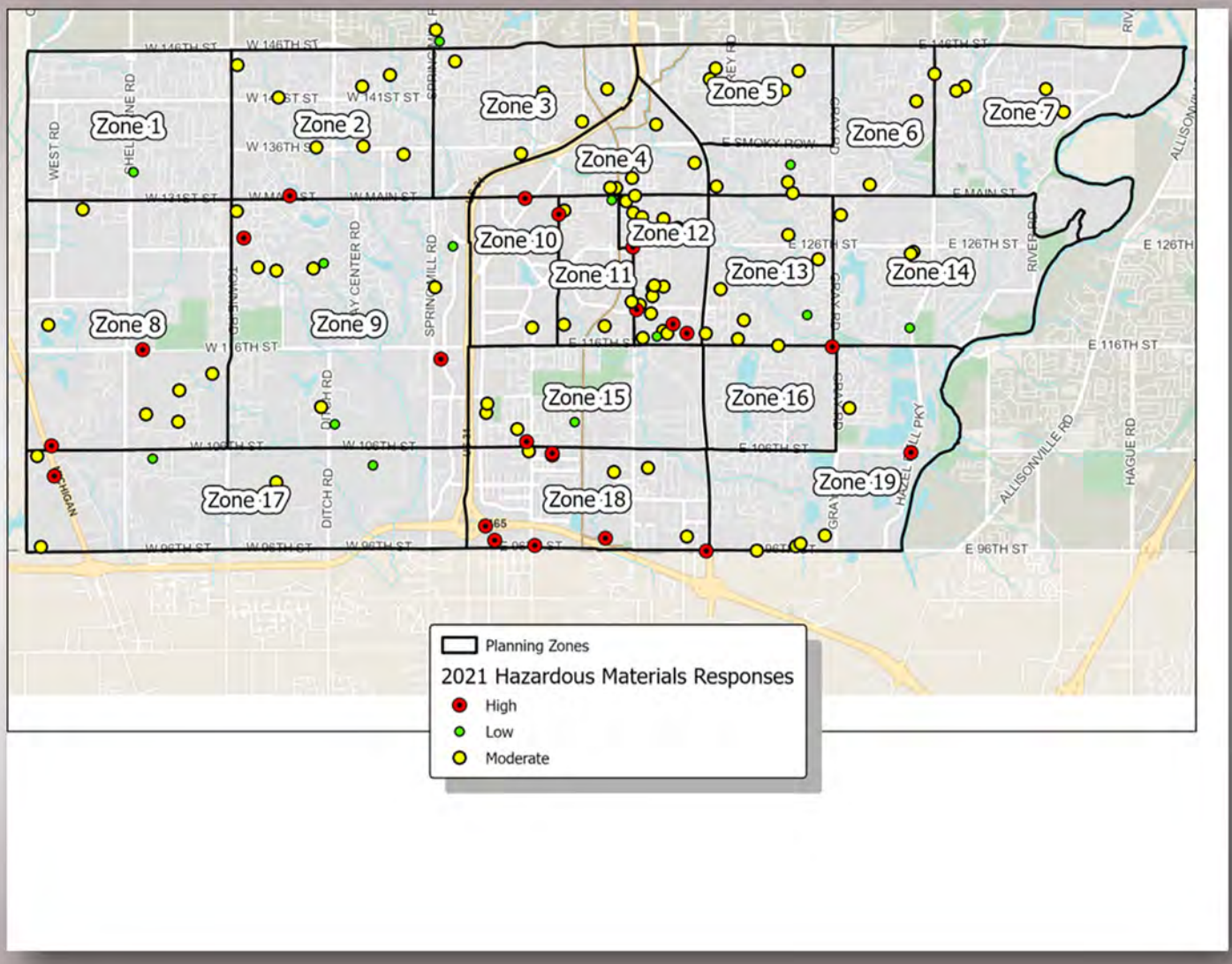
2021 EMS Incidents
(Records Management Data)



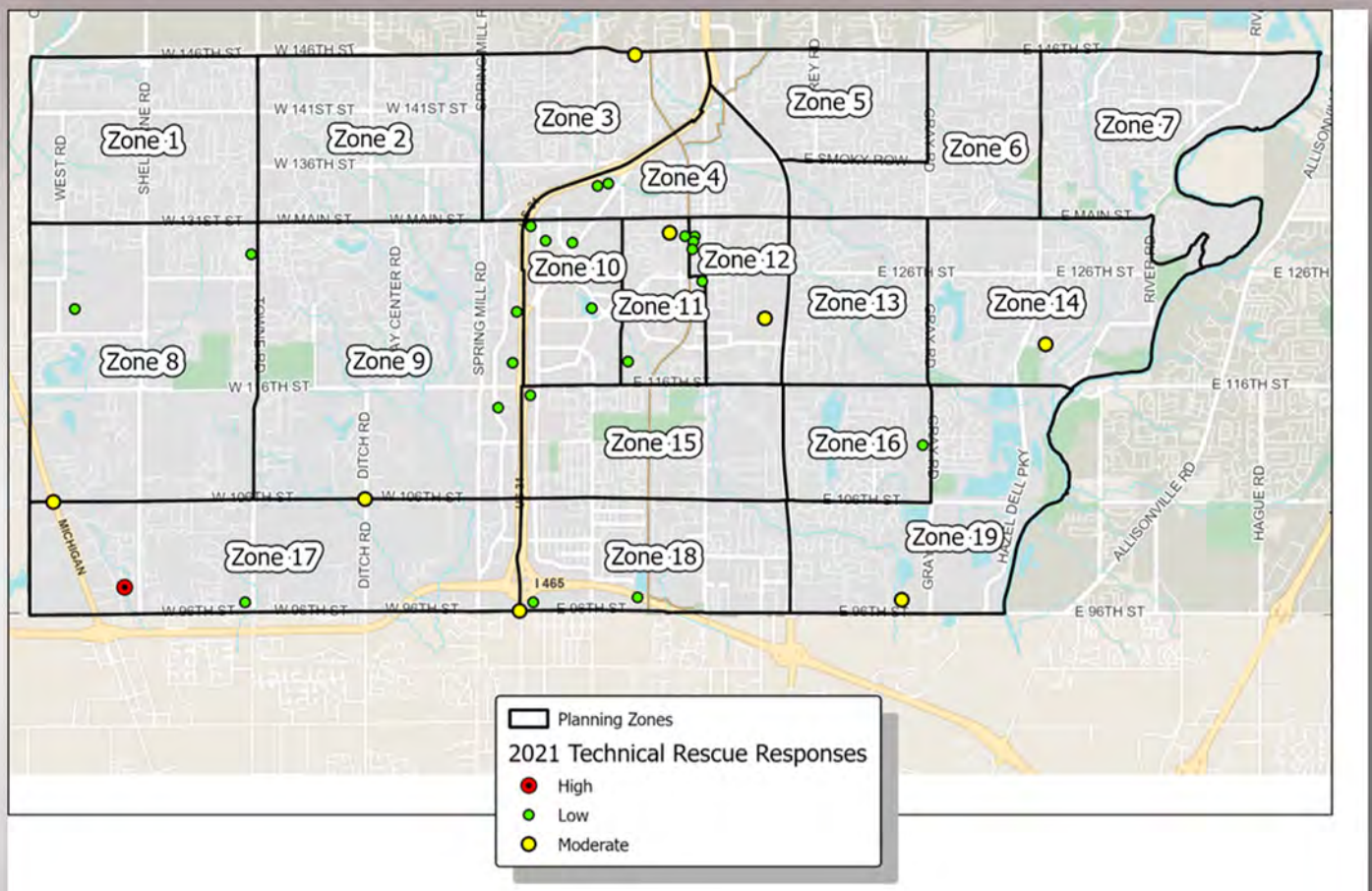
2021 Fire Incidents
(Records Management Data)



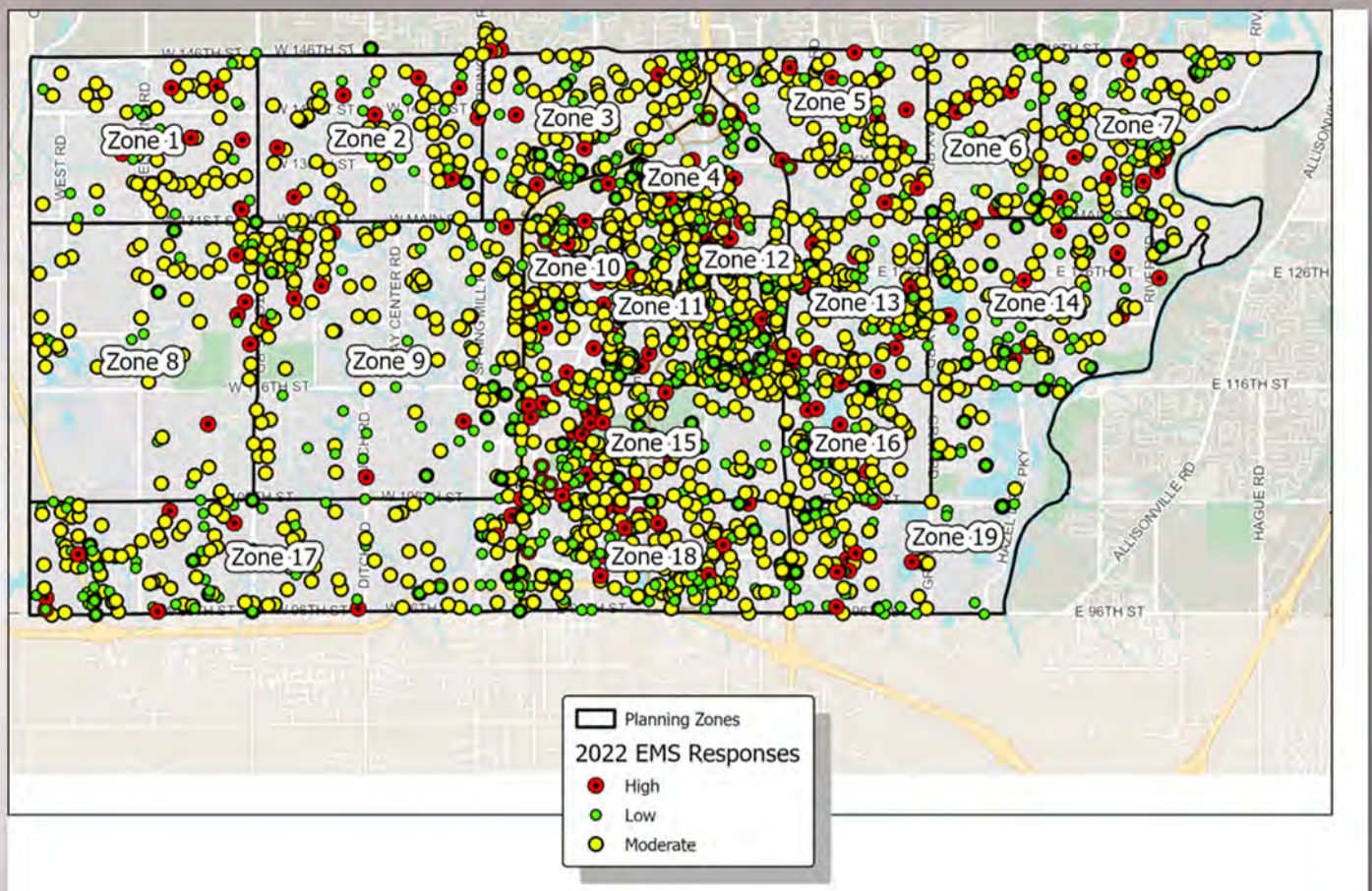
2021 HazMat Incidents (Records Management Data)



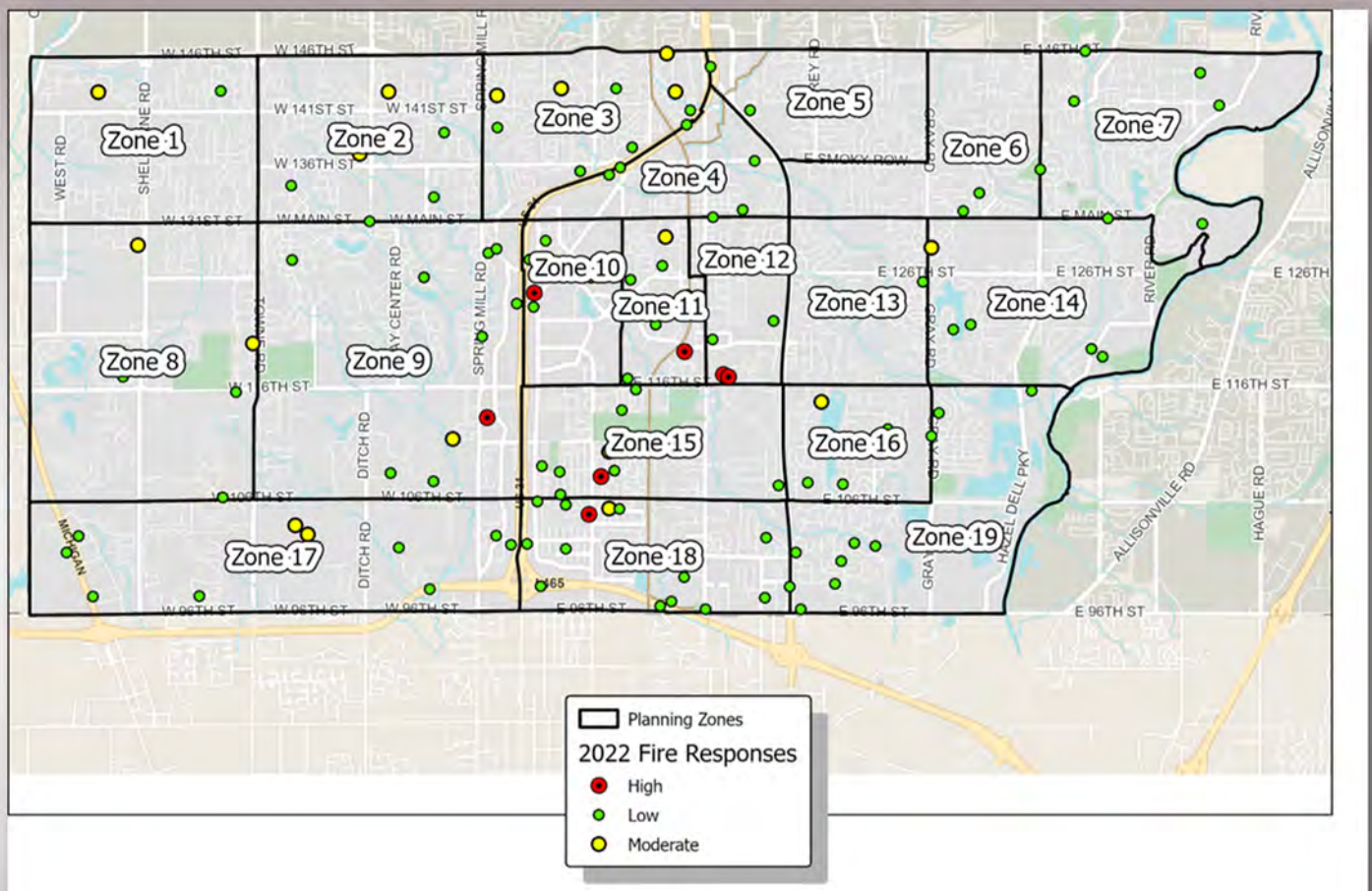
2021 Tech Rescue Incidents (Records Management Data)



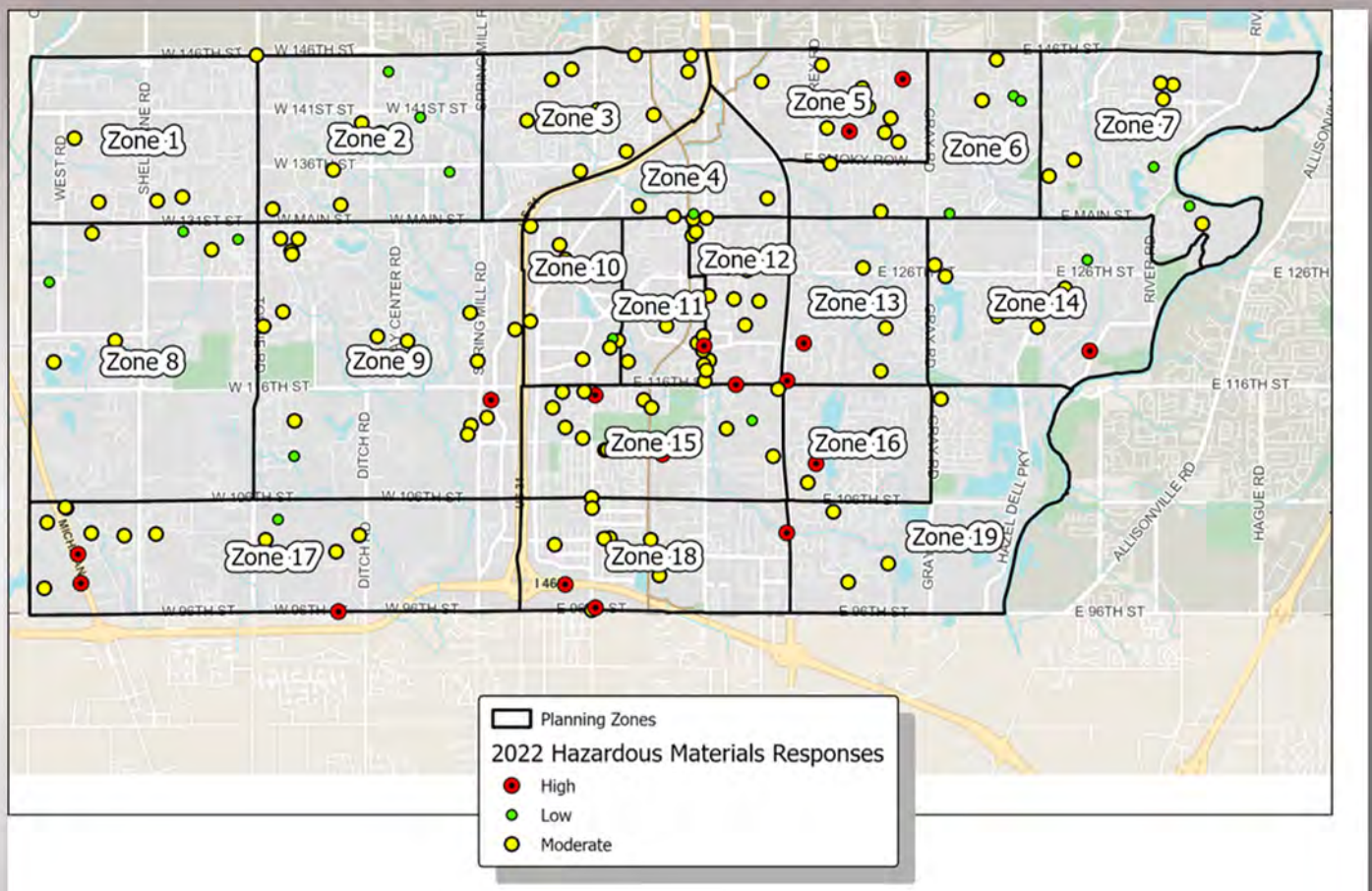
2022 EMS Incidents (Records Management Data)



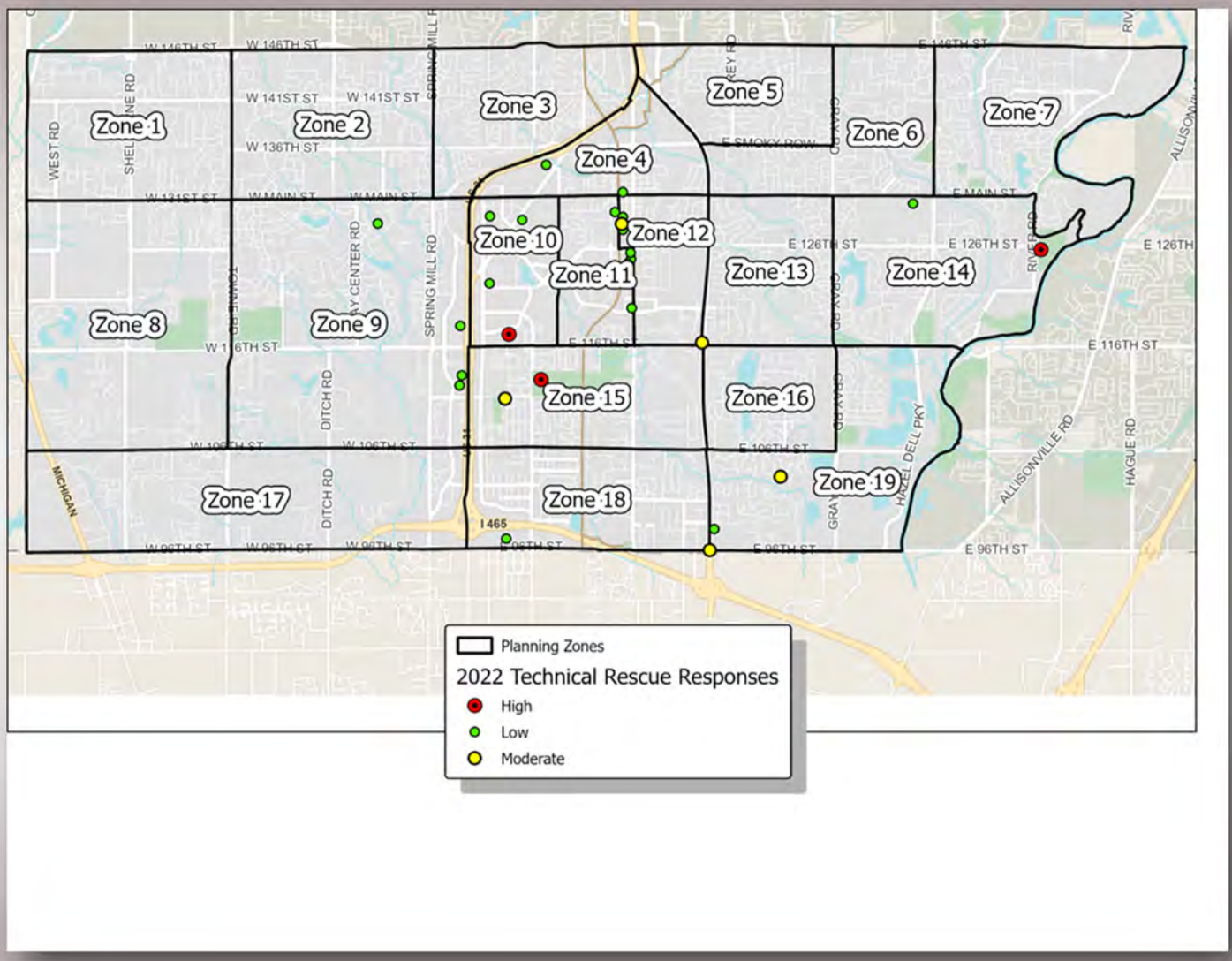
2022 Fire Incidents
(Records Management Data)



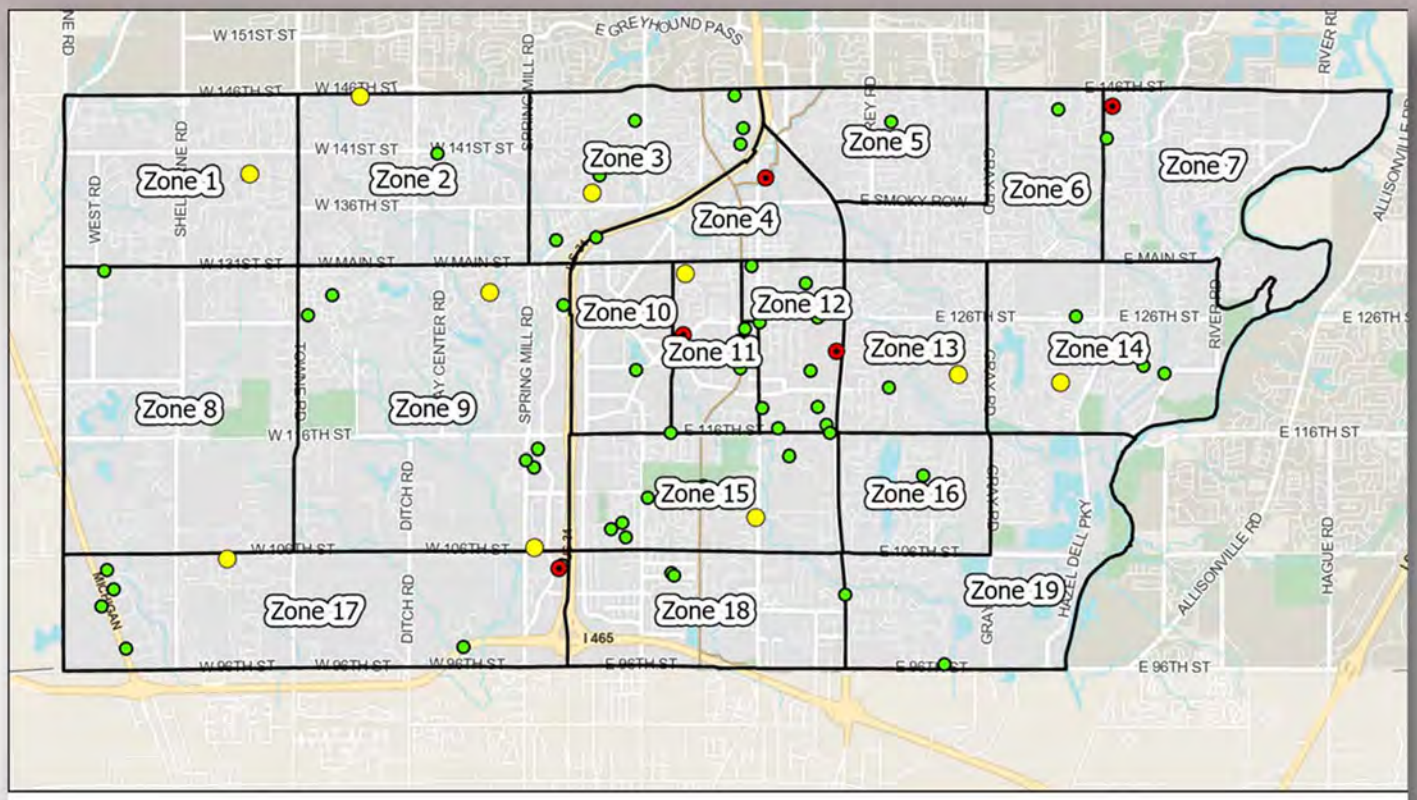
2022 HazMat Incidents (Records Management Data)



2022 Tech Rescue Incidents (Records Management Data)

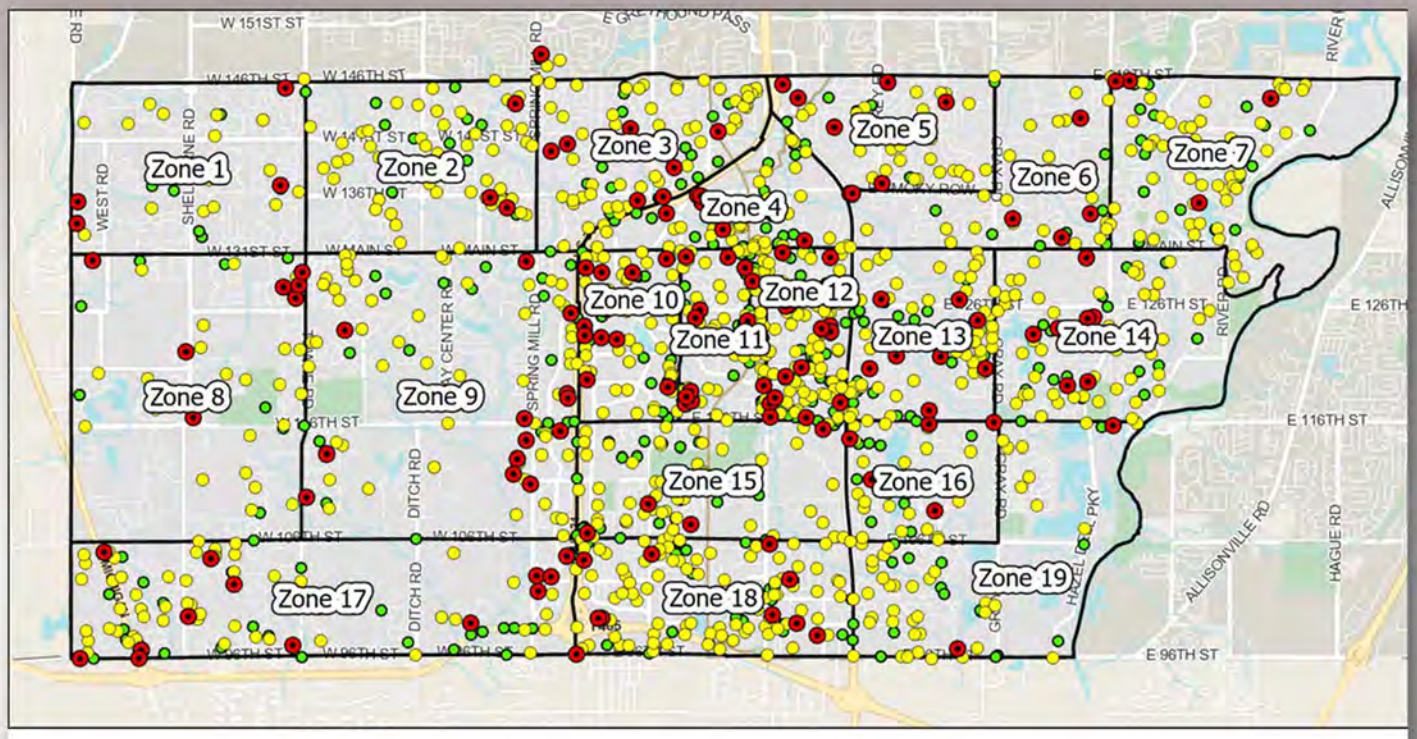


2023 Fire Incidents
(Records Management Data)

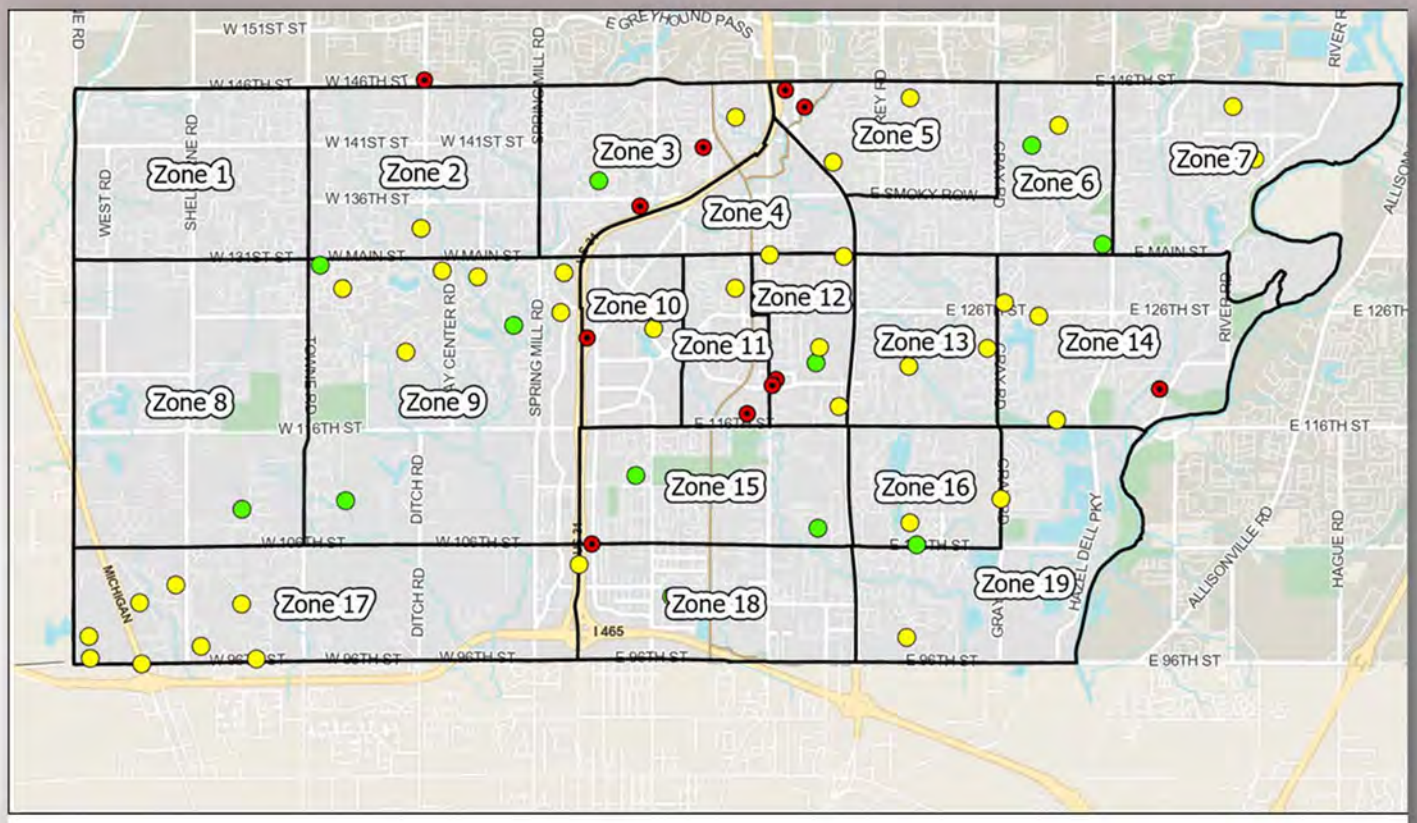


2023 High Risk Fire
2023 Moderate Risk Fire
2023 Low Risk Fire

2023 EMS Incidents
(Records Management Data)

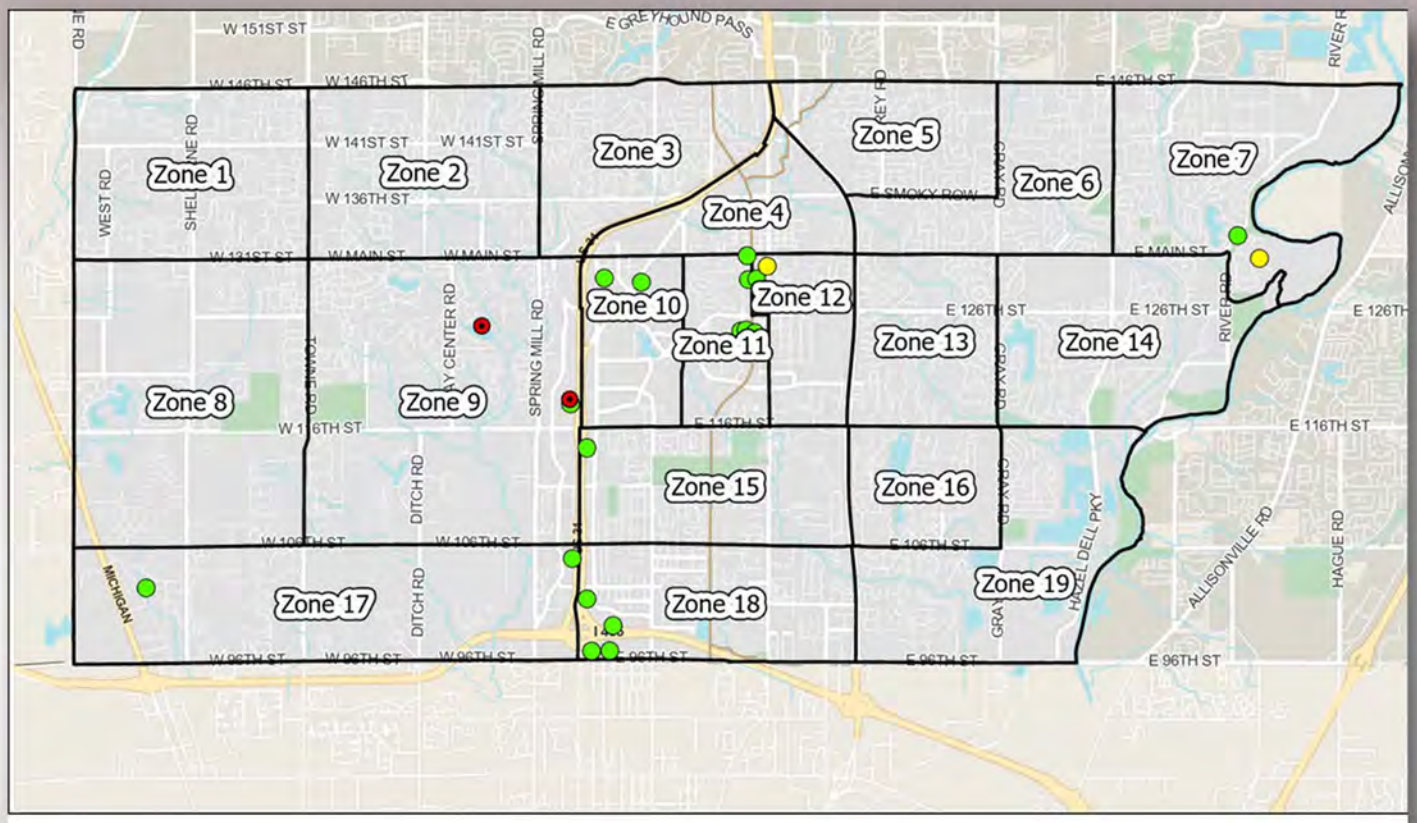


2023 HazMat Incidents (Records Management Data)



- 2023 High Risk Hazmat
- 2023 Moderate Risk Hazmat
- 2023 Low Risk Hazmat

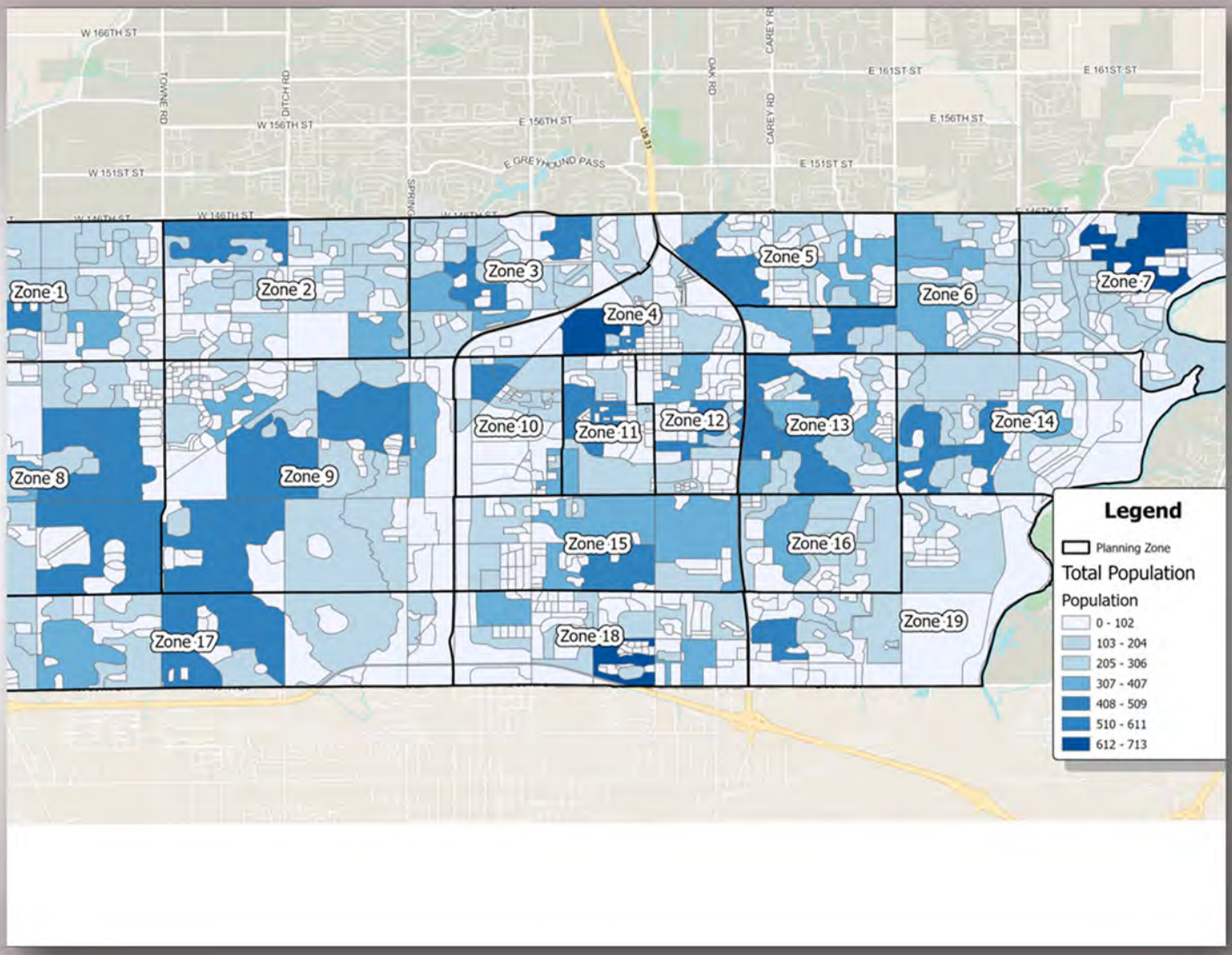
2023 Tech Rescue Incidents (Records Management Data)



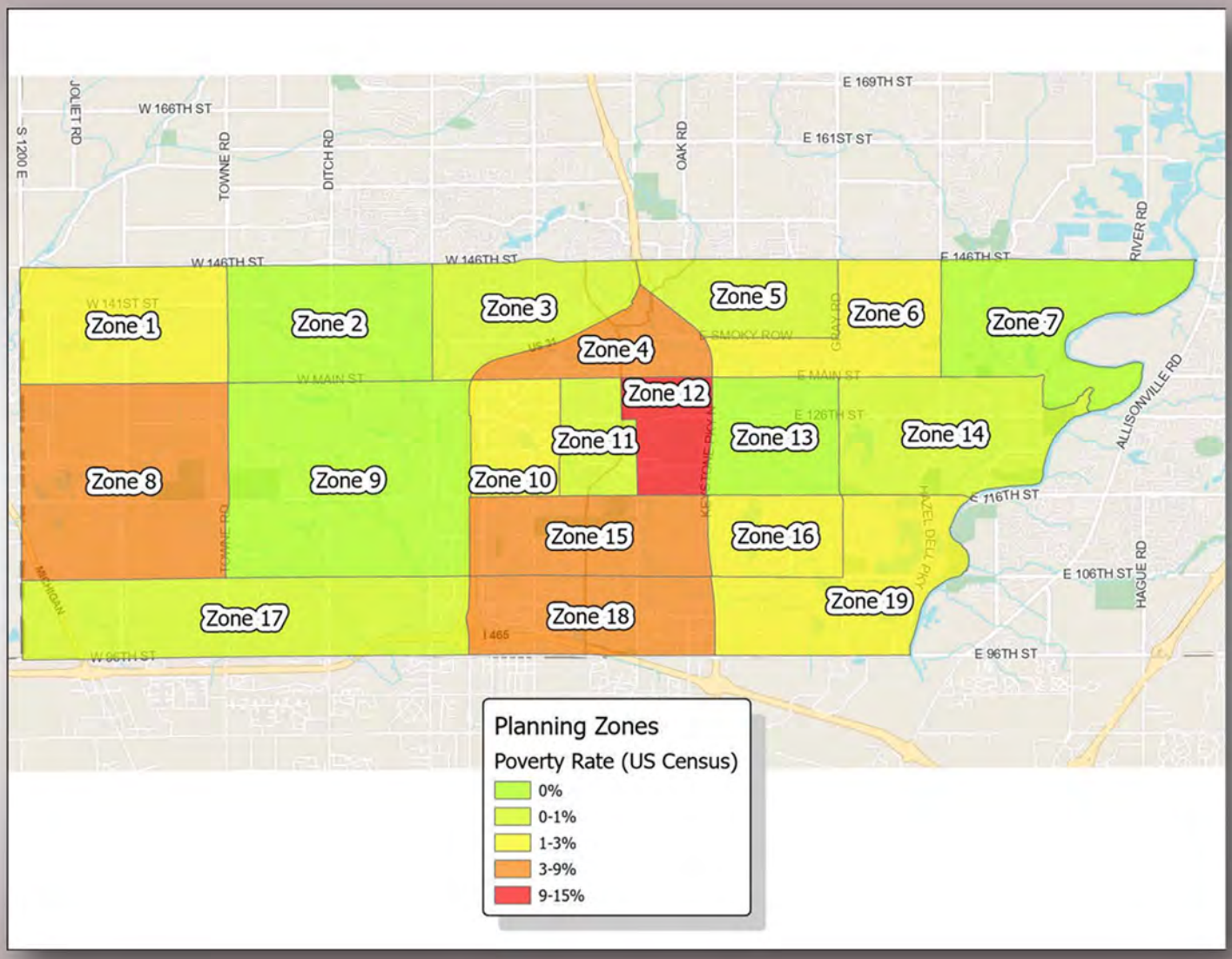
2023 Low Risk Tech Rescue
2023 Moderate Risk Tech Rescue
2023 High Risk Tech Rescue

PLANNING ZONE MAPS & ANALYSIS

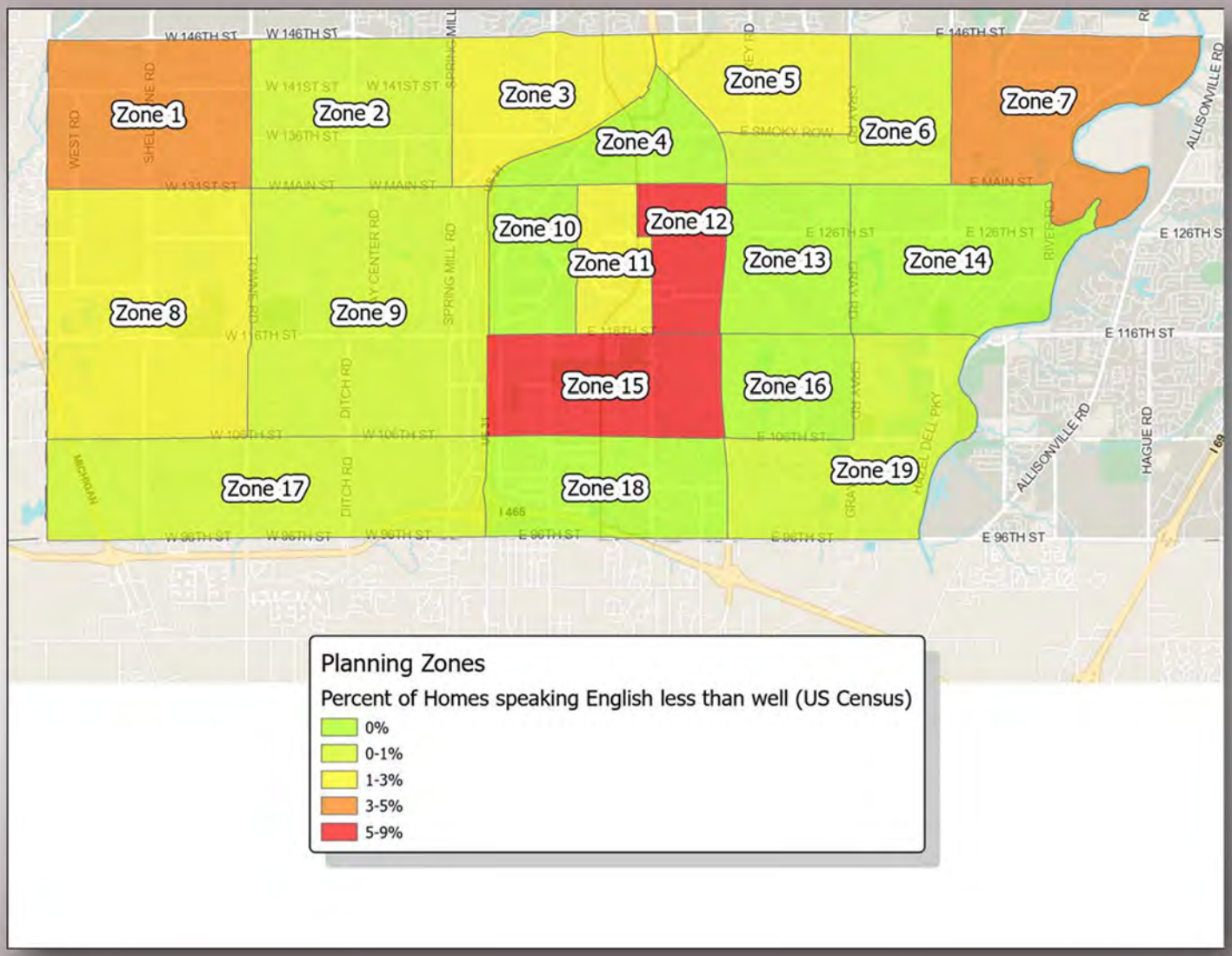
Total Population
(US Census Block Group Data)



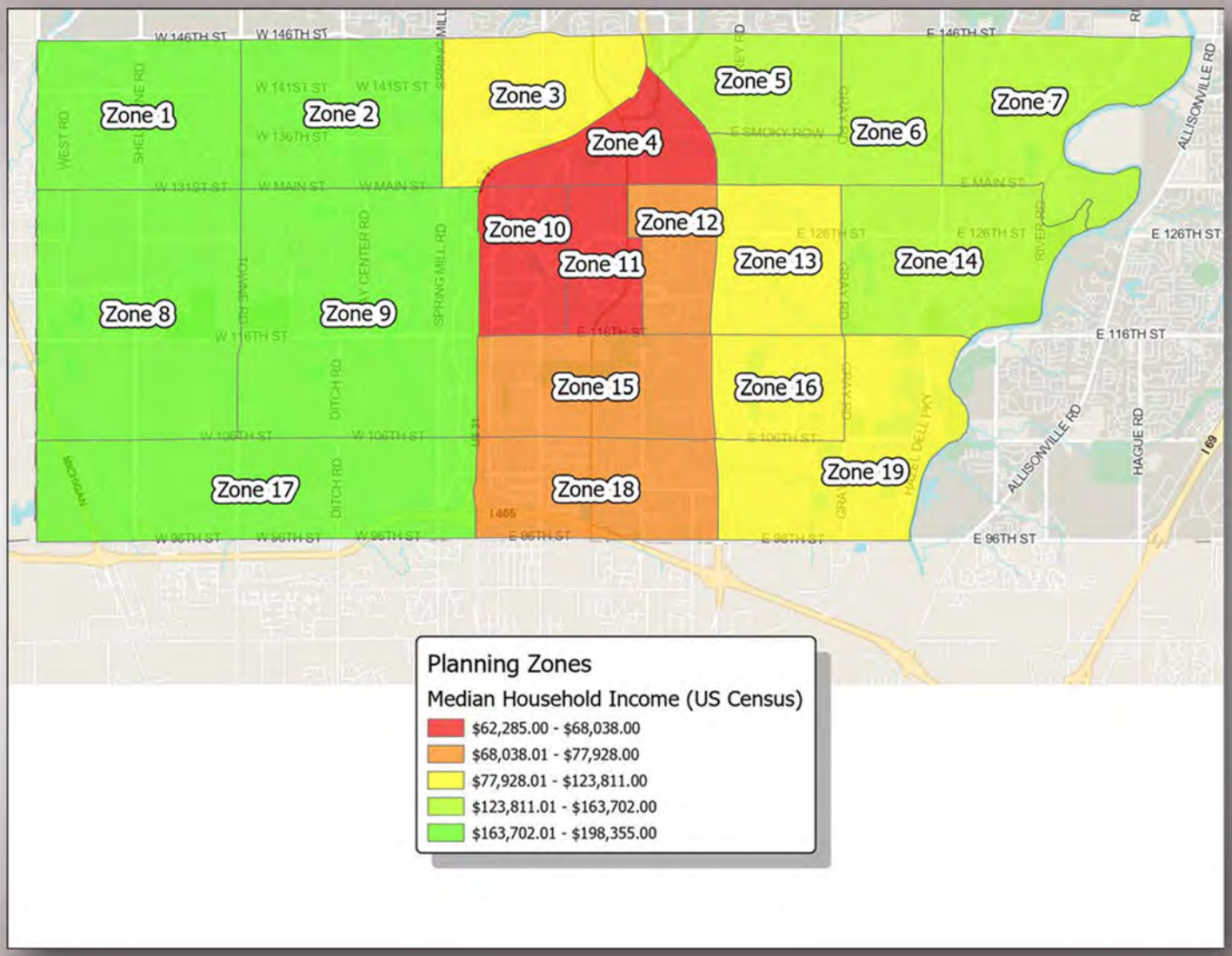
Poverty Rate (US Census)



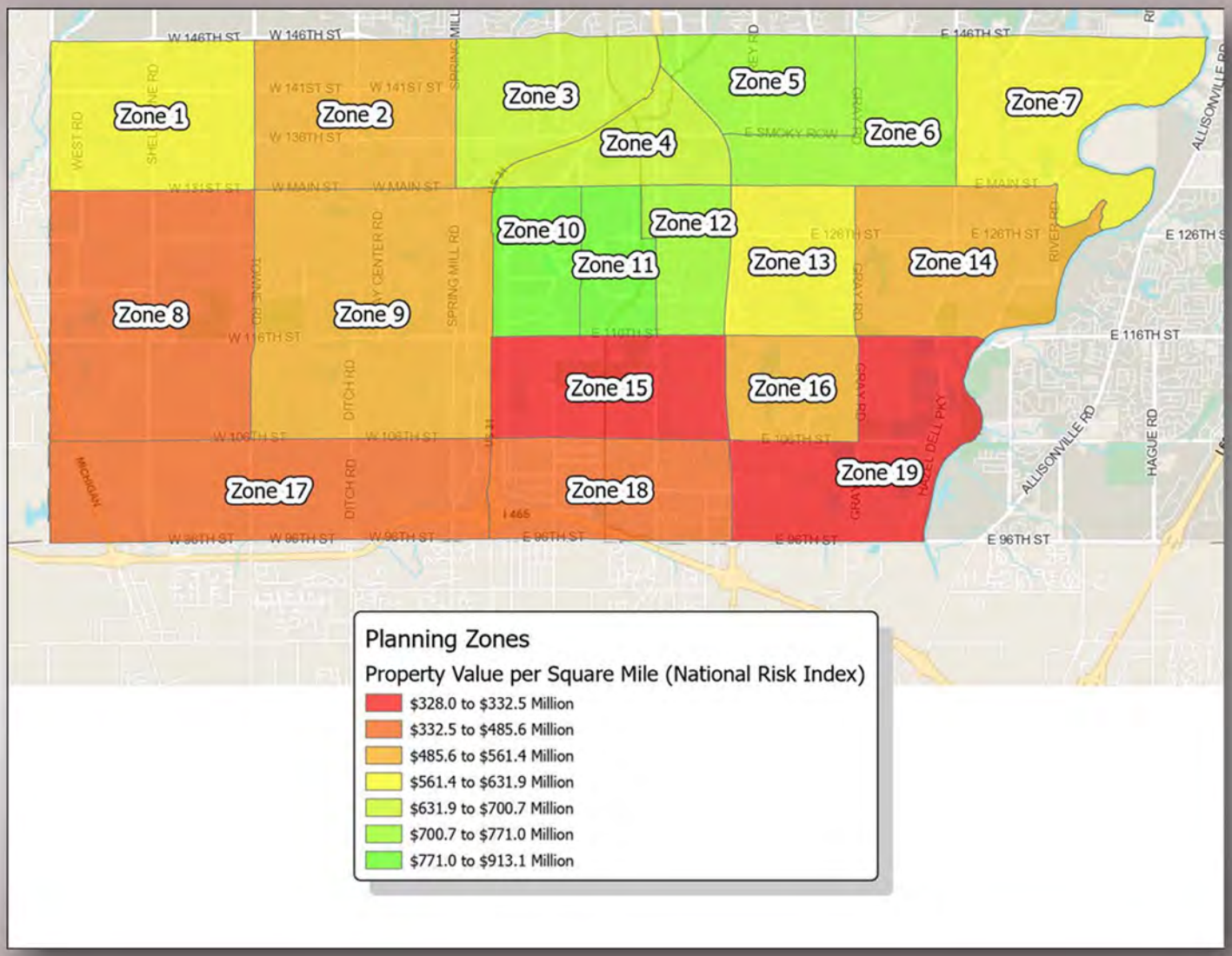
Homes Not Speaking English (US Census Data)



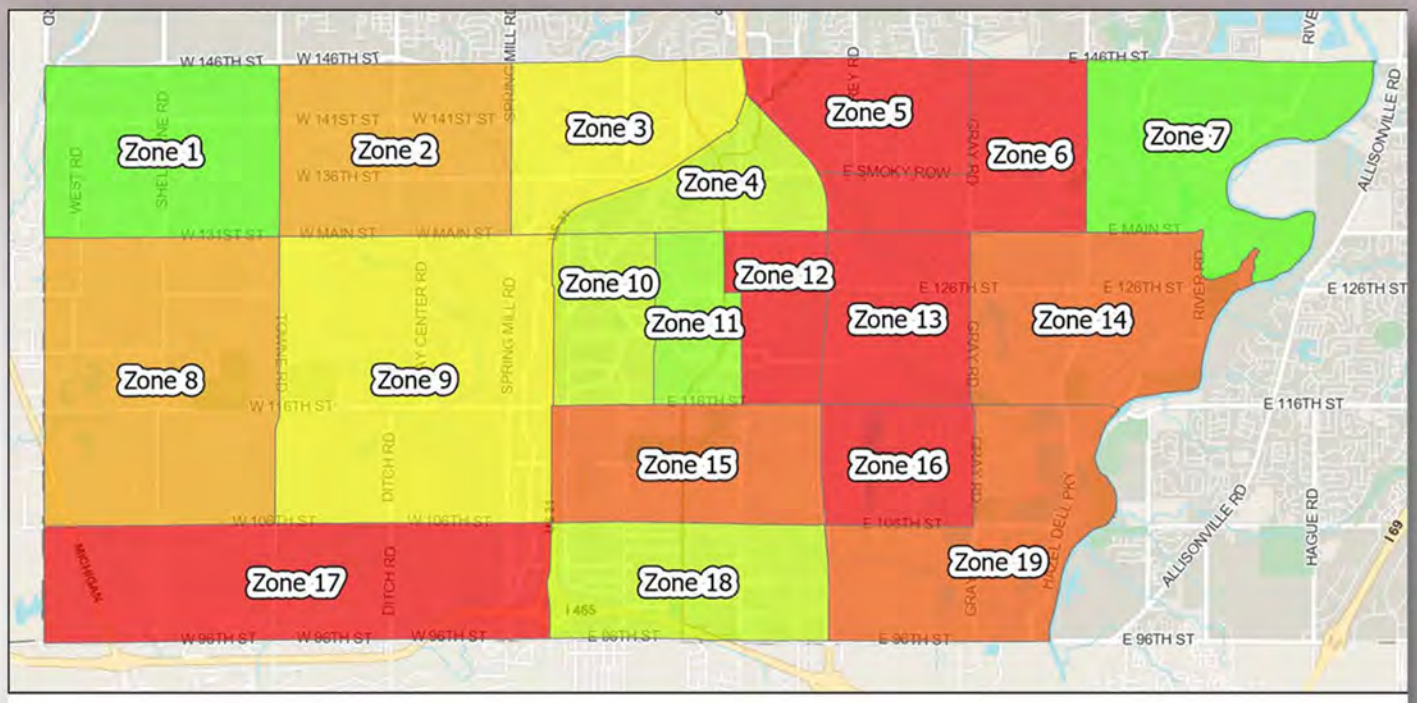
Median Household Income (US Census Data)



Property Value per Square Mile (National Risk Index Data)



Percent of Houses Built After 2014 (US Census Data)

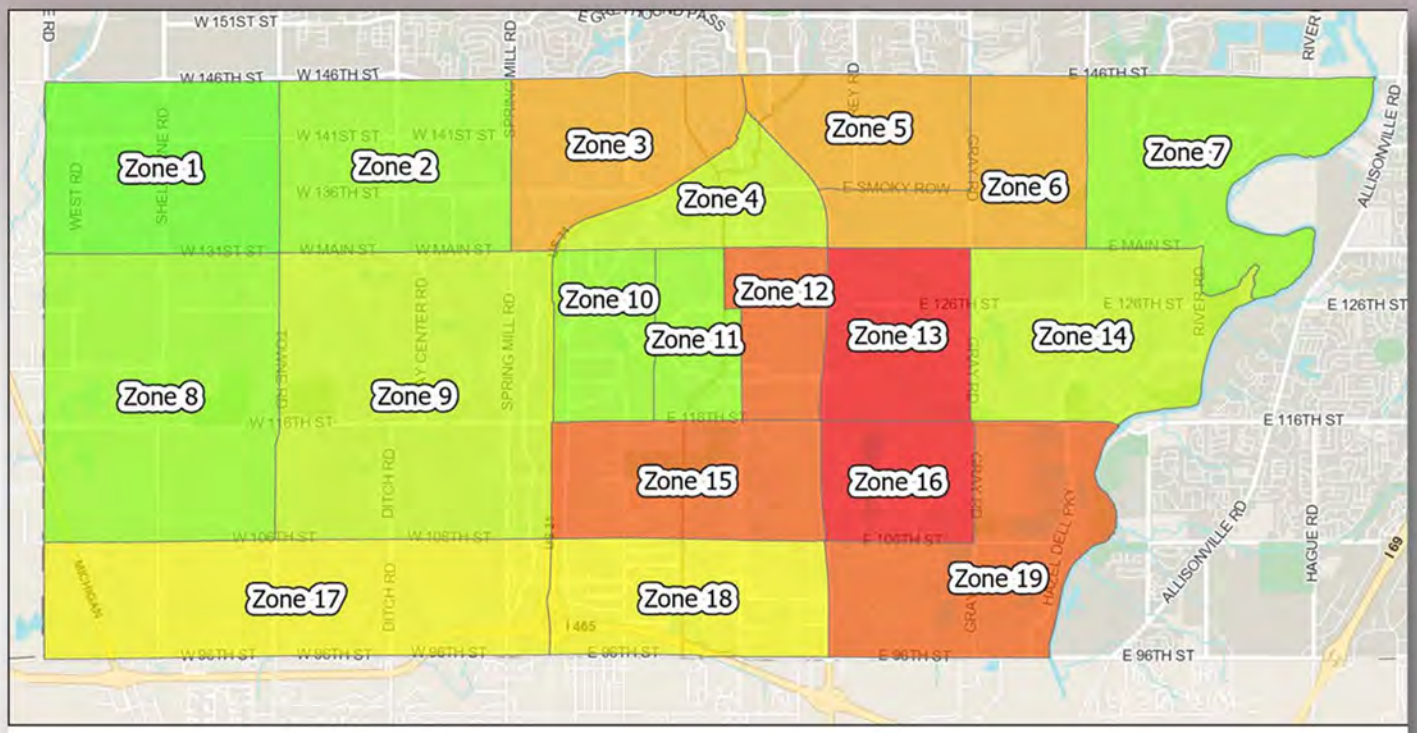


Planning Zones

Percent of Housing built in or after 2014 (US Census)

- 0 to 1%
- 1 to 4%
- 4 to 8%
- 8 to 11%
- 11 to 16%
- 16 to 19%
- 19 to 23%

Percent of Houses Built After 2000 (US Census Data)

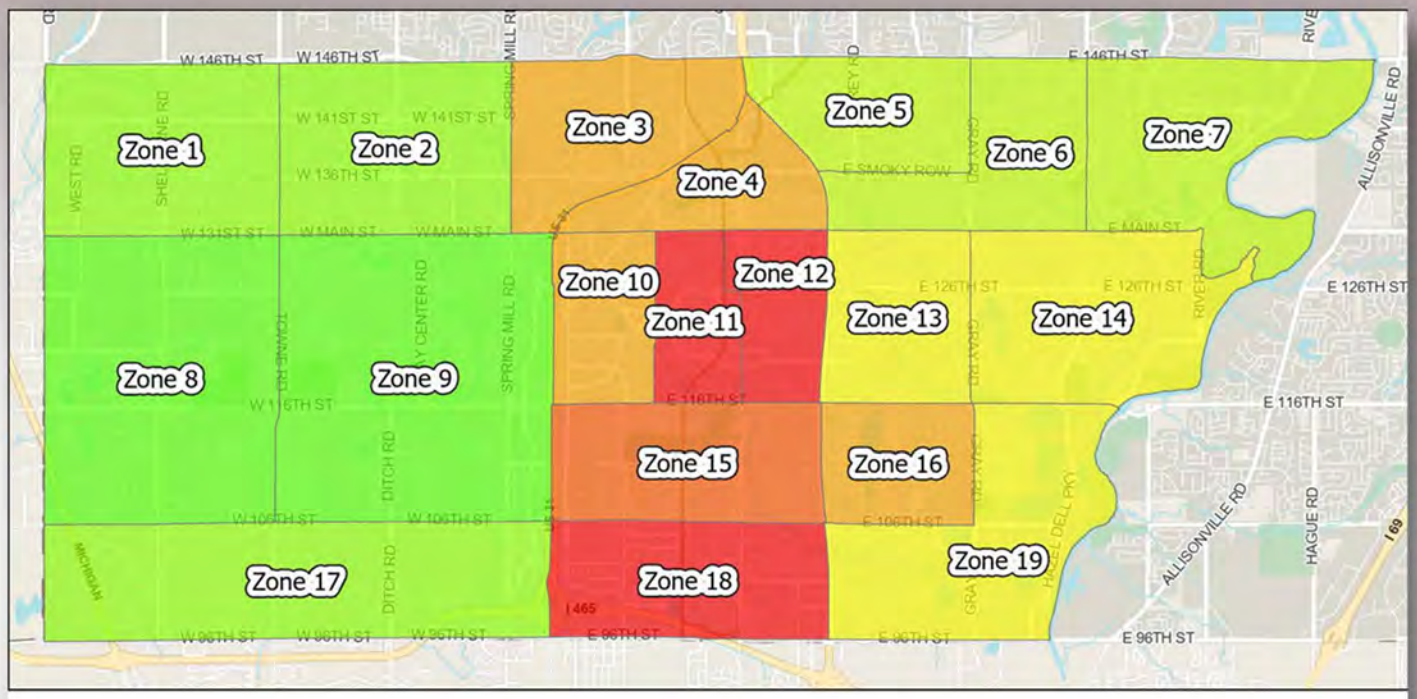


Planning Zones

Percent of Housing Built after 2000 (US Census)

- 1 to 6%
- 6 to 11%
- 11 to 16%
- 16 to 26%
- 26 to 49%
- 49 to 65%
- 65 to 94%

Median Home Value (US Census Data)

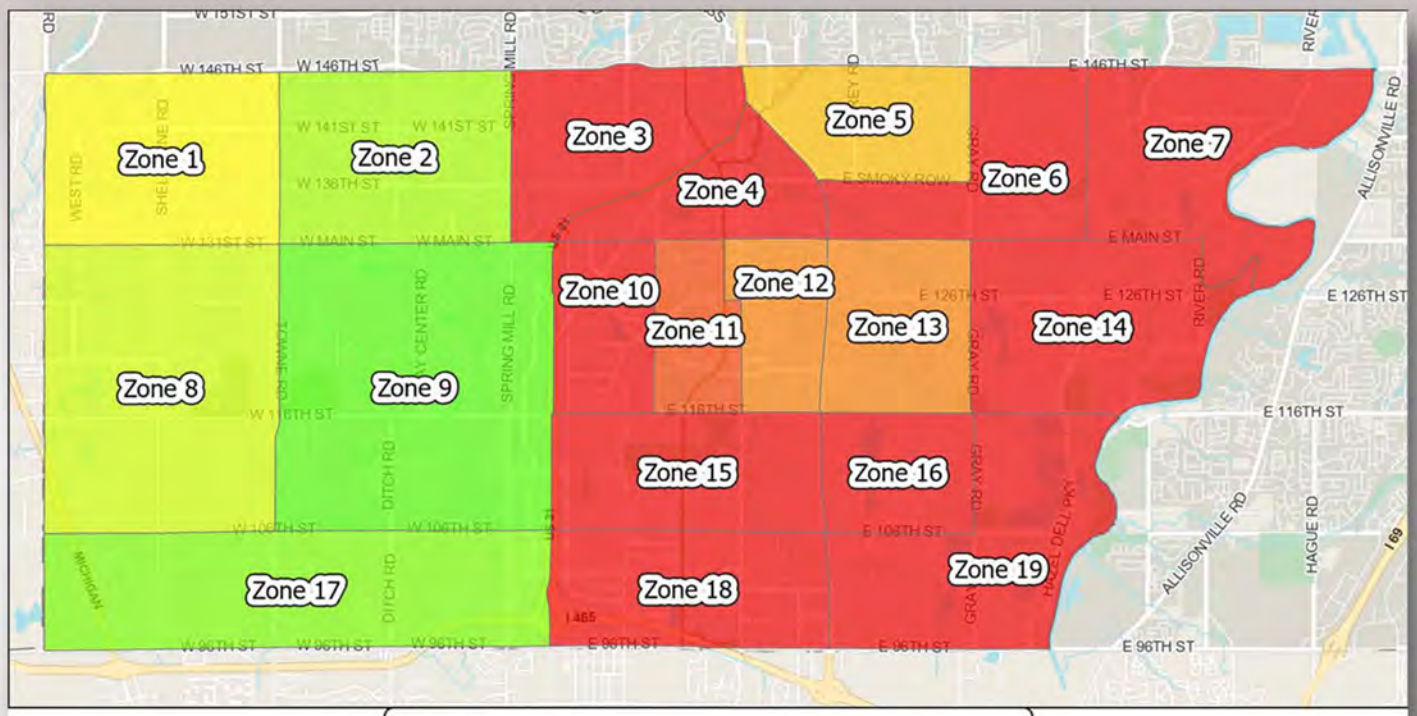


Planning Zones

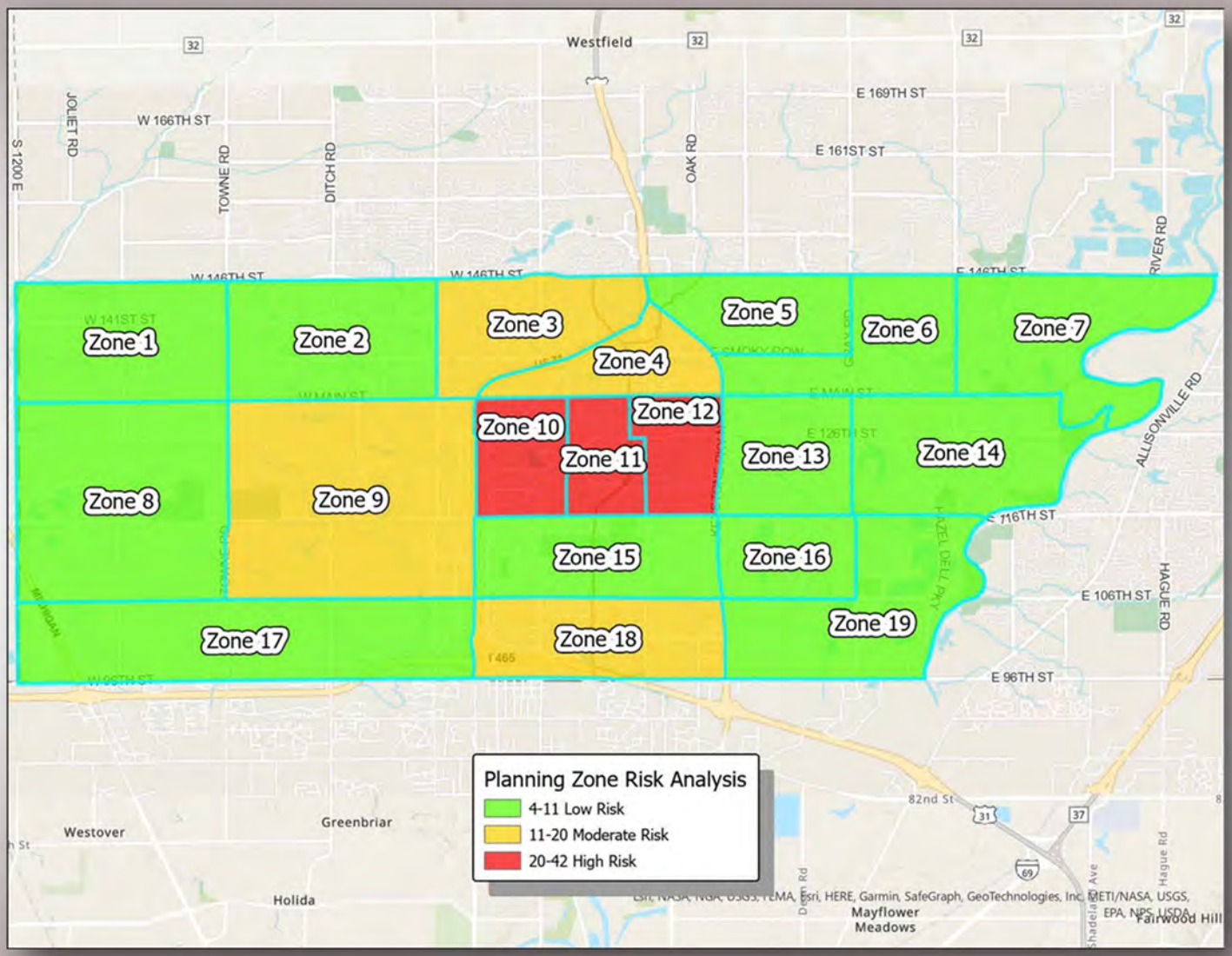
Median Home Value (US Census)

- $197,300.00 - $207,700.00
- $207,700.01 - $228,400.00
- $228,400.01 - $290,100.00
- $290,100.01 - $348,800.00
- $348,800.01 - $408,900.00
- $408,900.01 - $446,900.00
- $446,900.01 - $532,300.00

Number of Houses Valued in Excess of $1 Million (US Census Data)



Planning Zone Risk Analysis (Multiple Data Sources)

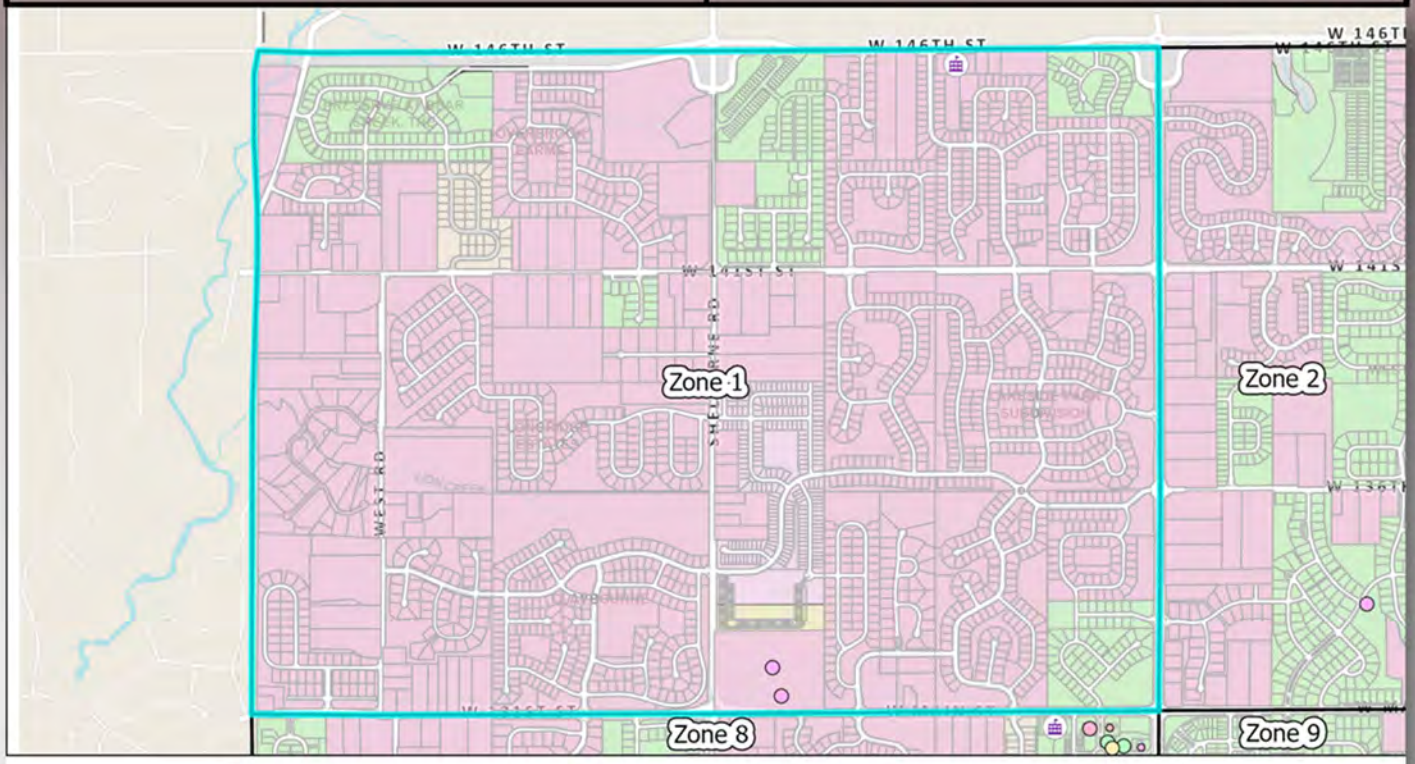


PLANNING ZONE: 1

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 7.13

LOWEST 4.28 **HIGHEST** 41.85



Zoning

Description

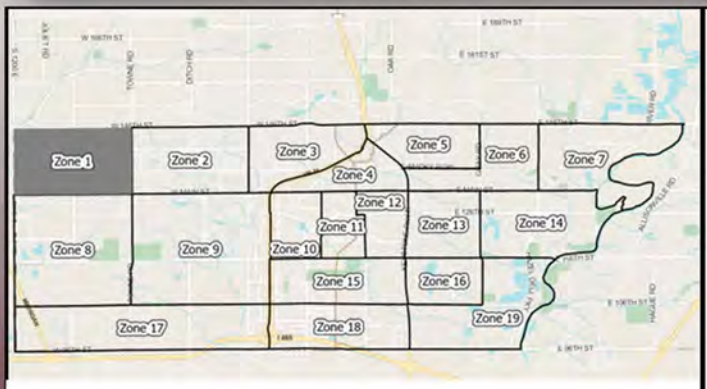
- High Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Planned Unit Development
- Single Family Residential, Large Lots

BLDG TYPE (Dot size represents risk level)

- BANK
- CITY OF CARMEL
- COMMERCIAL
- RESTAURANT
- RETAIL

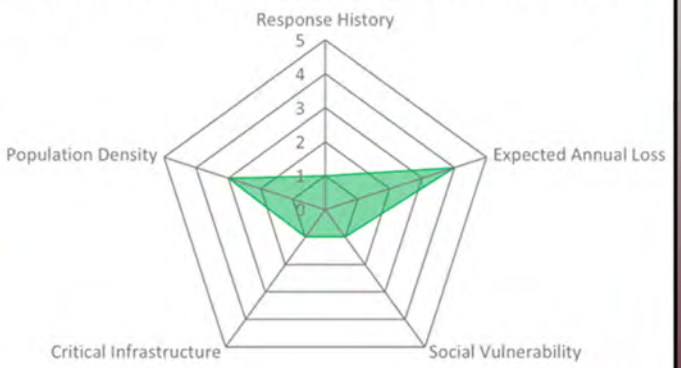
BLDG TYPE

- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:1]



PLANNING ZONE: 1

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	7,040	4
POPULATION DENSITY (people/sq mile)	2,347	10
HOUSEHOLDS BELOW POVERTY LEVEL	2.7%	8
% of people that speak English less than well	3.7%	4
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	2.4%	7
HOUSEHOLD MEDIAN INCOME	$179,244	4
PLANNING ZONE LAND AREA (sq mi)	3.0	4
TOTAL PROPERTY VALUE (Billions)	1.82 Billion	5
TOTAL PROPERTY VALUE/ sq mi (Millions)	$606 Million	10
HOUSING UNITS	2,135	7
% OF HOMES BUILT AFTER 2014	21.0%	2
% OF HOMES BUILT AFTER 2000	94.0%	1
MEDIAN HOME VALUE	$433,700	4
HOMES VALUED BELOW $100K	5	11
HOMES VALUED ABOVE $1 MILLION	16	5

Planning Zone 1 lies in the northwest corner of the city. It is an area of very strong growth as indicated by the fact that 94% of the homes in the zone have been built after 2000 and 21% were built in the last 9 years.

Planning Zone 1 has relatively little critical infrastructure within its boundaries but it does contain the city's street department and main utilities office along with a large water storage tower on its southern edge. The remainder of the zone is residential with 16 of the homes valued in excess of $1 million.

Protection of this zone is split between station 346 located on the eastern edge of zone 2 and station 342 located on southern edge of zone8. Zionsville Fire Department Engine 92 provides mutual aid to this zone.

The predominant second language spoken in Planning Zone 1 is Asian and Pacific Island Languages at a rate of approximately 21%.

All Incidents - Planning Zone 1 (Response Time Components)						
90% Baseline Performance	Overall	2019	2020	2021	2022	2023
Call Processing	2:17	1:59	2:39	2:13	2:18	2:07
Turnout	1:38	1:36	1:42	1:36	1:37	1:30
Travel	7:25	7:13	7:20	7:29	7:37	7:20
Dispatch to Arrival	8:45	8:38	8:40	8:43	8:52	9:01
Call to Arrival	10:45	10:29	10:09	11:39	10:46	10:24

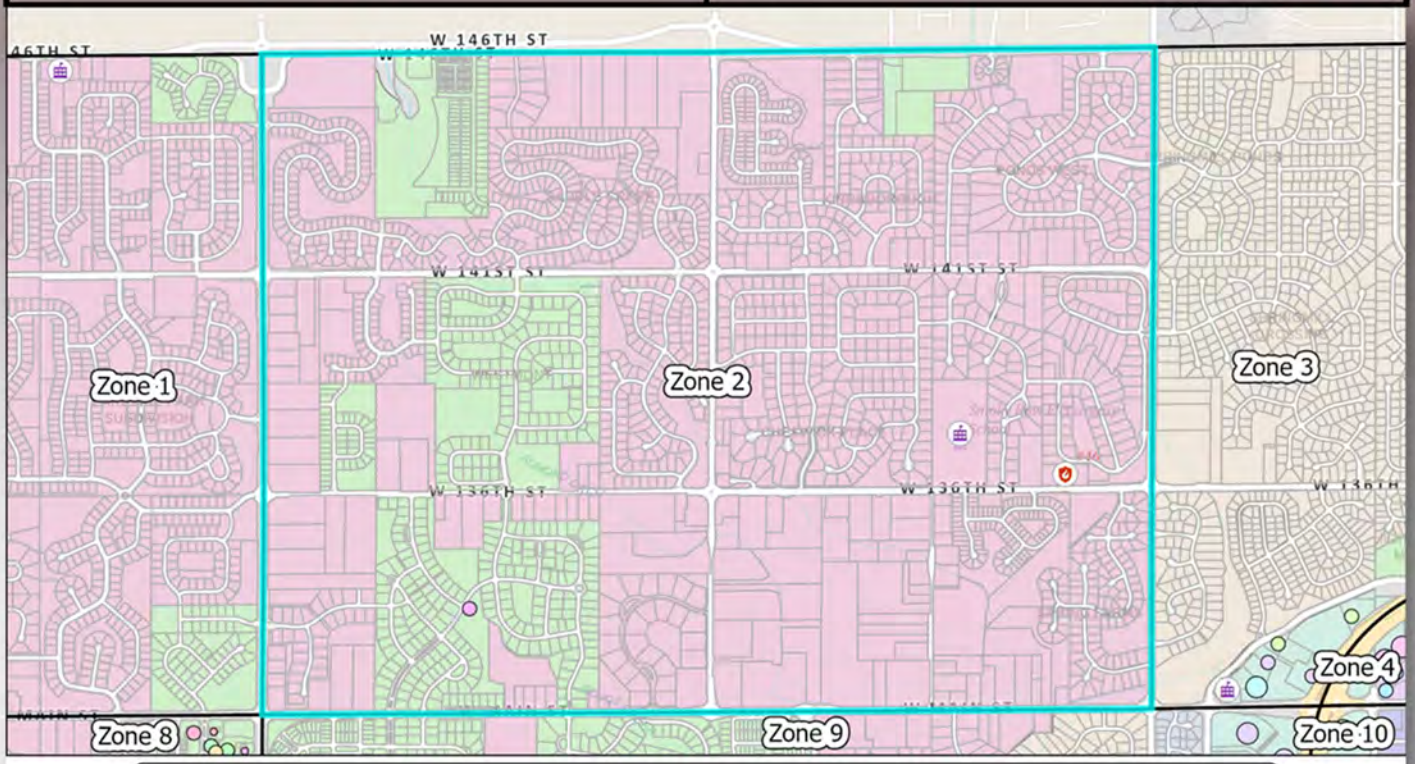
Zone 1		2019-2023 Responses for Zone	% Total	%Total of type for city
Fire	Low	9	1%	2%
	Moderate	4	1%	3%
	High	1	0%	1%
EMS	Low	165	23%	2%
	Moderate	214	30%	2%
	High	27	4%	1%
Hazmat	Low	5	1%	6%
	Moderate	7	1%	1%
	High	0	0%	0%
Tech Rescue	Low	0	0%	0%
	Moderate	0	0%	0%
	High	0	0%	0%
Others		284	40%	2%
Total Runs		716		2%

PLANNING ZONE: 2

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 7.13

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

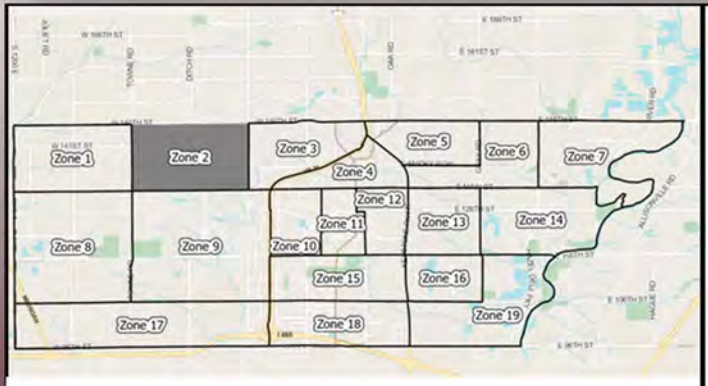
- Low-Density Single Family Residential
- Medium Density Residential
- Meridian Corridor
- Planned Unit Development
- Single Family Residential, Large Lots
- Urban Core
- Urban Residential

BLDG TYPE (Dot size represents risk level)

- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HEALTHCARE
- HOTEL
- MULTI-TENANT
- OFFICE
- RESTAURANT
- RETAIL
- STRIP MALL

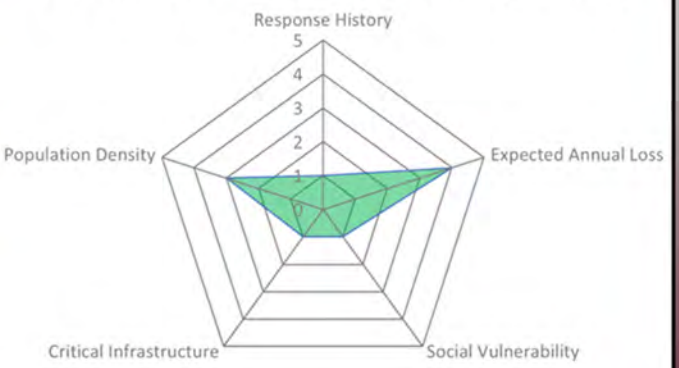
BLDG TYPE

- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:2]



PLANNING ZONE: 2

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	6,486	3
POPULATION DENSITY (people/sq mile)	2,156	13
HOUSEHOLDS BELOW POVERTY LEVEL	0.4%	16
% of people that speak English less than well	1.0%	12
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	3.0%	4
HOUSEHOLD MEDIAN INCOME	$186,674	3
PLANNING ZONE LAND AREA (sq mi)	3.0	4
TOTAL PROPERTY VALUE (Billions)	1.90 Billion	4
TOTAL PROPERTY VALUE/ sq mi (Millions)	$632 Million	8
HOUSING UNITS	2,139	6
% OF HOMES BUILT AFTER 2014	6.4%	12
% OF HOMES BUILT AFTER 2000	57.0%	5
MEDIAN HOME VALUE	$446,900	3
HOMES VALUED BELOW $100K	0	13
HOMES VALUED ABOVE $1 MILLION	236	3

Planning Zone 2 lies on the northern edge of the city. It is almost exclusively residential with the exception of Smoky Row Elementary school and Carmel Fire Station 346. The residential areas are predominantly single family dwellings on large lots and include 236 homes valued in excess of $1 million.

Planning Zone 2 was an area of strong growth in the early 2000's however it has become more built out and growth has slowed with only 6.4% of homes built after 2014.

Along the southern edge near the southwest corner lies the northern edge of the Village of West Clay which is mostly located in planning zone 9. The village is zoned as planned unit development and was modeled along the lines of Celebration, Florida located in Orlando near Disney World.

All Incidents - Planning Zone 2 (Response Time Components)

	Overall	2019	2020	2021	2022	2023
Call Processing	2:22	2:22	2:10	2:26	2:14	2:30
Turnout	1:37	1:51	1:35	1:40	1:30	1:44
Travel	5:21	4:59	5:34	5:27	5:01	5:08
Dispatch to Arrival	6:34	6:50	6:41	6:36	6:12	6:24
Call to Arrival	8:21	8:28	8:12	8:31	8:15	7:59

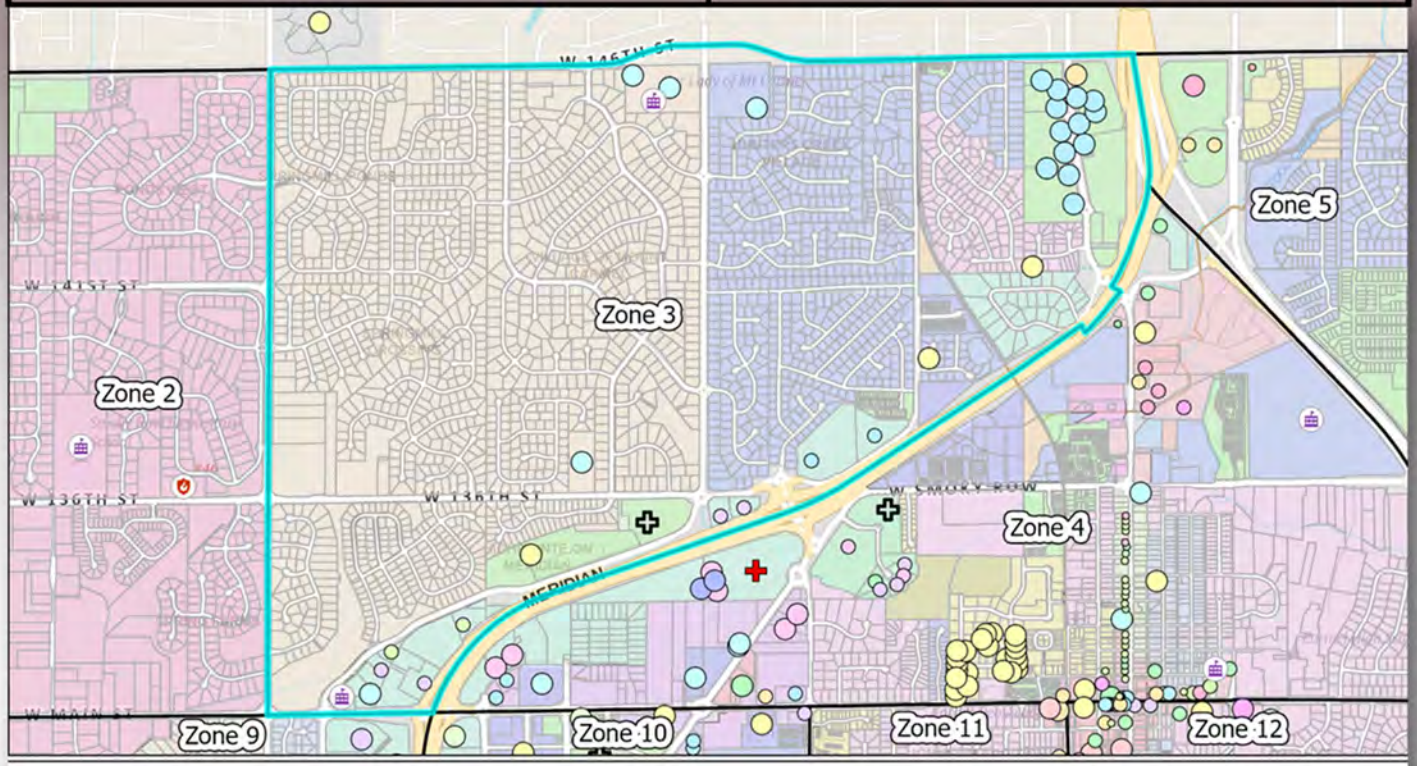
Zone 2		2019-2023 Responses	% Total for Zone	%Total of type for city
Fire	Low	12	1.4%	2.4%
	Moderate	6	0.7%	4.9%
	High	0	0.0%	0.0%
EMS	Low	214	25.0%	2.5%
	Moderate	252	29.4%	2.0%
	High	29	3.4%	1.3%
Hazmat	Low	4	0.5%	4.7%
	Moderate	18	2.1%	3.6%
	High	1	0.1%	0.8%
Tech Rescue	Low	0	0.0%	0.0%
	Moderate	0	0.0%	0.0%
	High	0	0.0%	0.0%
Others		321	37.5%	2.5%
Total Runs		857		2.3%

PLANNING ZONE: 3

PLANNING ZONE RISK LEVEL: MODERATE

THIS ZONE RISK SCORE: 20.45

LOWEST 4.28 HIGHEST 41.85



Zoning Description

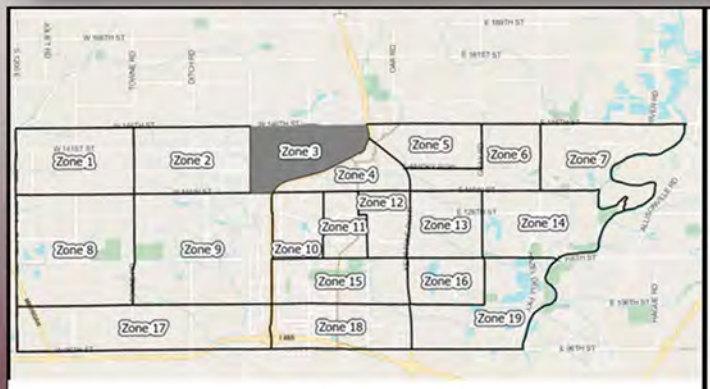
- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Medium Density Residential
- Meridian Corridor
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Urban Core
- Urban Residential
- Commercial and Office
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

- <Null>
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HEALTHCARE
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- RESTAURANT
- RETAIL
- STRIP MALL

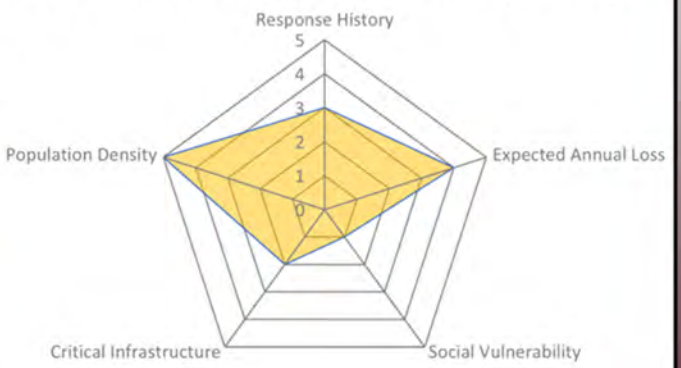
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- HOSPITAL
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:3]



PLANNING ZONE: 3

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	6,774	5
POPULATION DENSITY (people/sq mile)	3,079	4
HOUSEHOLDS BELOW POVERTY LEVEL	0.9%	14
% of people that speak English less than well	3.2%	5
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	0.5%	15
HOUSEHOLD MEDIAN INCOME	$123,811	10
PLANNING ZONE LAND AREA (sq mi)	2.2	10
TOTAL PROPERTY VALUE (Billions)	1.47 Billion	9
TOTAL PROPERTY VALUE/ sq mi (Millions)	$669 Million	7
HOUSING UNITS	2,597	4
% OF HOMES BUILT AFTER 2014	9.5%	9
% OF HOMES BUILT AFTER 2000	16.5%	13
MEDIAN HOME VALUE	$280,000	14
HOMES VALUED BELOW $100K	14	10
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 3 is along the northern edge of the city. While the western and northern boundaries consist of older established homes on medium sized lots the curved eastern edge is very different.

The eastern edge of Planning Zone 3 is part of the prestigious Meridian Corridor. The northeast corner of this zone contains the Clay Terrace Mall, an outdoor mall with a variety of merchants. Further south there are two significant businesses with a high number of calls for service. Landmark Recovery located near 136th and Meridian and Independence Village, an extended care facility have significant call volumes.

Additionally, a Marathon underground petroleum pipeline runs diagonally from the northeast corner to the south west corner of the zone. The pipeline carries various petroleum products and is visually inspected by air on a regular basis.

All Incidents - Planning Zone 3 (Response Time Components)						
	Over-all	2019	2020	2021	2022	2023
Call Processing	2:21	2:23	2:02	2:28	2:18	2:21
Turnout	1:37	1:46	1:26	1:35	1:35	1:39
Travel	5:35	5:30	5:22	5:30	5:45	5:34
Dispatch to	6:44	6:44	6:26	6:37	6:51	7:01
Call to Arrival	8:31	8:29	7:57	8:27	8:38	8:47

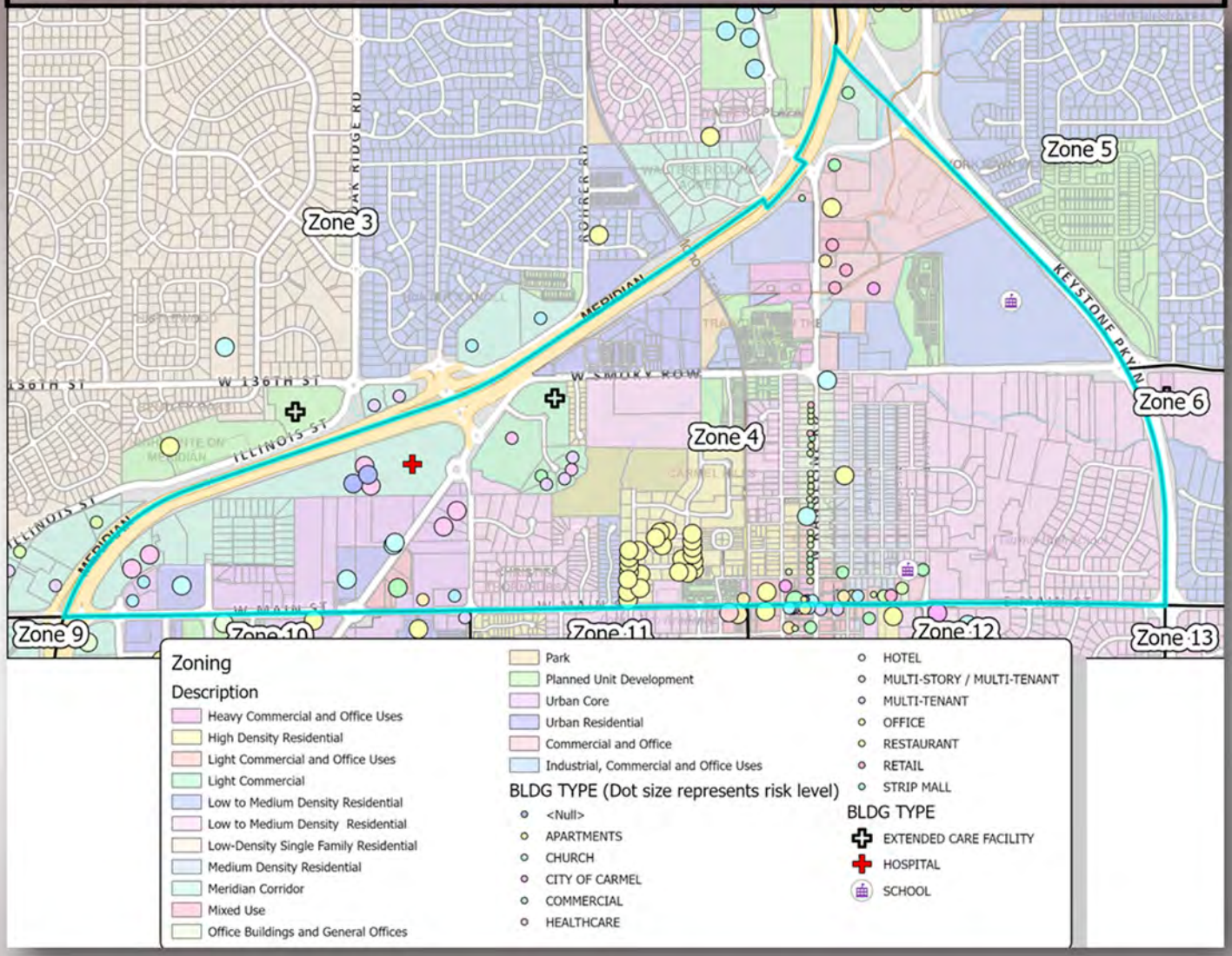
Zone 3		2019-2023 Responses	% Total for Zone	%Total of type for city
Fire	Low	28	1.2%	5.6%
	Moderate	9	0.4%	7.3%
	High	0	0.0%	0.0%
EMS	Low	708	30.8%	8.4%
	Moderate	726	31.6%	5.7%
	High	127	5.5%	5.8%
Hazmat	Low	1	0.0%	1.2%
	Moderate	28	1.2%	5.6%
	High	5	0.2%	3.8%
Tech Rescue	Low	0	0.0%	0.0%
	Moderate	2	0.1%	8.0%
	High	2	0.1%	7.7%
Others		660	28.7%	5.2%
Total Runs		2296		6.1%

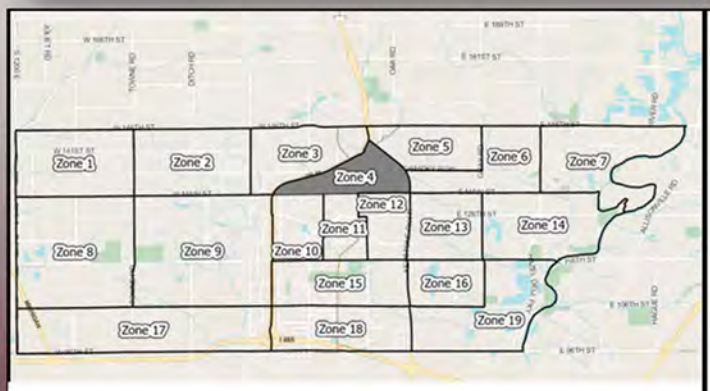
PLANNING ZONE: 4

PLANNING ZONE RISK LEVEL: MODERATE

THIS ZONE RISK SCORE: 19.02

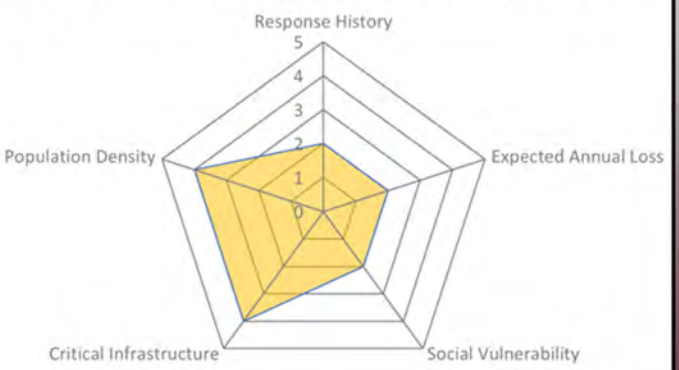
LOWEST 4.28 HIGHEST 41.85





PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:4]



PLANNING ZONE: 4

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	3,189	17
POPULATION DENSITY (people/sq mile)	2,728	6
HOUSEHOLDS BELOW POVERTY LEVEL	9.1%	2
% of people that speak English less than well	0.4%	16
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	0.8%	13
HOUSEHOLD MEDIAN INCOME	$68,038	17
PLANNING ZONE LAND AREA (sq mi)	1.4	14
TOTAL PROPERTY VALUE (Billions)	$0.98 Billion	15
TOTAL PROPERTY VALUE/ sq mi (Millions)	$701 Million	6
HOUSING UNITS	2,125	8
% OF HOMES BUILT AFTER 2014	15.7%	4
% OF HOMES BUILT AFTER 2000	38.5%	9
MEDIAN HOME VALUE	$290,100	12
HOMES VALUED BELOW $100K	0	13
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 4 is in the north central part of the city. It contains a wide variety of property types and hazards within its boundaries. Much of the critical infrastructure lies along the southern edge of the zone. In particular the central southern edge which is part of the Arts and Design District. There are a large number of retail shops, restaurants, and mixed use buildings with commercial property on the ground floor and residential property above. Several of these have parking garages below grade.

Almost the entire eastern edge of the zone is consumed by Carmel High School. The high school is the largest in the state and educates 5,200 students in roughly 822,000 square feet.

The central part of this zone is often referred to as Old Town. The intersection of Main Street and Rangeline Road has been center of the town since its founding in the 1800's. As such many of the single family dwellings are older however the recent redevelopment in the area has encouraged many homeowners to renovate and or sell their homes.

All Incidents - Planning Zone 4 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:19	2:14	2:16	2:25	2:20	2:18
Turnout	1:33	1:34	1:31	1:32	1:31	1:43
Travel	5:38	5:32	5:41	5:33	5:45	5:34
Dispatch to Arrival	6:51	6:41	6:50	6:50	6:59	7:02
Call to Arrival	8:27	7:53	7:43	8:41	8:50	8:44

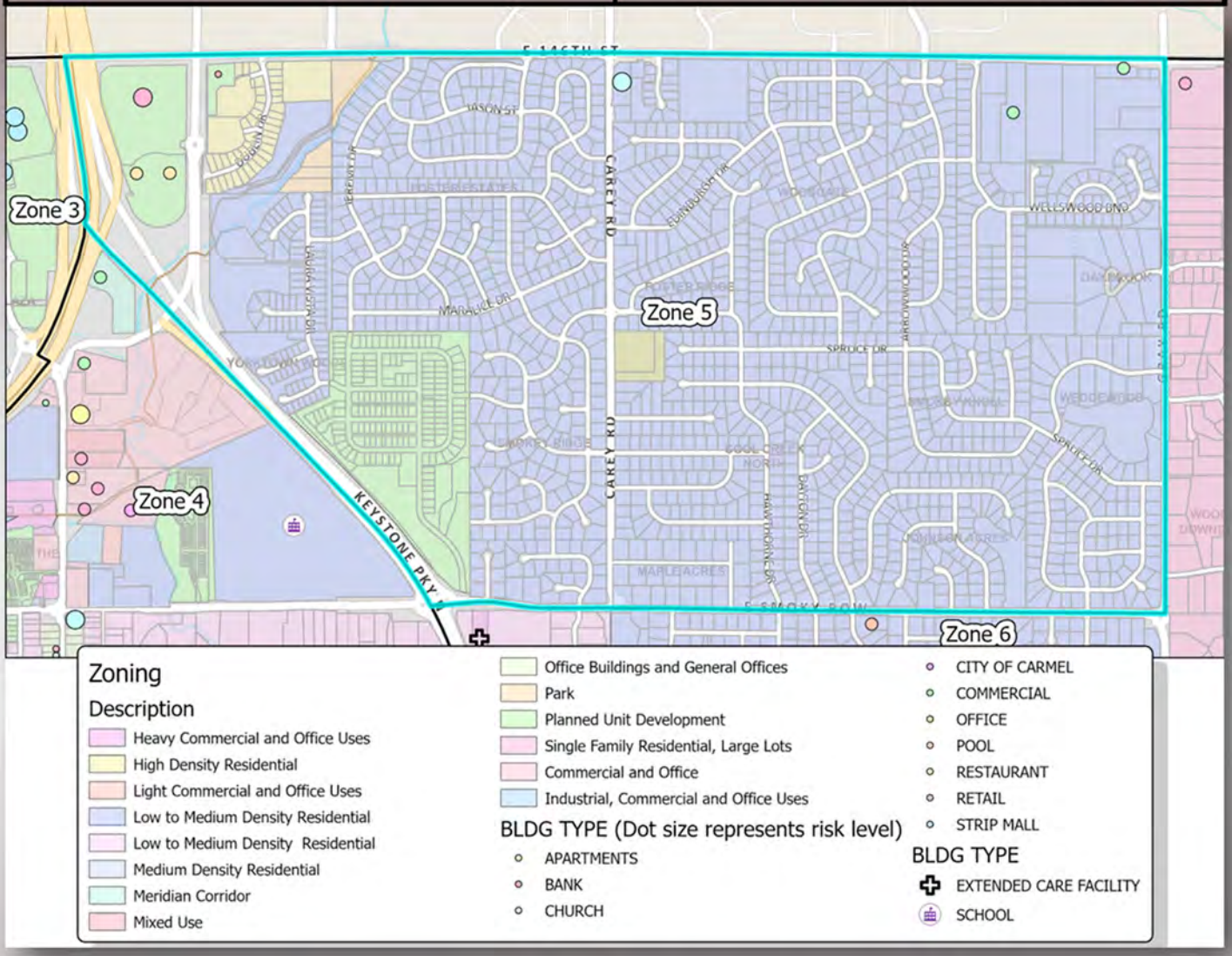
Zone 4		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	16	0.8%	3.2%
	Moderate	2	0.1%	1.6%
	High	4	0.2%	5.4%
EMS	Low	420	20.5%	5.0%
	Moderate	715	34.8%	5.6%
	High	353	17.2%	16.1%
Hazmat	Low	3	0.1%	3.5%
	Moderate	20	1.0%	4.0%
	High	3	0.1%	2.3%
Tech Rescue	Low	11	0.5%	8.8%
	Moderate	0	0.0%	0.0%
	High	2	0.1%	7.7%
Others		503	24.5%	3.9%
Total Runs		2052		5.4%

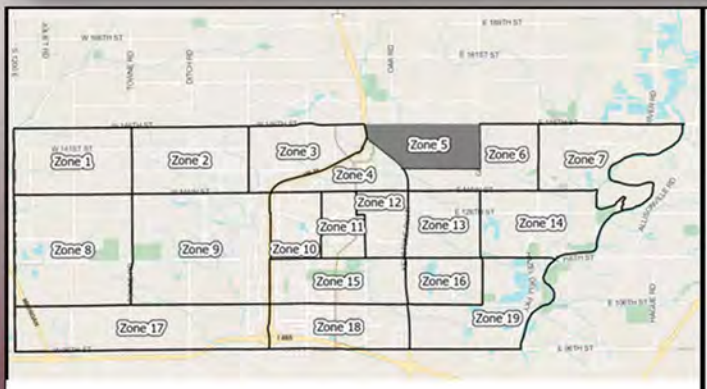
PLANNING ZONE: 5

PLANNING ZONE RISK LEVEL: LOW

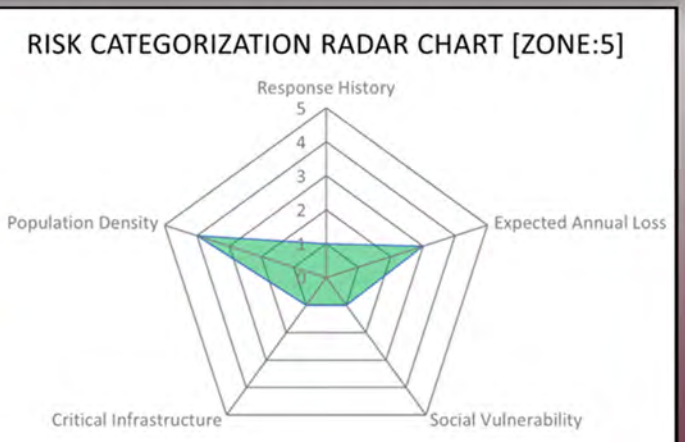
THIS ZONE RISK SCORE: 7.13

LOWEST 4.28 **HIGHEST** 41.85





PLANNING ZONE LOCATOR



PLANNING ZONE: 5

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	4,652	11
POPULATION DENSITY (people/sq mile)	2,737	5
HOUSEHOLDS BELOW POVERTY LEVEL	1.0%	12
% of people that speak English less than well	1.9%	7
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	1.5%	11
HOUSEHOLD MEDIAN INCOME	$163,702	6
PLANNING ZONE LAND AREA (sq mi)	1.7	13
TOTAL PROPERTY VALUE (Billions)	$1.27 Billion	10
TOTAL PROPERTY VALUE/ sq mi (Millions)	$749 Million	4
HOUSING UNITS	1,550	16
% OF HOMES BUILT AFTER 2014	1.2%	14
% OF HOMES BUILT AFTER 2000	15.1%	13
MEDIAN HOME VALUE	$376,300	8
HOMES VALUED BELOW $100K	5	11
HOMES VALUED ABOVE $1 MILLION	9	6

Planning Zone 5 is on the north central edge of the city. It is primarily zoned as low to medium residential with some planned unit development as well. This zone is well established as indicated by the low 15.1% of homes built after 2000.

In the north west corner is a Lowes Home Improvement store with the associated lumber, paint, chemicals, and other hazards. It is fully sprinkled and alarmed.

Along the northern edge of the zone is 146th Street which is 2 lanes in either direction with a 45 mph speed limit. Motor vehicle accidents are a regular occurrence on this heavily travelled street.

This zone is served primarily by CFD Station 344 located in zone 6.

All Incidents - Planning Zone 5 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:20	2:10	2:11	2:23	2:19	2:42
Turnout	1:33	1:38	1:34	1:29	1:23	1:29
Travel	6:14	6:27	6:16	6:38	6:13	5:55
Dispatch to	7:24	7:29	7:37	7:48	7:17	7:02
Call to Arrival	9:08	9:04	8:55	9:51	9:00	9:12

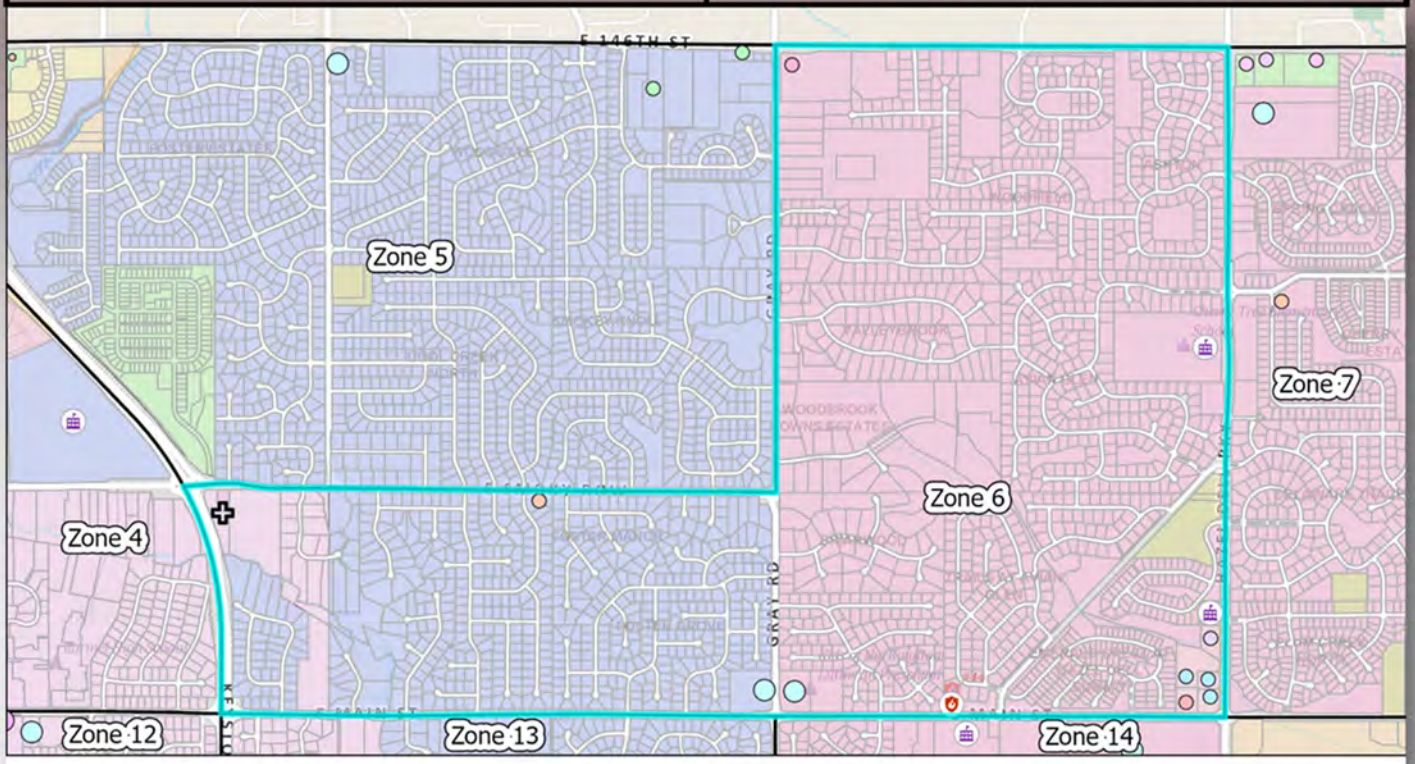
Zone 5		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	12	1.7%	2.4%
	Moderate	3	0.4%	2.4%
	High	0	0.0%	0.0%
EMS	Low	157	22.6%	1.9%
	Moderate	246	35.4%	1.9%
	High	39	5.6%	1.8%
Hazmat	Low	0	0.0%	0.0%
	Moderate	18	2.6%	3.6%
	High	3	0.4%	2.3%
Tech Rescue	Low	1	0.1%	0.8%
	Moderate	0	0.0%	0.0%
	High	0	0.0%	0.0%
Others		215	31.0%	1.7%
Total Runs		694		1.8%

PLANNING ZONE: 6

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 7.13

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

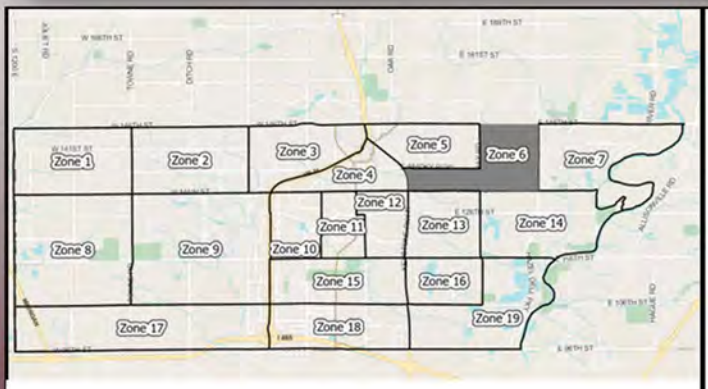
- Heavy Commercial and Office Uses
- High Density Residential
- Low to Medium Density Residential
- Low to Medium Density Residential
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Commercial and Office

BLDG TYPE (Dot size represents risk level)

- BANK
- CHURCH
- COMMERCIAL
- HEALTHCARE
- MULTI-TENANT
- POOL
- RETAIL
- STRIP MALL

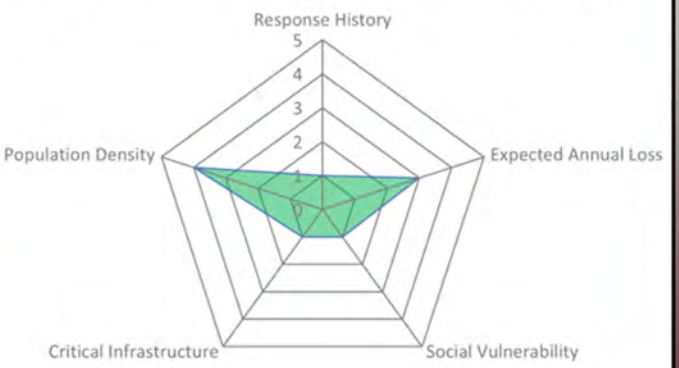
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:6]



PLANNING ZONE: 6

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	5,358	9
POPULATION DENSITY (people/sq mile)	2,551	7
HOUSEHOLDS BELOW POVERTY LEVEL	2.9%	7
% of people that speak English less than well	1.4%	9
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	0.4%	16
HOUSEHOLD MEDIAN INCOME	$156,595	7
PLANNING ZONE LAND AREA (sq mi)	2.1	11
TOTAL PROPERTY VALUE (Billions)	$1.52 Billion	8
TOTAL PROPERTY VALUE/ sq mi (Millions)	$726 Million	5
HOUSING UNITS	2,002	13
% OF HOMES BUILT AFTER 2014	0.8%	18
% OF HOMES BUILT AFTER 2000	13.6%	16
MEDIAN HOME VALUE	$402,600	7
HOMES VALUED BELOW $100K	0	13
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 6 is located on the northern edge of the city with 146th street as its northern boundary. The zone is predominantly medium to low density residential property with a few notable pieces of critical infrastructure.

On the western border near the center is the McGivney House an extended care facility. However, it does not have an exceptionally high call for service volume.

CFD Station 344 is located on the southern border of this planning zone along with 2 moderately large churches and a small strip mall with a variety of restaurants and businesses.

Along the eastern boundary are 2 schools, a day care/early learning center, and an elementary school.

All Incidents - Planning Zone 6 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:16	2:12	2:20	2:19	2:10	2:17
Turnout	1:38	1:40	1:34	1:40	1:39	1:23
Travel	5:11	4:39	5:23	5:18	5:17	4:59
Dispatch to Arrival	6:17	5:56	6:17	6:20	6:35	6:00
Call to Arrival	7:55	7:44	7:38	8:02	8:09	7:38

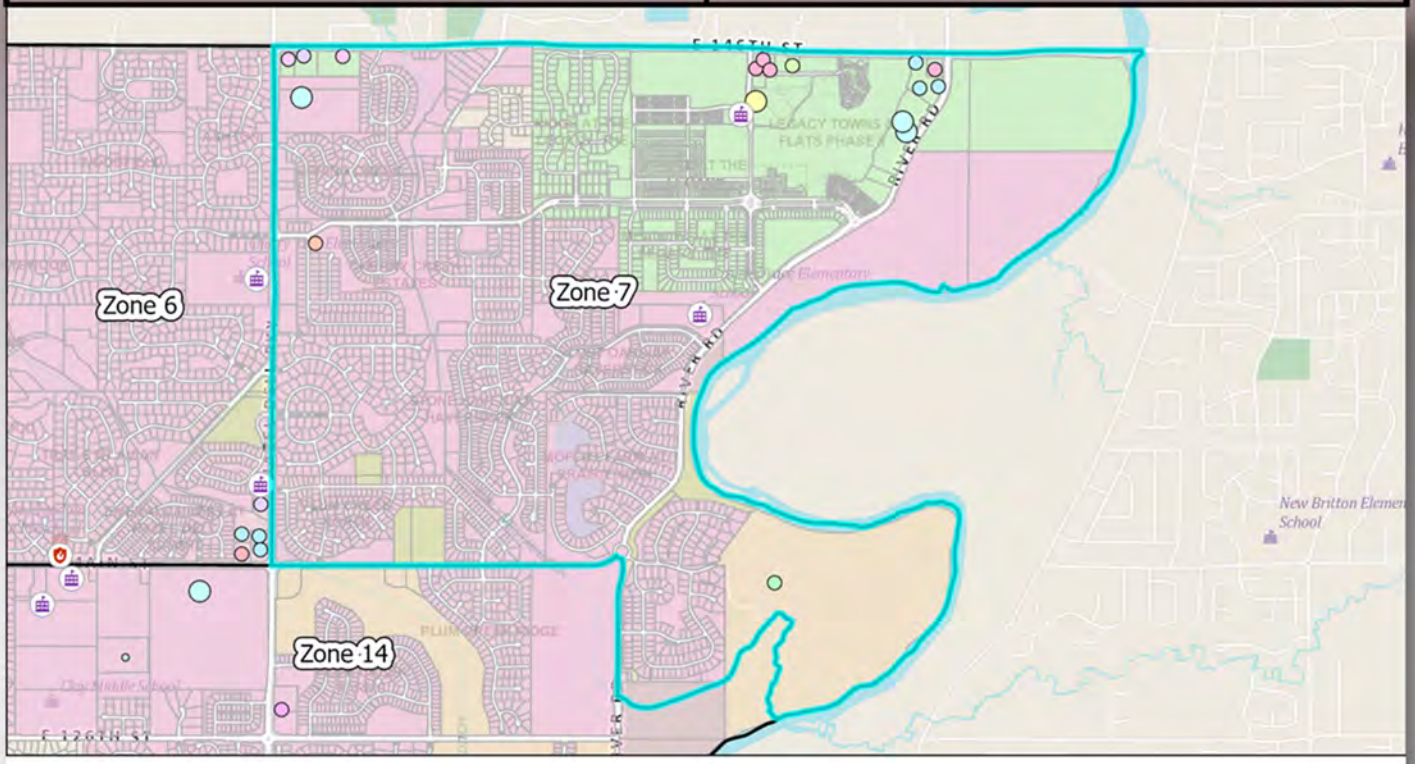
Zone 6		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	15	1.5%	3.0%
	Moderate	4	0.4%	3.3%
	High	0	0.0%	0.0%
EMS	Low	210	21.3%	2.5%
	Moderate	405	41.0%	3.2%
	High	43	4.4%	2.0%
Hazmat	Low	7	0.7%	8.2%
	Moderate	22	2.2%	4.4%
	High	2	0.2%	1.5%
Tech Rescue	Low	0	0.0%	0.0%
	Moderate	0	0.0%	0.0%
	High	0	0.0%	0.0%
Others		280	28.3%	2.2%
Total Runs		988		2.6%

PLANNING ZONE: 7

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 7.13

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

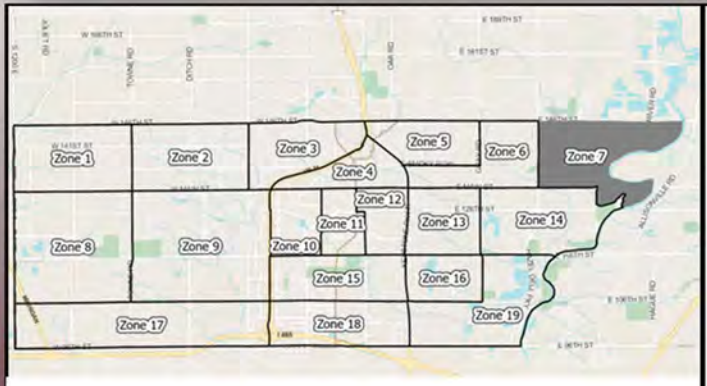
- Low-Density Single Family Residential
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Commercial and Office

BLDG TYPE (Dot size represents risk level)

- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HEALTHCARE
- MULTI-TENANT
- OFFICE
- POOL
- RETAIL
- STRIP MALL

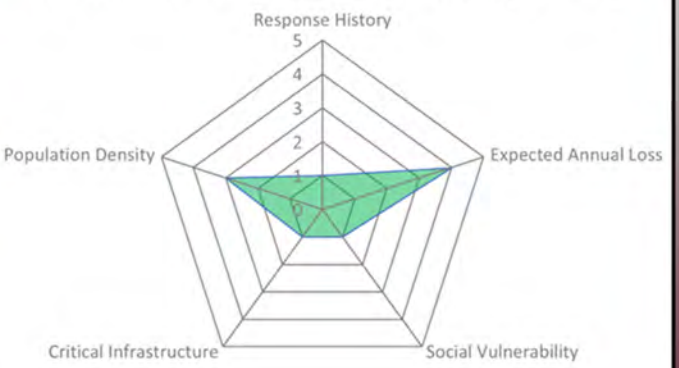
BLDG TYPE

- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:7]



PLANNING ZONE: 7

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	7,308	2
POPULATION DENSITY (people/sq mile)	2,436	9
HOUSEHOLDS BELOW POVERTY LEVEL	0.4%	16
% of people that speak English less than well	4.9%	3
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	1.4%	12
HOUSEHOLD MEDIAN INCOME	$141,400	9
PLANNING ZONE LAND AREA (sq mi)	3.0	4
TOTAL PROPERTY VALUE (Billions)	$1.81 Billion	6
TOTAL PROPERTY VALUE/ sq mi (Millions)	$602 Million	11
HOUSING UNITS	2,510	5
% OF HOMES BUILT AFTER 2014	22.8%	1
% OF HOMES BUILT AFTER 2000	65.2%	3
MEDIAN HOME VALUE	$408,900	6
HOMES VALUED BELOW $100K	0	13
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 7 is located on the northeast corner of the city. It is bordered on the north by 146th Street and on the east by the White River. 146th Street has one of the three bridges across the White River in the jurisdiction.

The majority of the eastern edge of this zone is occupied by a golf course, a park, and land held by Connor Prairie, a historically accurate village from the 1800's located across the river in Fishers. This land is not currently in use however it is maintained as active farmland.

In the north east corner is a development known as the Legacy. It has a number of mixed use and high density residential buildings along with single family dwellings and multifamily townhomes. This development is the primary driver for the zone's number one ranking in homes built after 2014.

In the northwest corner is a small stand-alone emergency room that is run by the Riverview Health network. There is not a significant call for service generated from here but patients that need emergency medical transport usually go to Noblesville for treatment.

All Incidents - Planning Zone 7 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:25	2:25	2:13	2:41	2:15	2:42
Turnout	1:41	1:42	1:48	1:37	1:39	1:37
Travel	6:26	6:13	6:15	7:01	6:26	6:25
Dispatch to	7:43	7:44	7:27	7:58	7:44	7:36
Call to Arrival	9:24	9:24	8:58	10:03	9:23	9:31

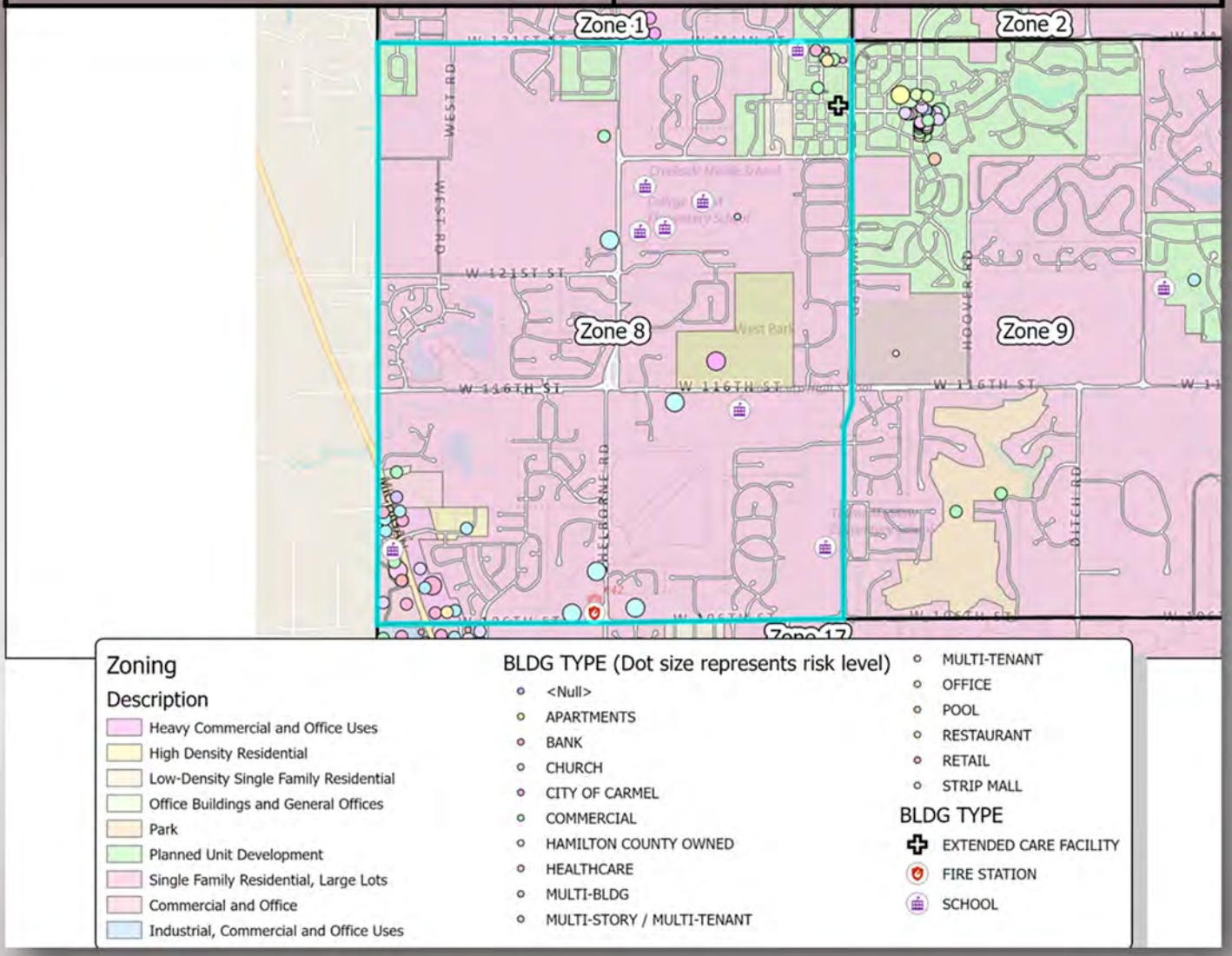
Zone 7		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	21	1.7%	4.2%
	Moderate	1	0.1%	0.8%
	High	2	0.2%	2.7%
EMS	Low	159	13.1%	1.9%
	Moderate	398	32.8%	3.1%
	High	247	20.3%	11.2%
Hazmat	Low	2	0.2%	2.4%
	Moderate	20	1.6%	4.0%
	High	3	0.2%	2.3%
Tech Rescue	Low	2	0.2%	1.6%
	Moderate	1	0.1%	4.0%
	High	0	0.0%	0.0%
Others		358	29.5%	2.8%
Total Runs		1214		3.2%

PLANNING ZONE: 8

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 9.99

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

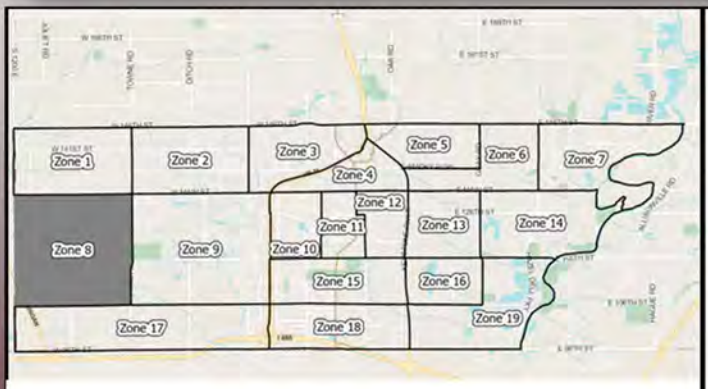
- Heavy Commercial and Office Uses
- High Density Residential
- Low-Density Single Family Residential
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Commercial and Office
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

- <Null>
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HAMILTON COUNTY OWNED
- HEALTHCARE
- MULTI-BLDG
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

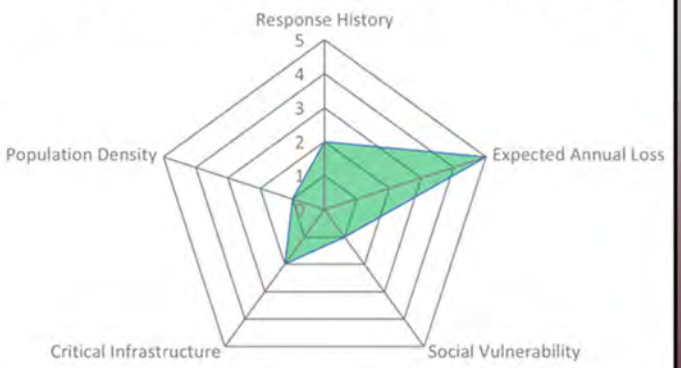
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:8]



PLANNING ZONE: 8

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	7,044	3
POPULATION DENSITY (people/sq mile)	1,409	16
HOUSEHOLDS BELOW POVERTY LEVEL	6.2%	5
% of people that speak English less than well	1.5%	8
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	0.0%	18
HOUSEHOLD MEDIAN INCOME	$198,355	1
PLANNING ZONE LAND AREA (sq mi)	5.0	2
TOTAL PROPERTY VALUE (Billions)	$2.23 Billion	2
TOTAL PROPERTY VALUE/ sq mi (Millions)	$446 Million	17
HOUSING UNITS	2,046	17
% OF HOMES BUILT AFTER 2014	8.0%	9
% OF HOMES BUILT AFTER 2000	60.0%	4
MEDIAN HOME VALUE	$486,600	2
HOMES VALUED BELOW $100K	76	3
HOMES VALUED ABOVE $1 MILLION	68	4

Planning Zone 8 is on the western border of the city. The border follows the county line which abuts Boone County and the Town of Zionsville.

The majority of the zone is low density single family dwelling. However, the southwest corner is occupied by Michigan Road which is a highly commercialized area with a large number of businesses and restaurants along the corridor.

There are 5 moderate to large sized churches scattered throughout the zone and a moderate to high volume extended care facility (The Stratford) located at the northeast corner.

In the north central core is a significant school complex that includes 2 elementary schools and one of the three middle schools in the school district.

Of note is the fact that the northwest corner of this zone is not serviced by city water or sewer services. This is noted in the computer aided dispatch (CAD) software and automatically gets a water supply tanker on all working fires.

All Incidents - Planning Zone 8 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:17	2:03	2:20	2:23	2:20	2:08
Turnout	1:34	1:39	1:33	1:32	1:29	1:38
Travel	6:25	6:31	6:18	6:24	6:33	6:00
Dispatch to	7:48	7:51	7:42	7:34	7:57	7:35
Call to Arrival	9:21	9:10	9:01	9:43	9:29	9:02

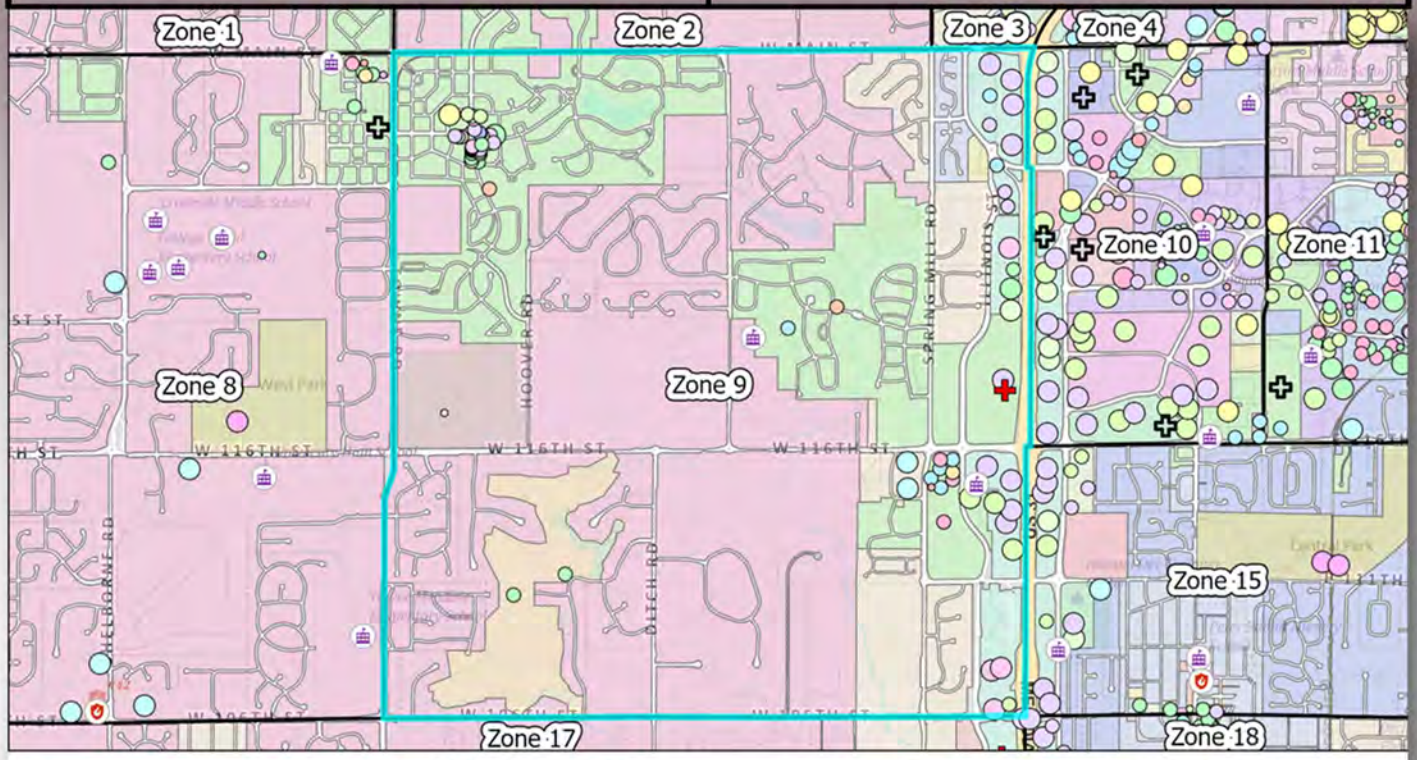
Zone 8		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	8	0.4%	1.6%
	Moderate	5	0.3%	4.1%
	High	0	0.0%	0.0%
EMS	Low	307	16.6%	3.6%
	Moderate	855	46.3%	6.7%
	High	54	2.9%	2.5%
Hazmat	Low	7	0.4%	8.2%
	Moderate	19	1.0%	3.8%
	High	4	0.2%	3.1%
Tech Rescue	Low	3	0.2%	2.4%
	Moderate	0	0.0%	0.0%
	High	0	0.0%	0.0%
Others		586	31.7%	4.6%
Total Runs		1848		4.9%

PLANNING ZONE: 9

PLANNING ZONE RISK LEVEL: MODERATE

THIS ZONE RISK SCORE: 13.79

LOWEST 4.28 HIGHEST 41.85



Zoning Description

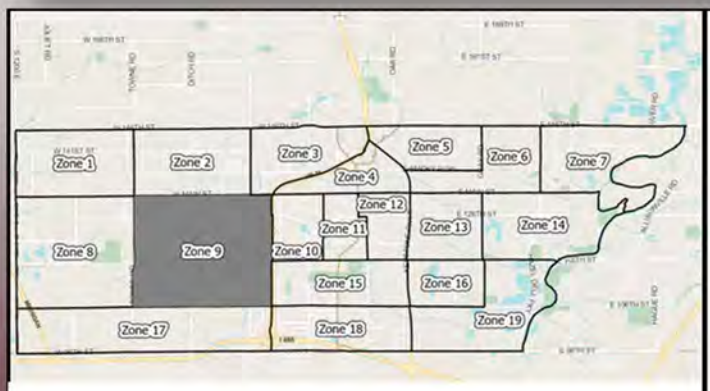
- City Center
- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Manufacturing Park District
- Medium Density Residential
- Meridian Corridor
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Urban Core
- Urban Residential
- Commercial and Office
- Commerical Use
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

- <Null>
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HAMILTON COUNTY OWNED
- HEALTHCARE
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

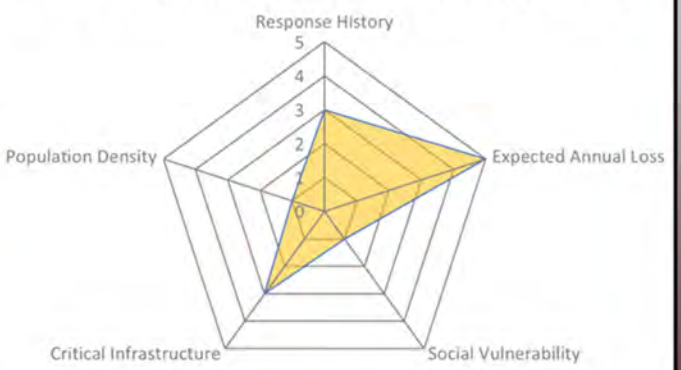
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- HOSPITAL
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:9]



PLANNING ZONE: 9

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	7,816	1
POPULATION DENSITY (people/sq mile)	1,325	17
HOUSEHOLDS BELOW POVERTY LEVEL	0.0%	19
% of people that speak English less than well	1.1%	11
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	3.1%	3
HOUSEHOLD MEDIAN INCOME	$189,828	2
PLANNING ZONE LAND AREA (sq mi)	5.9	1
TOTAL PROPERTY VALUE (Billions)	$3.24 Billion	1
TOTAL PROPERTY VALUE/ sq mi (Millions)	$549 Million	12
HOUSING UNITS	2,686	3
% OF HOMES BUILT AFTER 2014	11.0%	7
% OF HOMES BUILT AFTER 2000	49.2%	7
MEDIAN HOME VALUE	$532,300	1
HOMES VALUED BELOW $100K	66	4
HOMES VALUED ABOVE $1 MILLION	316	1

Planning Zone 9 served by CFD Station 342 in the west central part of the city is an area that leads the city in several metrics. It has the highest population but is also the largest area at 5.9 sq mi so its population density is low. It has zero homes below the poverty level and has the highest median home value and the greatest number of homes valued in excess of $1 million. Housing within the zone is predominantly low density single family residential many with large lots.

The northwest corner is the Village of West Clay, a neighborhood designed along the lines of Celebration, FL located near Disney World.

A large private golf course, Crooked Stick, is along the southern border. Many of the million dollar homes are along the edges of this prestigious course that has hosted PGA events.

The eastern border is the Meridian Corridor a highly sought after area of commercial development that features many medical buildings included IU North Hospital. IU North is one of three hospitals within Carmel.

All Incidents - Planning Zone 9 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:20	2:24	2:23	2:32	2:09	2:09
Turnout	1:35	1:40	1:37	1:28	1:32	1:40
Travel	6:15	6:10	6:14	6:35	6:09	5:46
Dispatch to	7:32	7:24	7:28	7:46	7:33	7:06
Call to Arrival	9:02	8:52	8:55	9:13	9:00	8:54

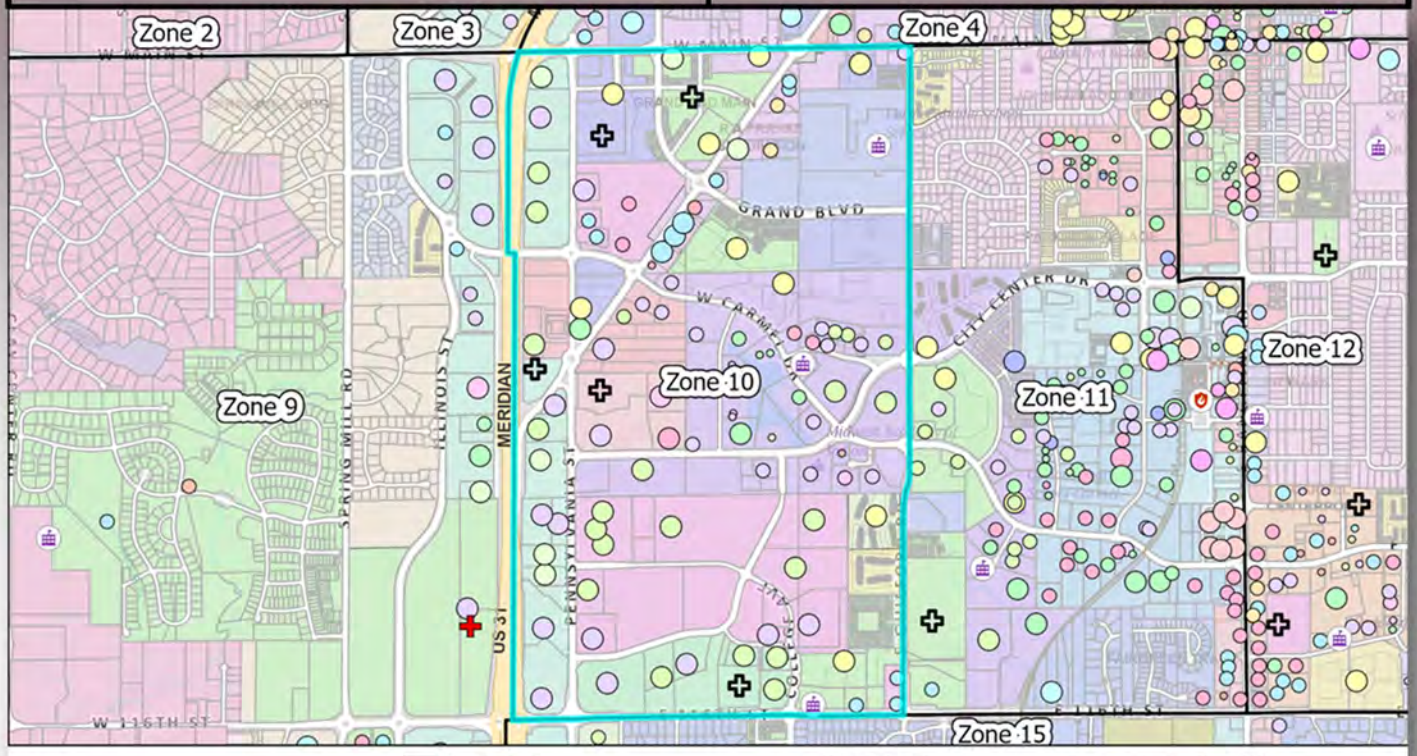
Zone 9		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	31	1.4%	6.2%
	Moderate	6	0.3%	4.9%
	High	3	0.1%	4.1%
EMS	Low	438	19.4%	5.2%
	Moderate	635	28.1%	4.9%
	High	89	3.9%	4.1%
Hazmat	Low	9	0.4%	10.6%
	Moderate	42	1.9%	8.4%
	High	6	0.3%	4.6%
Tech Rescue	Low	14	0.6%	11.2%
	Moderate	0	0.0%	0.0%
	High	3	0.1%	11.5%
Others		984	43.5%	7.7%
Total Runs		2260		6.0%

PLANNING ZONE: 10

PLANNING ZONE RISK LEVEL: HIGH

THIS ZONE RISK SCORE: 41.85

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

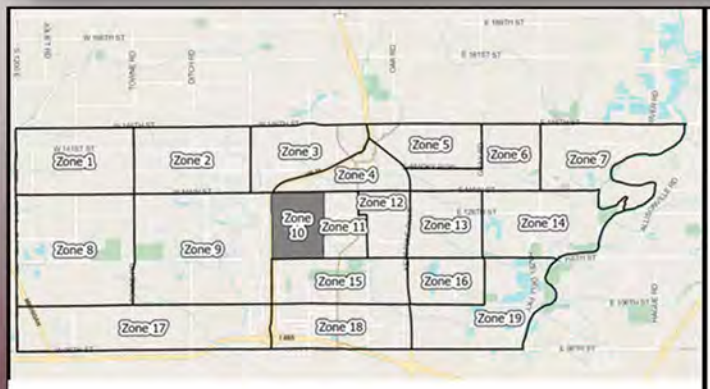
- City Center
- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Manufacturing Park District
- Medium Density Residential
- Meridian Corridor
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Urban Core
- Urban Residential
- Shopping Center
- Commercial and Office
- Commerical Use
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

- <Null>
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HARDWARE
- HEALTHCARE
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- PARKING GARAGE
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

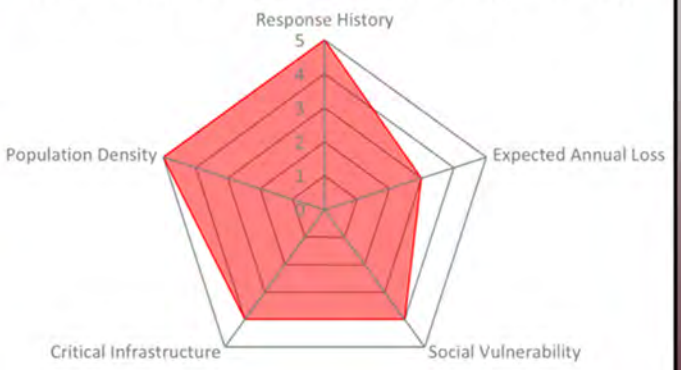
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- HOSPITAL
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:10]



PLANNING ZONE: 10

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	4,564	12
POPULATION DENSITY (people/sq mile)	3,511	1
HOUSEHOLDS BELOW POVERTY LEVEL	3.2%	6
% of people that speak English less than well	0.0%	18
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	2.9%	5
HOUSEHOLD MEDIAN INCOME	$64,983	18
PLANNING ZONE LAND AREA (sq mi)	1.3	15
TOTAL PROPERTY VALUE (Billions)	$1.14 Billion	13
TOTAL PROPERTY VALUE/ sq mi (Millions)	$873 Million	2
HOUSING UNITS	2,700	1
% OF HOMES BUILT AFTER 2014	14.7%	5
% OF HOMES BUILT AFTER 2000	60.5%	3
MEDIAN HOME VALUE	$259,200	15
HOMES VALUED BELOW $100K	0	13
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 10 is a mixed use area near the center of Carmel. The population density of this zone is high due to the fact that there are no single family dwellings in the zone. With the exception of one condominium development all other housing in the zone is apartment complexes.

The western border of the zone is the Meridian Corridor which is dominated by commercial property including the newly developed Republic Airways training facility.

The zone is home to 5 high volume extended care facilities (the highest of all zones), Rose Senior Living, Majestic Care, Sunrise Senior Living, Wellbrooke of Carmel, and Crown Point of Carmel. Responses to these five facilities account for 7% of total response volume annually and over 50% of all responses to this zone annually.

Carmel Middle School is in the northeast corner. It is one of the three middle schools in the city.

Zone 10 is served by CFD stations 341, 345, and 346.

All Incidents - Planning Zone 10 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:18	1:56	1:58	2:30	2:24	2:18
Turnout	1:34	1:33	1:39	1:31	1:33	1:39
Travel	5:04	4:47	5:12	5:05	5:07	4:54
Dispatch to Arrival	6:17	6:01	6:31	6:17	6:20	6:14
Call to Arrival	7:56	6:56	7:32	8:12	8:06	7:55

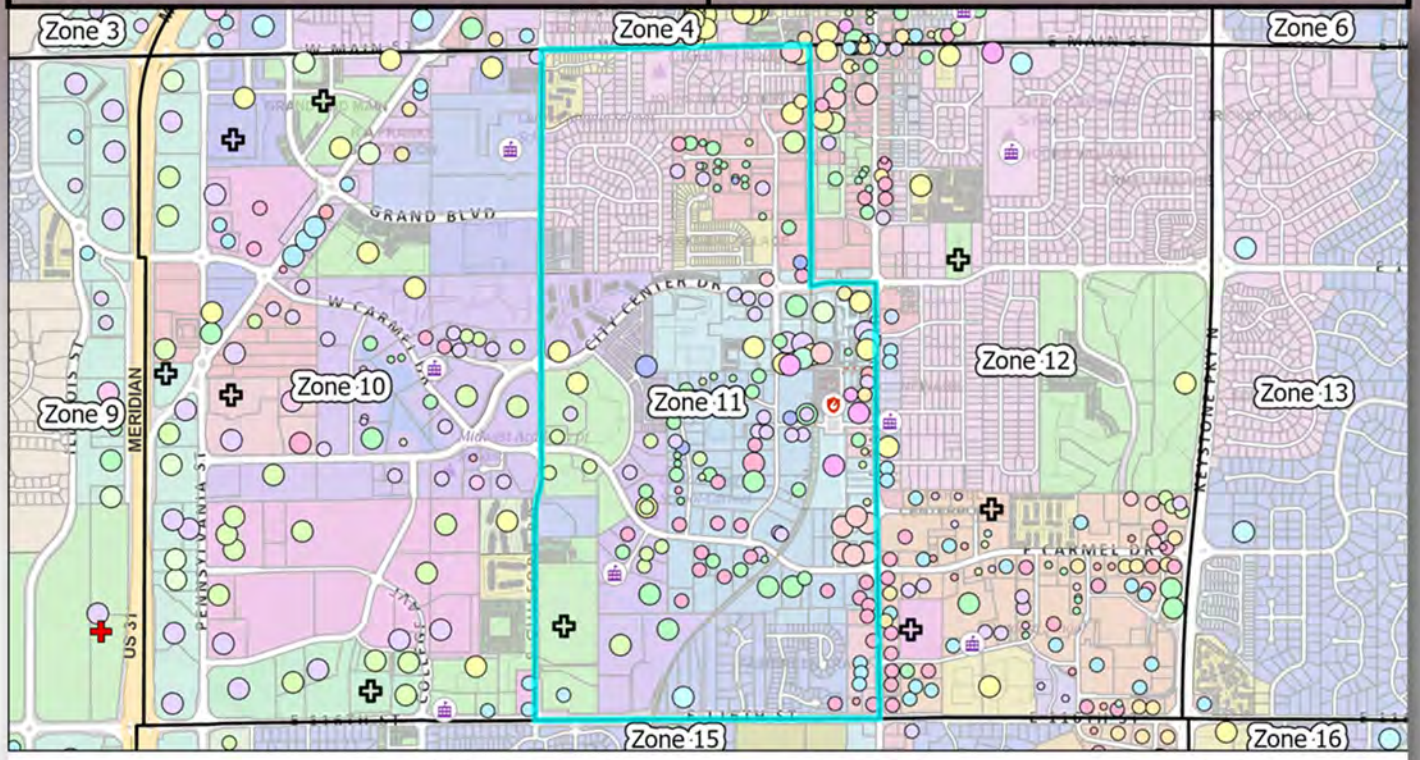
Zone 10		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	27	0.6%	5.4%
	Moderate	2	0.0%	1.6%
	High	2	0.0%	2.7%
EMS	Low	1041	24.8%	12.4%
	Moderate	2051	48.9%	16.0%
	High	216	5.2%	9.8%
Hazmat	Low	4	0.1%	4.7%
	Moderate	18	0.4%	3.6%
	High	4	0.1%	3.1%
Tech Rescue	Low	17	0.4%	13.6%
	Moderate	1	0.0%	4.0%
	High	1	0.0%	3.8%
Others		808	19.3%	6.3%
Total Runs		4192		11.1%

PLANNING ZONE: 11

PLANNING ZONE RISK LEVEL: HIGH

THIS ZONE RISK SCORE: 31.86

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

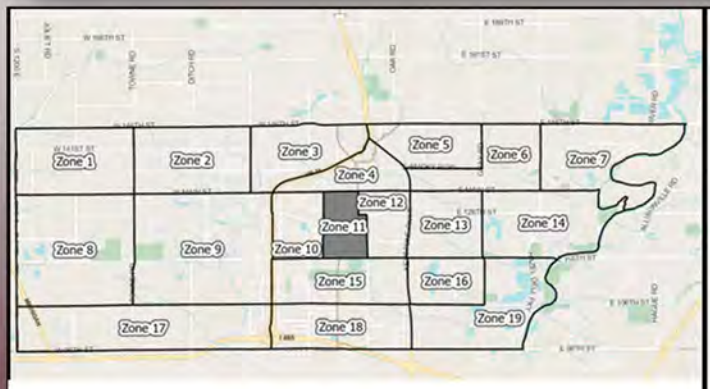
- City Center
- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Manufacturing Park District
- Medium Density Residential
- Meridian Corridor
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Urban Core
- Urban Residential
- Shopping Center
- Commercial and Office
- Commerical Use
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

- <Null>
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HARDWARE
- HEALTHCARE
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- PARKING GARAGE
- RESTAURANT
- RETAIL
- STRIP MALL

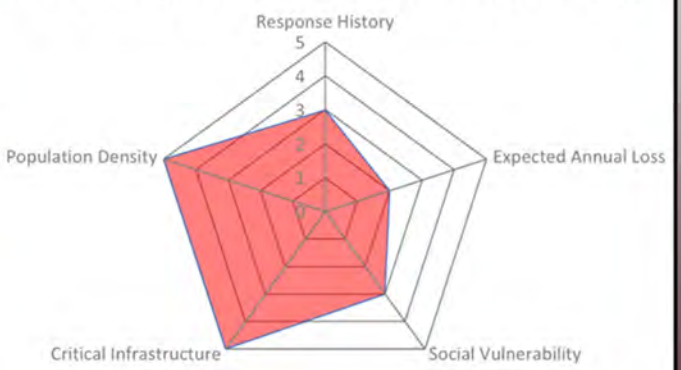
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- HOSPITAL
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:11]



PLANNING ZONE: 11

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	3,377	18
POPULATION DENSITY (people/sq mile)	3,377	2
HOUSEHOLDS BELOW POVERTY LEVEL	1.0%	12
% of people that speak English less than well	2.1%	6
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	2.2%	8
HOUSEHOLD MEDIAN INCOME	$62,285	19
PLANNING ZONE LAND AREA (sq mi)	1.0	18
TOTAL PROPERTY VALUE (Billions)	$0.91 Billion	17
TOTAL PROPERTY VALUE/ sq mi (Millions)	$913 Million	1
HOUSING UNITS	2,073	9
% OF HOMES BUILT AFTER 2014	19.0%	3
% OF HOMES BUILT AFTER 2000	55.9%	6
MEDIAN HOME VALUE	$197,300	19
HOMES VALUED BELOW $100K	38	8
HOMES VALUED ABOVE $1 MILLION	7	9

Planning Zone 11 is at the heart of Carmel. It has a broad mix of zoning throughout and includes the popular Monon Trail walking path through the middle.

Fire station 341 is along the central eastern edge and The Barrington extended care facility is in the southwest corner and account for 2% of total call volume annually and 35% for this zone.

This zone includes much of the newly redeveloped mid-town area which is comprised of mixed use buildings with commercial space on the ground floor and multistory living above. Many of these buildings include subterranean parking garages.

Station 341 sits in the middle of a government complex that includes city hall, the police department, and the city courts.

Just north of the government complex is Carter Green, home of the Center for the Performing Arts, the Tarkington Theatre, and the annual Christkindlmarkt and outdoor ice skating rink. In the summer the area hosts many concerts, a weekly farmers market, and the July 4th Carmelfest celebration.

All Incidents - Planning Zone 11 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:16	2:01	2:13	2:31	2:15	2:18
Turnout	1:32	1:34	1:34	1:31	1:33	1:28
Travel	4:24	4:05	4:46	4:29	4:13	4:14
Dispatch to	5:35	5:14	5:54	5:43	5:31	5:26
Call to Arrival	7:06	6:15	7:07	7:23	7:06	7:04

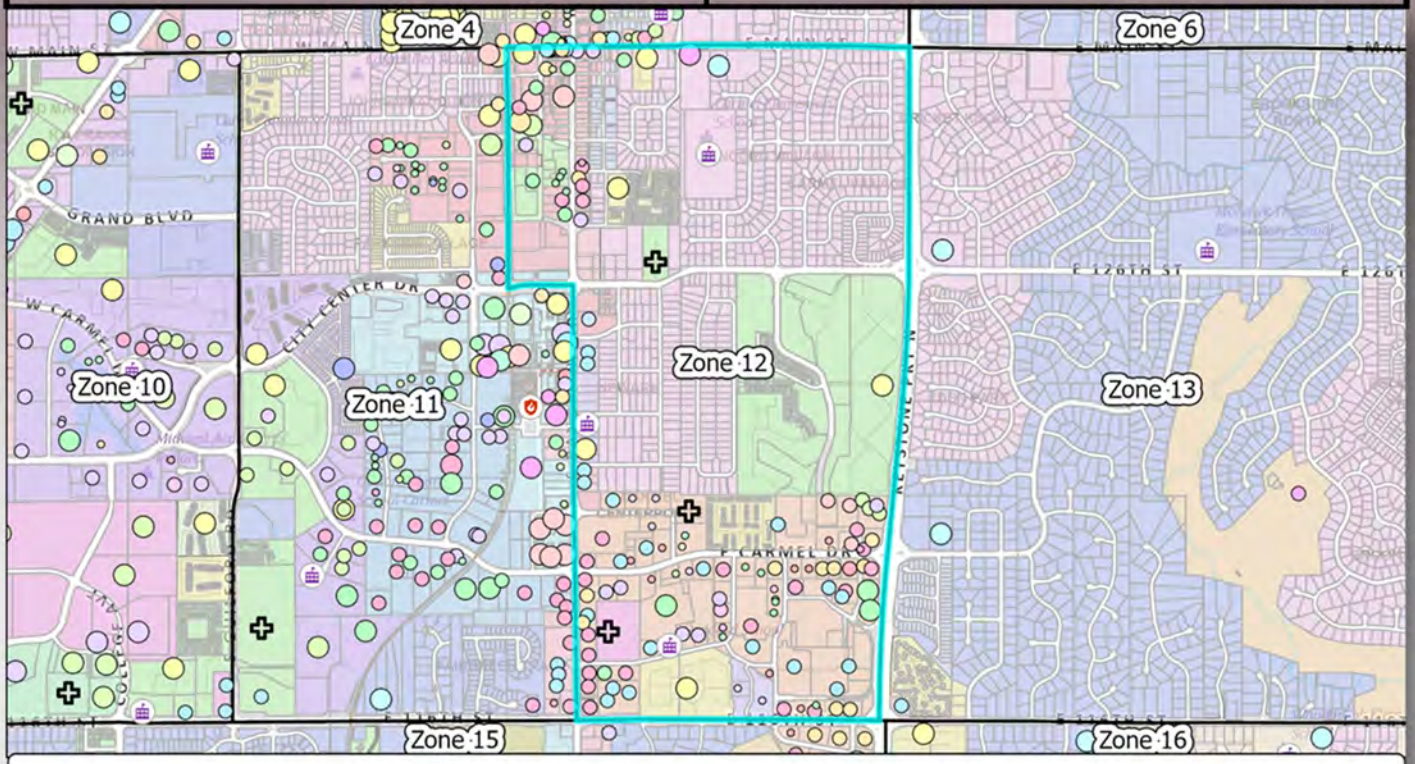
Zone 11		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	21	0.9%	4.2%
	Moderate	2	0.1%	1.6%
	High	4	0.2%	5.4%
EMS	Low	929	39.1%	11.0%
	Moderate	672	28.3%	5.2%
	High	79	3.3%	3.6%
Hazmat	Low	3	0.1%	3.5%
	Moderate	23	1.0%	4.6%
	High	9	0.4%	6.9%
Tech Rescue	Low	30	1.3%	24.0%
	Moderate	1	0.0%	4.0%
	High	0	0.0%	0.0%
Others		602	25.3%	4.7%
Total Runs		2375		6.3%

PLANNING ZONE: 12

PLANNING ZONE RISK LEVEL: HIGH

THIS ZONE RISK SCORE: 37.09

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

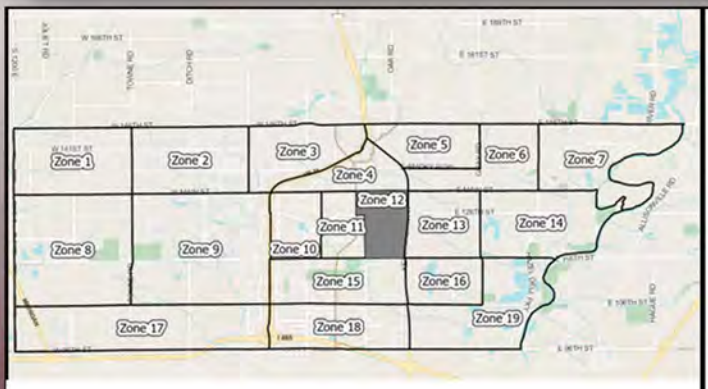
- City Center
- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Manufacturing Park District
- Medium Density Residential
- Meridian Corridor
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Urban Core
- Urban Residential
- Shopping Center
- Commercial and Office
- Commerical Use
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

- <Null>
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HARDWARE
- HEALTHCARE
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- PARKING GARAGE
- RESTAURANT
- RETAIL
- STRIP MALL

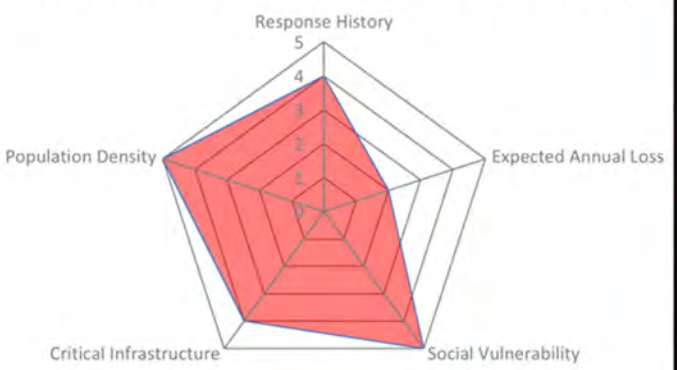
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:12]



PLANNING ZONE: 12

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	4,030	14
POPULATION DENSITY (people/sq mile)	3,358	3
HOUSEHOLDS BELOW POVERTY LEVEL	14.7%	1
% of people that speak English less than well	8.9%	1
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	5.1%	2
HOUSEHOLD MEDIAN INCOME	$71,250	16
PLANNING ZONE LAND AREA (sq mi)	1.2	17
TOTAL PROPERTY VALUE (Billions)	$0.93 Billion	16
TOTAL PROPERTY VALUE/ sq mi (Millions)	$771 Million	3
HOUSING UNITS	1,971	14
% OF HOMES BUILT AFTER 2014	1.2%	14
% OF HOMES BUILT AFTER 2000	8.7%	17
MEDIAN HOME VALUE	$204,800	18
HOMES VALUED BELOW $100K	89	2
HOMES VALUED ABOVE $1 MILLION	8	7

Planning Zone 12 is a mixed use zone in the center of the city. The southern area, the western border, and the northwest corner are all commercial and/or mixed use building in nature. The rest is a mix of single family dwelling and high density apartment buildings.

The zone has three extended care facilities, The Restoracy of Carmel, Brookdale Carmel, and Manor Care Carmel. Responses to these facilities account for 3.5% of total response volume annually and 40% of all calls in this zone.

On the eastern border is the Gramercy Apartment complex. This high density complex is responsible for 8% of the annual response volume for this planning zone.

Approximately 9% of households primarily speak a language other than English. These are split between 50% Spanish, 25% other Indo-European languages, and 25% Asian and Pacific Island languages.

Planning Zone 12 is served primarily by CFD Station 341.

All Incidents - Planning Zone 12 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:19	2:05	2:03	2:26	2:20	2:26
Turnout	1:30	1:31	1:30	1:28	1:29	1:34
Travel	4:26	4:14	4:47	4:22	4:26	4:28
Dispatch to	5:31	5:16	5:46	5:24	5:28	5:35
Call to Arrival	7:07	6:32	6:50	7:11	7:11	7:23

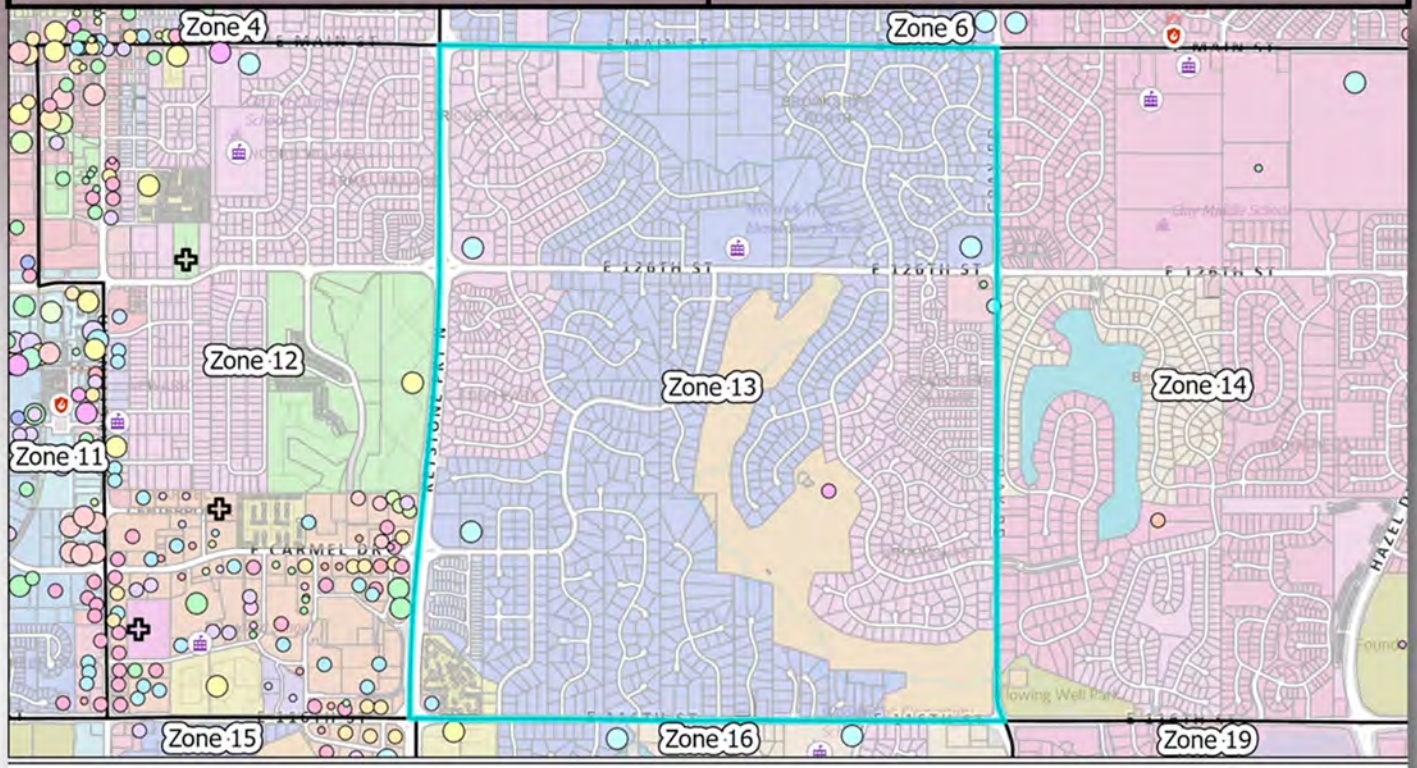
Zone 12		2019-2023	% Total for Zone	%Total of type for
Fire	Low	32	0.9%	6.4%
	Moderate	0	0.0%	0.0%
	High	9	0.3%	12.2%
EMS	Low	939	27.5%	11.1%
	Moderate	1393	40.8%	10.8%
	High	306	9.0%	13.9%
Hazmat	Low	4	0.1%	4.7%
	Moderate	55	1.6%	11.0%
	High	17	0.5%	13.1%
Tech Rescue	Low	13	0.4%	10.4%
	Moderate	3	0.1%	12.0%
	High	0	0.0%	0.0%
Others		643	18.8%	5.0%
Total Runs		3414		9.0%

PLANNING ZONE: 13

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 6.18

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

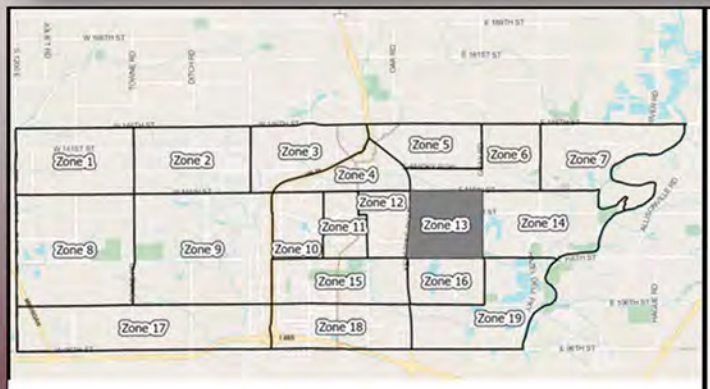
- City Center
- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Medium Density Residential
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Shopping Center
- Commercial and Office
- Commerical Use
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

- <Null>
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HARDWARE
- HEALTHCARE
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- PARKING GARAGE
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

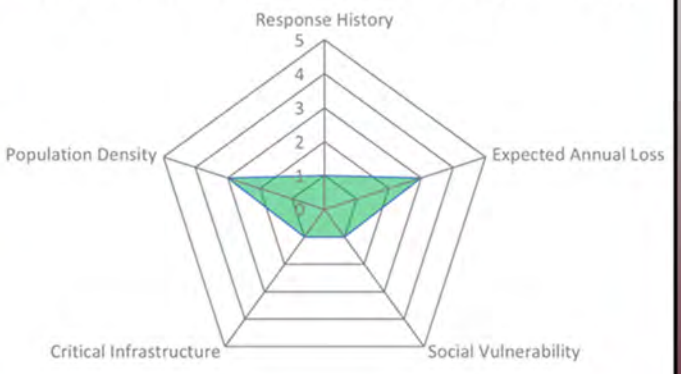
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:13]



PLANNING ZONE: 13

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	4,726	10
POPULATION DENSITY (people/sq mile)	2,487	8
HOUSEHOLDS BELOW POVERTY LEVEL	0.3%	18
% of people that speak English less than well	0.0%	18
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	0.7%	14
HOUSEHOLD MEDIAN INCOME	$122,727	11
PLANNING ZONE LAND AREA (sq mi)	1.9	12
TOTAL PROPERTY VALUE (Billions)	$1.20 Billion	11
TOTAL PROPERTY VALUE/ sq mi (Millions)	$632 Million	9
HOUSING UNITS	2,048	10
% OF HOMES BUILT AFTER 2014	0.5%	17
% OF HOMES BUILT AFTER 2000	0.8%	19
MEDIAN HOME VALUE	$318,500	11
HOMES VALUED BELOW $100K	54	7
HOMES VALUED ABOVE $1 MILLION	8	7

Planning Zone 13 is predominantly low density single family dwellings. It has one higher density area in the southwest corner which is the Maples condominium complex.

A large swath of the zone is occupied by Brookshire Golf Club, a municipally owned and operated golf course that is open to the public.

There are three moderate to large sized churches in the zone and one elementary school.

In the very tip of the southwest corner is a small strip mall with several businesses. Also, at the intersection of 126th Street and Gray Road on the east side is strip mall that has multiple businesses and restaurants.

This zone is primarily served by CFD Station 344 located in Zone 6.

All Incidents - Planning Zone 13 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:19	2:08	2:10	2:29	2:17	2:21
Turnout	1:40	1:42	1:43	1:42	1:38	1:31
Travel	5:11	4:50	5:16	5:25	5:10	4:50
Dispatch to Arrival	6:26	6:08	6:22	6:36	6:26	6:05
Call to Arrival	8:07	7:25	7:56	8:21	8:11	8:07

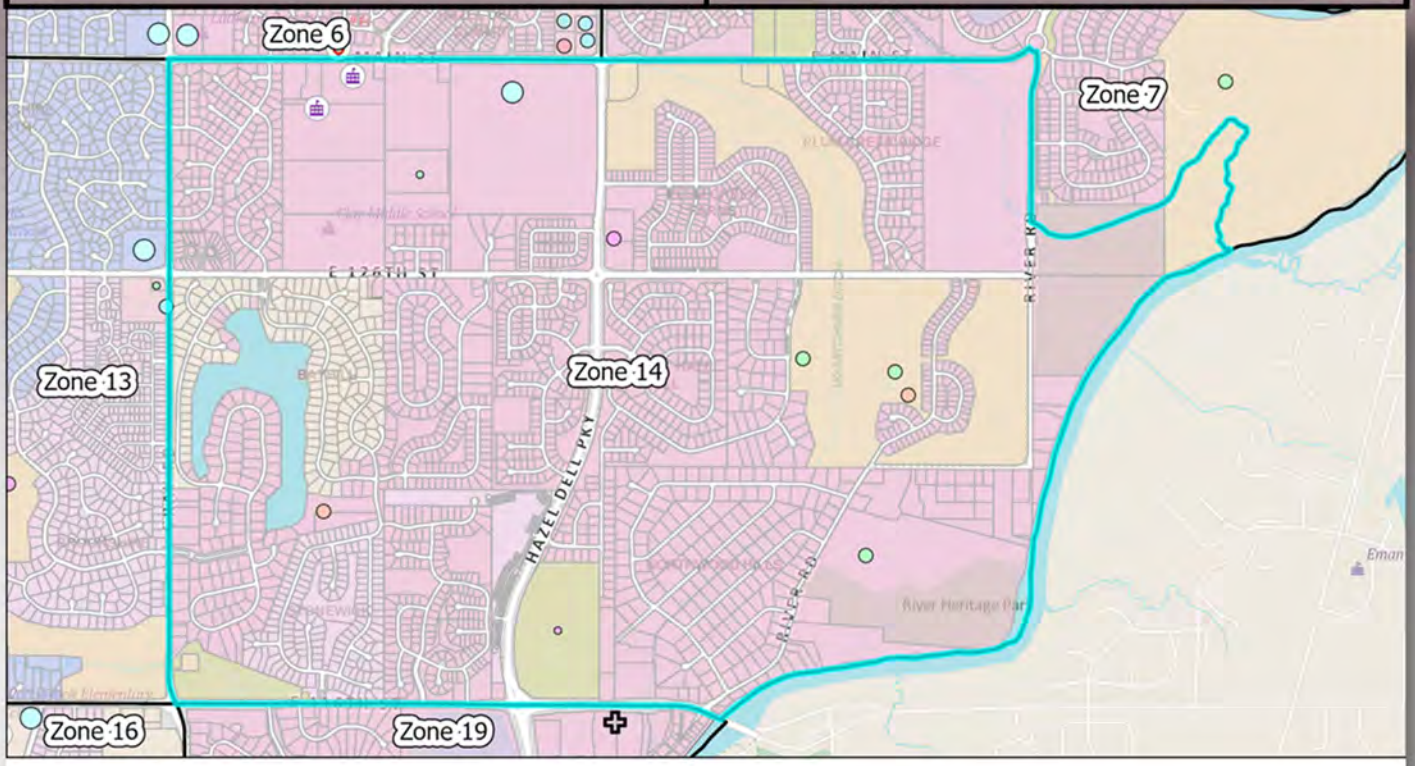
Zone 13		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	16	1.4%	3.2%
	Moderate	4	0.3%	3.3%
	High	1	0.1%	1.4%
EMS	Low	214	18.5%	2.5%
	Moderate	491	42.4%	3.8%
	High	73	6.3%	3.3%
Hazmat	Low	7	0.6%	8.2%
	Moderate	25	2.2%	5.0%
	High	2	0.2%	1.5%
Tech Rescue	Low	0	0.0%	0.0%
	Moderate	1	0.1%	4.0%
	High	1	0.1%	3.8%
Others		324	28.0%	2.5%
Total Runs		1159		3.1%

PLANNING ZONE: 14

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 6.18

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

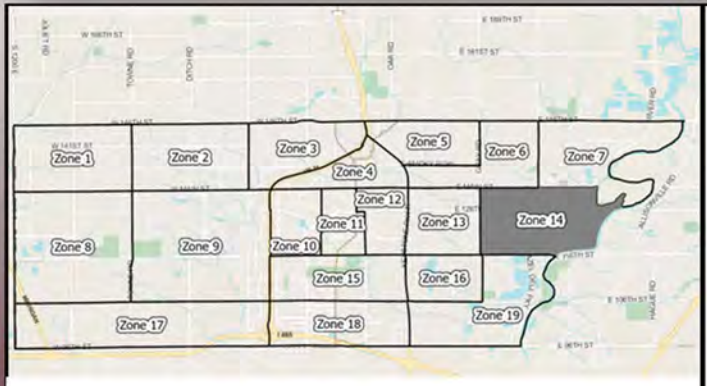
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Park
- Single Family Residential, Large Lots
- Commercial and Office

BLDG TYPE (Dot size represents risk level)

- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- POOL
- STRIP MALL

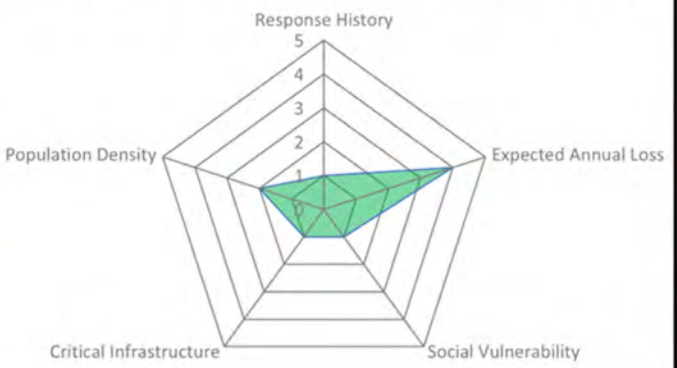
BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:14]



PLANNING ZONE: 14

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	5,547	7
POPULATION DENSITY (people/sq mile)	1,849	14
HOUSEHOLDS BELOW POVERTY LEVEL	1.2%	11
% of people that speak English less than well	0.5%	14
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	0.0%	18
HOUSEHOLD MEDIAN INCOME	$151,260	8
PLANNING ZONE LAND AREA (sq mi)	3.0	4
TOTAL PROPERTY VALUE (Billions)	$1.54 Billion	7
TOTAL PROPERTY VALUE/ sq mi (Millions)	$514 Million	14
HOUSING UNITS	2,035	12
% OF HOMES BUILT AFTER 2014	2.6%	12
% OF HOMES BUILT AFTER 2000	40.4%	8
MEDIAN HOME VALUE	$348,800	9
HOMES VALUED BELOW $100K	0	13
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 14 lies along the eastern boundary of the city. Its eastern border is the White River and it abuts the City of Fishers to the east.

The zone is predominantly low density single family dwellings. However, there are a few notable pieces of critical infrastructure within the zone.

Along the northern edge of the zone is the Carmel Clay Schools administration building. Directly to the south of this is Clay Middle School, one of the three middle schools for the district.

Directly to the east of this is a large indoor field house that includes an indoor football field, basketball courts, batting cages, and an indoor track.

Further to the east is Northview Christian Church. Northview is one of the largest churches in the central Indiana area with multiple locations throughout the state. Finally, at the corner of 126th Street and Hazel Dell Parkway is one of the Carmel water treatment plants.

Zone 14 is primarily served by CFD Station 344.

All Incidents - Planning Zone 14 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:18	2:03	2:20	2:30	2:11	2:12
Turnout	1:38	1:43	1:43	1:34	1:34	1:34
Travel	5:51	5:29	6:01	5:55	5:41	5:37
Dispatch to	7:01	7:00	7:11	6:54	7:00	6:52
Call to Arrival	8:29	7:58	8:23	8:53	8:41	8:26

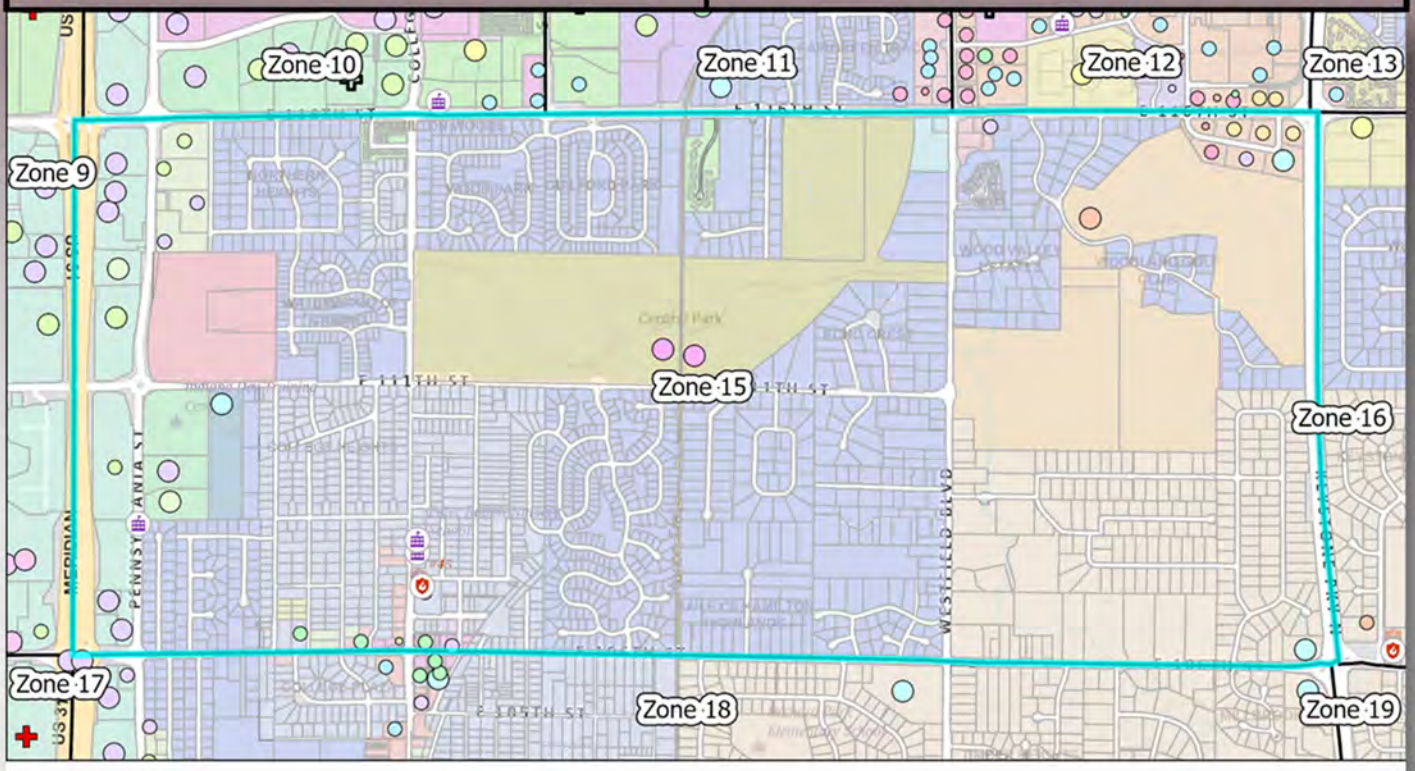
Zone 14		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	17	1.5%	3.4%
	Moderate	5	0.4%	4.1%
	High	1	0.1%	1.4%
EMS	Low	189	16.7%	2.2%
	Moderate	476	42.0%	3.7%
	High	52	4.6%	2.4%
Hazmat	Low	3	0.3%	3.5%
	Moderate	19	1.7%	3.8%
	High	3	0.3%	2.3%
Tech Rescue	Low	2	0.2%	1.6%
	Moderate	1	0.1%	4.0%
	High	1	0.1%	3.8%
Others		364	32.1%	2.8%
Total Runs		1133		3.0%

PLANNING ZONE: 15

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 9.15

LOWEST 4.28 HIGHEST 41.85



Zoning Description

- City Center
- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Manufacturing Park District
- Medium Density Residential
- Meridian Corridor
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Shopping Center
- Commercial and Office
- Commerical Use
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

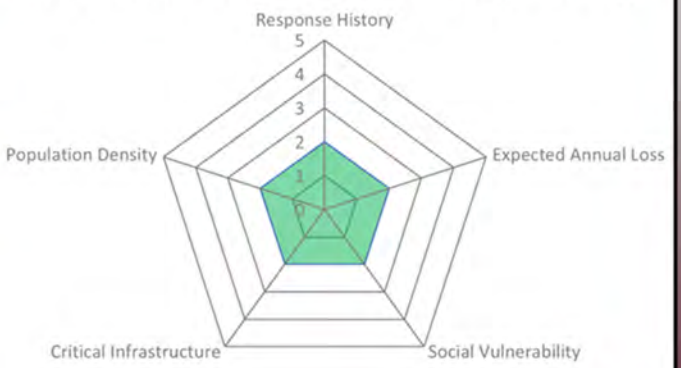
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HEALTHCARE
- HOTEL
- MULTI-TENANT
- OFFICE
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- HOSPITAL
- SCHOOL

PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:15]



PLANNING ZONE: 15

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	4,171	13
POPULATION DENSITY (people/sq mile)	1,738	15
HOUSEHOLDS BELOW POVERTY LEVEL	8.4%	3
% of people that speak English less than well	7.4%	2
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	5.3%	1
HOUSEHOLD MEDIAN INCOME	$77,928	14
PLANNING ZONE LAND AREA (sq mi)	2.4	8
TOTAL PROPERTY VALUE (Billions)	$0.80 Billion	18
TOTAL PROPERTY VALUE/ sq mi (Millions)	$333 Million	18
HOUSING UNITS	1,882	15
% OF HOMES BUILT AFTER 2014	1.8%	13
% OF HOMES BUILT AFTER 2000	11.4%	15
MEDIAN HOME VALUE	$228,400	16
HOMES VALUED BELOW $100K	121	1
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 15 is in the south central area of the city and is known as Homeplace . It is bounded by the Meridian Corridor on the west and by Keystone Parkway on the east.

The Meridian Corridor is predominantly commercial property with hotel and many large office buildings.

The north east corner of the zone has a commercial development that includes multiple businesses including restaurants, shops, and a bank.

Dominating the zone are two very large tracts of land. The first is Central Park which is parkland with a large athletic complex, the Monon Center, and an outdoor water park. The second is Woodland Golf Club. A private club that occupies most of the north east corner of the zone.

A large number of homes in this zone are older as they were built in the housing boom of post world war II.

This zone is primarily served by CFD Station 345.

All Incidents - Planning Zone 15 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:21	2:16	2:11	2:27	2:26	2:17
Turnout	1:29	1:33	1:35	1:21	1:26	1:34
Travel	4:29	4:06	4:41	4:25	4:38	4:24
Dispatch to	5:33	5:15	5:54	5:27	5:33	5:18
Call to Arrival	7:12	7:00	7:18	7:09	7:19	7:10

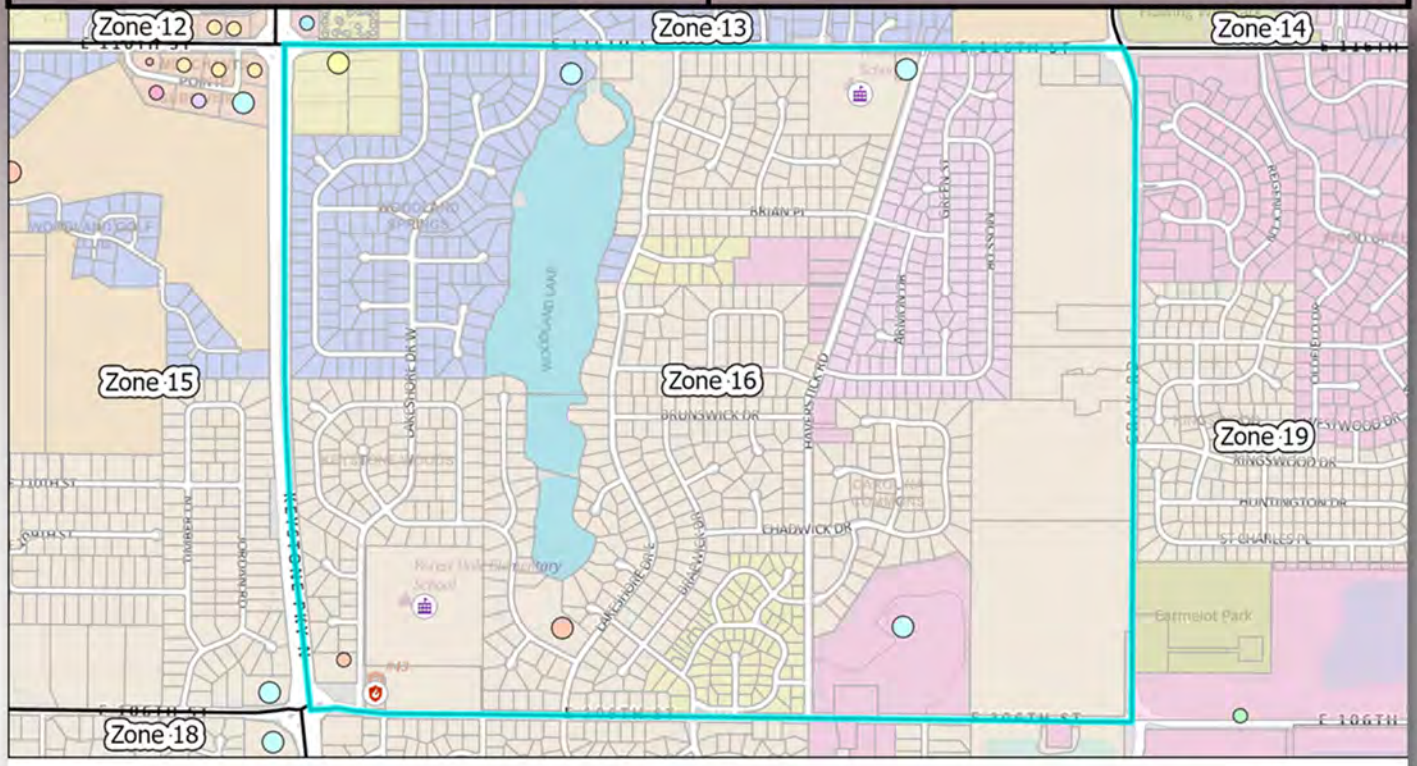
Zone 15		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	37	2.2%	7.4%
	Moderate	7	0.4%	5.7%
	High	3	0.2%	4.1%
EMS	Low	426	25.6%	5.1%
	Moderate	582	35.0%	4.5%
	High	94	5.7%	4.3%
Hazmat	Low	6	0.4%	7.1%
	Moderate	28	1.7%	5.6%
	High	4	0.2%	3.1%
Tech Rescue	Low	9	0.5%	7.2%
	Moderate	1	0.1%	4.0%
	High	3	0.2%	11.5%
Others		462	27.8%	3.6%
Total Runs		1662		4.4%

PLANNING ZONE: 16

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 4.28

LOWEST 4.28 **HIGHEST** 41.85



Zoning

Description

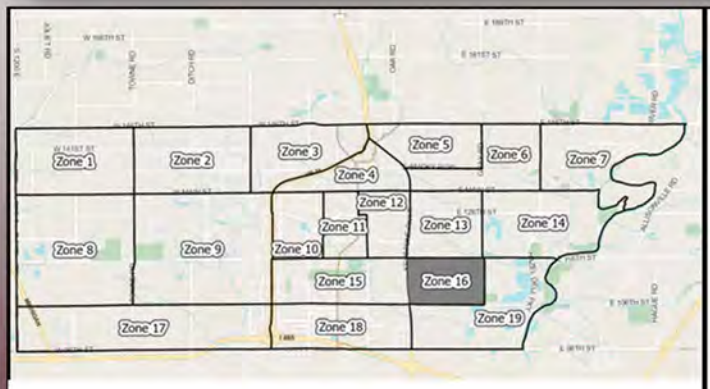
- High Density Residential
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Park
- Single Family Residential, Large Lots
- Shopping Center
- Commercial and Office
- Commerical Use

BLDG TYPE (Dot size represents risk level)

- APARTMENTS
- BANK
- CHURCH
- COMMERCIAL
- MULTI-TENANT
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

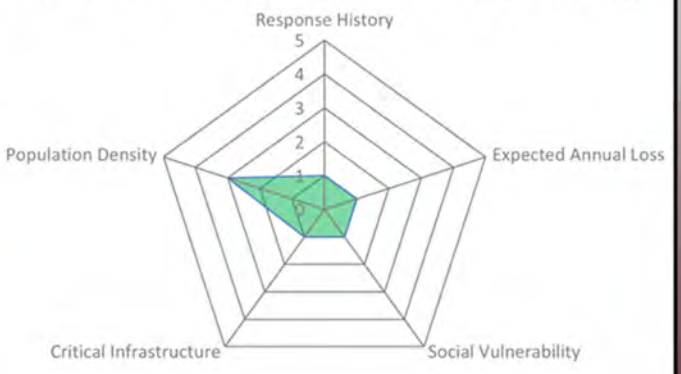
BLDG TYPE

- FIRE STATION
- SCHOOL



PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:16]



PLANNING ZONE: 16

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	3,014	19
POPULATION DENSITY (people/sq mile)	2,319	11
HOUSEHOLDS BELOW POVERTY LEVEL	2.4%	10
% of people that speak English less than well	0.5%	14
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	0.4%	16
HOUSEHOLD MEDIAN INCOME	$112,619	12
PLANNING ZONE LAND AREA (sq mi)	1.3	15
TOTAL PROPERTY VALUE (Billions)	$0.67 Billion	19
TOTAL PROPERTY VALUE/ sq mi (Millions)	$518 Million	13
HOUSING UNITS	1,315	19
% OF HOMES BUILT AFTER 2014	0.0%	18
% OF HOMES BUILT AFTER 2000	5.9%	18
MEDIAN HOME VALUE	$282,900	13
HOMES VALUED BELOW $100K	0	13
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 16 located in the south east central area is dominated by low density single family dwellings. The zone is well established and has seen little growth in recent years.

Woodland Lake occupies a large swath of the zone stretching from nearly 1/10th of a mile from 106th to 116th streets.

There are a few notable pieces of critical infrastructure within the zone. The first is St Elizabeth Seton, one of two large Catholic churches in the jurisdiction. It lies near the southeast corner. Another is the Woodland Springs Apartments. This is the only apartment complex in the zone. Additionally, there are two elementary schools in the zone.

Along the eastern boundary are some of the only remaining acres of farmland in the jurisdiction.

Along the southern border is CFD Station 343 which serves this planning zone.

All Incidents - Planning Zone 16 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:19	2:17	1:57	2:23	2:22	2:17
Turnout	1:33	1:35	1:32	1:41	1:30	1:28
Travel	4:52	4:53	4:49	4:56	4:48	4:34
Dispatch to Arrival	5:54	6:01	5:56	5:59	5:36	5:45
Call to Arrival	7:22	7:13	7:08	7:31	7:28	7:13

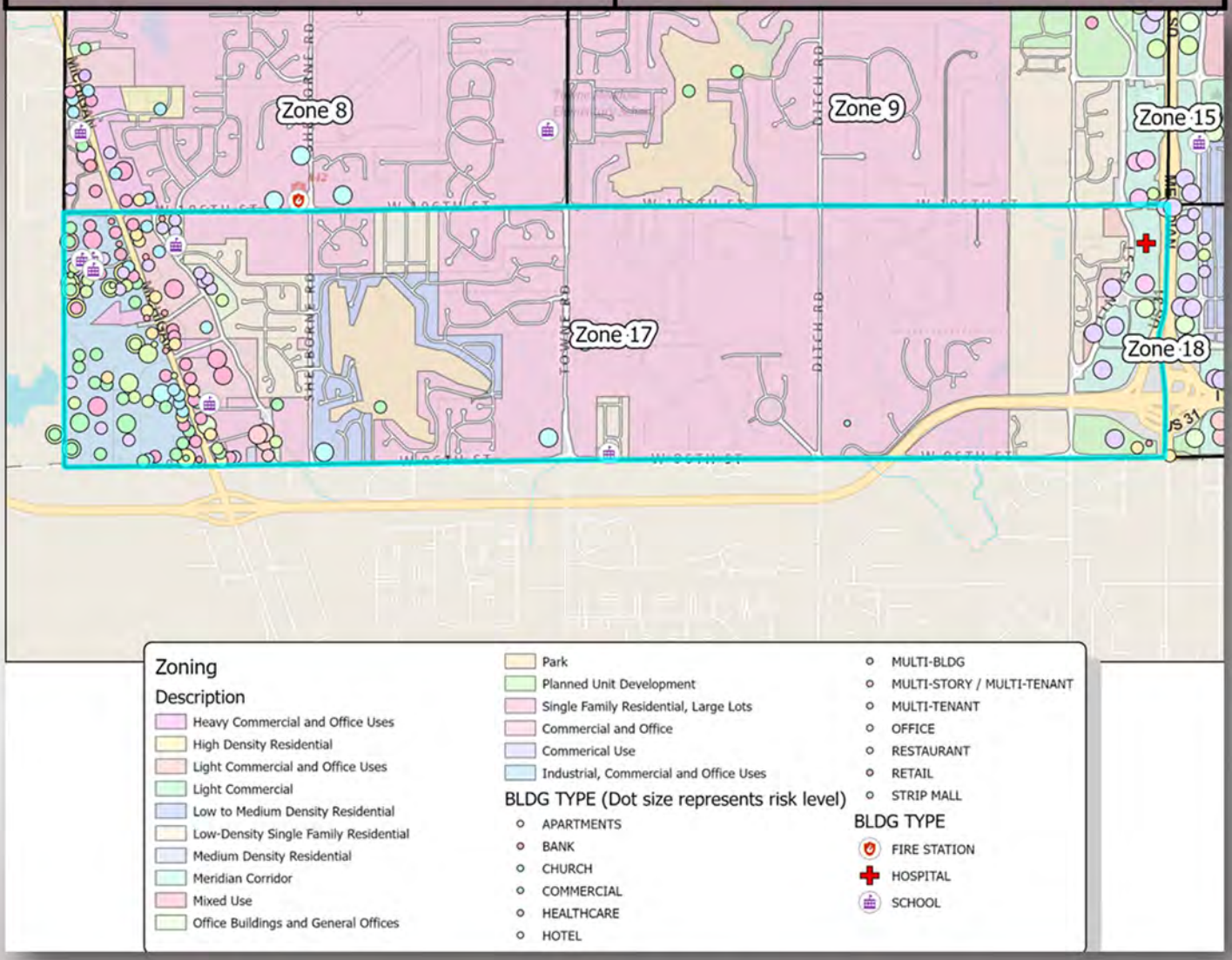
Zone 16		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	11	1.6%	2.2%
	Moderate	2	0.3%	1.6%
	High	1	0.1%	1.4%
EMS	Low	177	25.1%	2.1%
	Moderate	300	42.6%	2.3%
	High	28	4.0%	1.3%
Hazmat	Low	1	0.1%	1.2%
	Moderate	7	1.0%	1.4%
	High	2	0.3%	1.5%
Tech Rescue	Low	1	0.1%	0.8%
	Moderate	0	0.0%	0.0%
	High	0	0.0%	0.0%
Others		175	24.8%	1.4%
Total Runs		705		1.9%

PLANNING ZONE: 17

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 11.41

LOWEST 4.28 HIGHEST 41.85



Zoning Description

- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Medium Density Residential
- Meridian Corridor
- Mixed Use
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Commercial and Office
- Commerical Use
- Industrial, Commercial and Office Uses

BLDG TYPE (Dot size represents risk level)

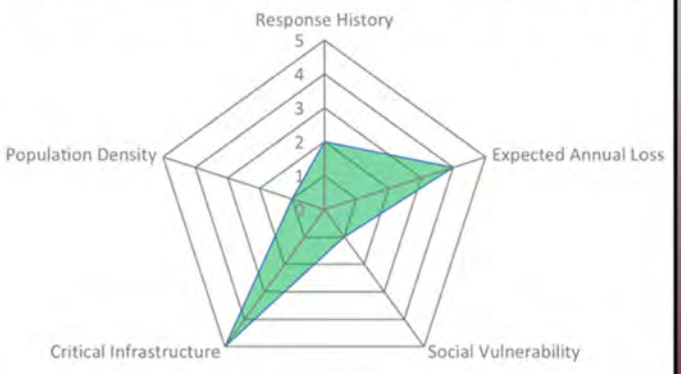
- APARTMENTS
- BANK
- CHURCH
- COMMERCIAL
- HEALTHCARE
- HOTEL
- MULTI-BLDG
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- RESTAURANT
- RETAIL
- STRIP MALL

BLDG TYPE

- FIRE STATION
- HOSPITAL
- SCHOOL

PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:17]



PLANNING ZONE: 17

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	4,013	15
POPULATION DENSITY (people/sq mile)	912	19
HOUSEHOLDS BELOW POVERTY LEVEL	0.9%	14
% of people that speak English less than well	0.8%	13
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	2.6%	6
HOUSEHOLD MEDIAN INCOME	$173,125	5
PLANNING ZONE LAND AREA (sq mi)	4.4	3
TOTAL PROPERTY VALUE (Billions)	$2.04 Billion	3
TOTAL PROPERTY VALUE/ sq mi (Millions)	$464 Million	16
HOUSING UNITS	1,348	18
% OF HOMES BUILT AFTER 2014	0.0%	18
% OF HOMES BUILT AFTER 2000	25.5%	10
MEDIAN HOME VALUE	$430,200	5
HOMES VALUED BELOW $100K	64	5
HOMES VALUED ABOVE $1 MILLION	272	2

Planning Zone 17 is in the southwest corner of Carmel. It is bounded on the east and west by the commercial Michigan Road Corridor and the Meridian Street Corridor.

The Michigan Road Corridor includes both commercial and light industrial zones and is home to many retail establishments and restaurants.

This section of the Meridian Street Corridor has several large businesses including a Geico Insurance call center, a medical office and surgical center, and one of the three hospitals in Carmel.

The Ascension Heart Center is located at 106th street and Meridian. It is a specialty hospital for cardiac patients only.

The rest of the zone is predominantly low density residential.

There are 2 moderate to large churches and several early childhood development centers in the zone. Twin Lakes Golf Club, a private club, is located along the southern edge of the zone.

Planning Zone 17 is served by CFD stations 342 and 345.

All Incidents - Planning Zone 17 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:20	2:18	2:15	2:25	2:17	2:22
Turnout	1:33	1:39	1:32	1:30	1:29	1:35
Travel	6:21	6:13	6:08	6:16	6:37	6:01
Dispatch to	7:35	7:34	7:28	7:32	7:39	7:19
Call to Arrival	9:08	9:12	8:51	8:59	9:11	9:33

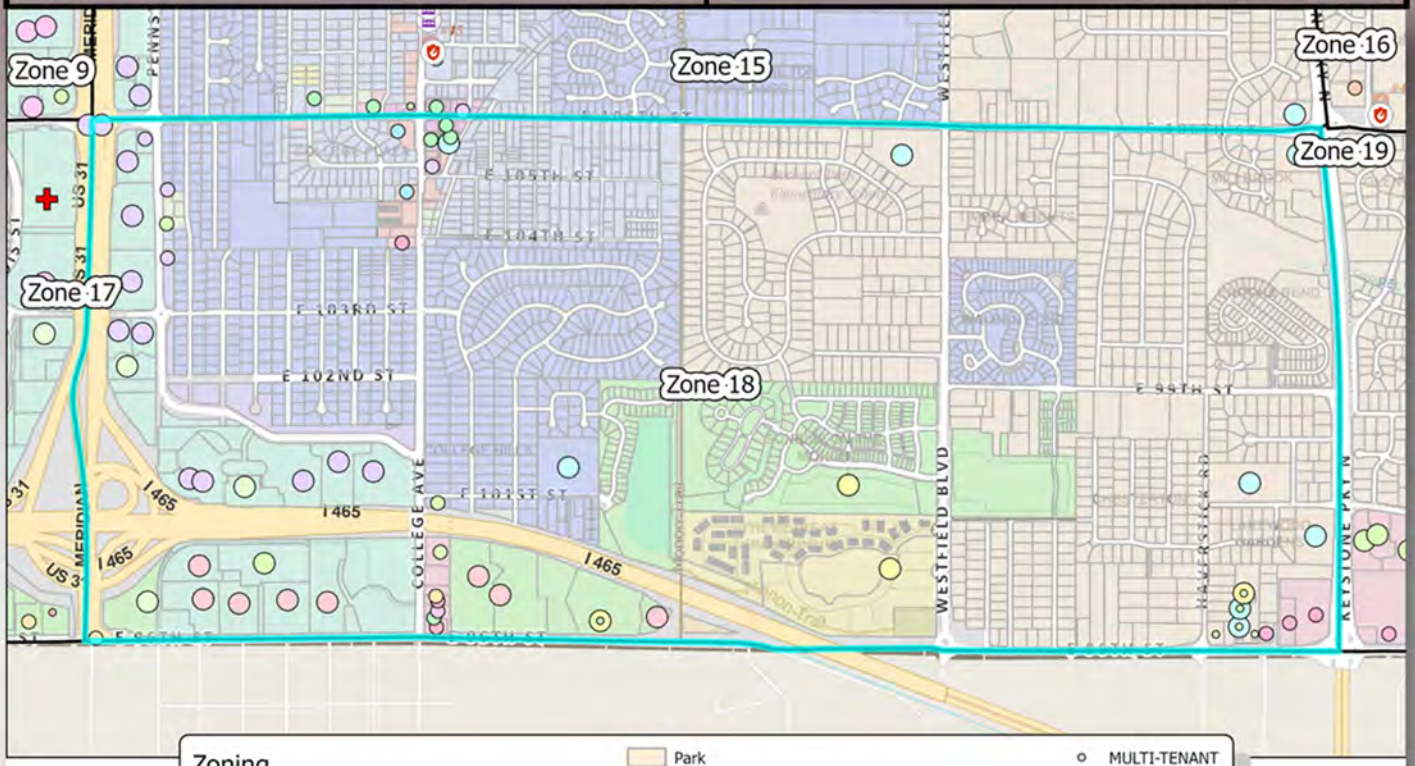
Zone 17		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	34	1.6%	6.8%
	Moderate	7	0.3%	5.7%
	High	2	0.1%	2.7%
EMS	Low	494	23.7%	5.9%
	Moderate	645	30.9%	5.0%
	High	91	4.4%	4.1%
Hazmat	Low	6	0.3%	7.1%
	Moderate	36	1.7%	7.2%
	High	7	0.3%	5.4%
Tech Rescue	Low	5	0.2%	4.0%
	Moderate	3	0.1%	12.0%
	High	1	0.0%	3.8%
Others		757	36.3%	5.9%
Total Runs		2088		5.5%

PLANNING ZONE: 18

PLANNING ZONE RISK LEVEL: MODERATE

THIS ZONE RISK SCORE: 18.55

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

- Heavy Commercial and Office Uses
- High Density Residential
- Light Commercial and Office Uses
- Light Commercial
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Medium Density Residential
- Meridian Corridor
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Commercial and Office
- Commerical Use

BLDG TYPE (Dot size represents risk level)

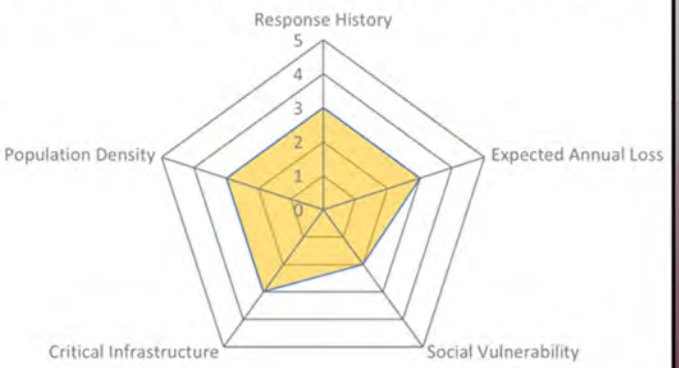
- APARTMENTS
- BANK
- CHURCH
- COMMERCIAL
- HEALTHCARE
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

BLDG TYPE

- FIRE STATION
- HOSPITAL
- SCHOOL

PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:18]



PLANNING ZONE: 18

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	5,520	8
POPULATION DENSITY (people/sq mile)	2,300	12
HOUSEHOLDS BELOW POVERTY LEVEL	6.4%	4
% of people that speak English less than well	0.4%	16
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	2.0%	9
HOUSEHOLD MEDIAN INCOME	$71,859	15
PLANNING ZONE LAND AREA (sq mi)	2.4	8
TOTAL PROPERTY VALUE (Billions)	$1.17 Billion	12
TOTAL PROPERTY VALUE/ sq mi (Millions)	$486 Million	15
HOUSING UNITS	2,694	2
% OF HOMES BUILT AFTER 2014	14.7%	5
% OF HOMES BUILT AFTER 2000	23.1%	11
MEDIAN HOME VALUE	$207,700	17
HOMES VALUED BELOW $100K	59	6
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 18 is bounded by the Meridian Corridor on the west and Keystone Parkway on the east. It is predominantly low density single family dwellings. Many of the homes in the Homeplace area around College Ave and 106th were built in the early 1950's while many of the homes on the eastern edge are much more recent. Two large areas near 96th street and Westfield Blvd were built out over the last decade as the previous golf course was sold off to developers. The Retreat Condominium complex is one of these developments.

Along the southern border is I-465, a heavily traveled corridor that has the potential for motor vehicle accidents including trucks carrying hazardous materials around Indianapolis.

In the southwest corner is a high rise hotel, the Drury Inn, as well as several high rise office buildings stretching all the way past College Ave.

In the southeast corner are several commercial establishments including a car dealership.

This zone is served by CFD stations 345 and 343.

All Incidents - Planning Zone 18 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:15	2:06	2:09	2:25	2:12	2:19
Turnout	1:35	1:37	1:46	1:28	1:29	1:33
Travel	5:12	5:19	5:19	4:52	5:24	4:49
Dispatch to	6:18	6:28	6:33	5:58	6:27	5:56
Call to Arrival	7:54	7:46	8:05	7:31	8:05	7:57

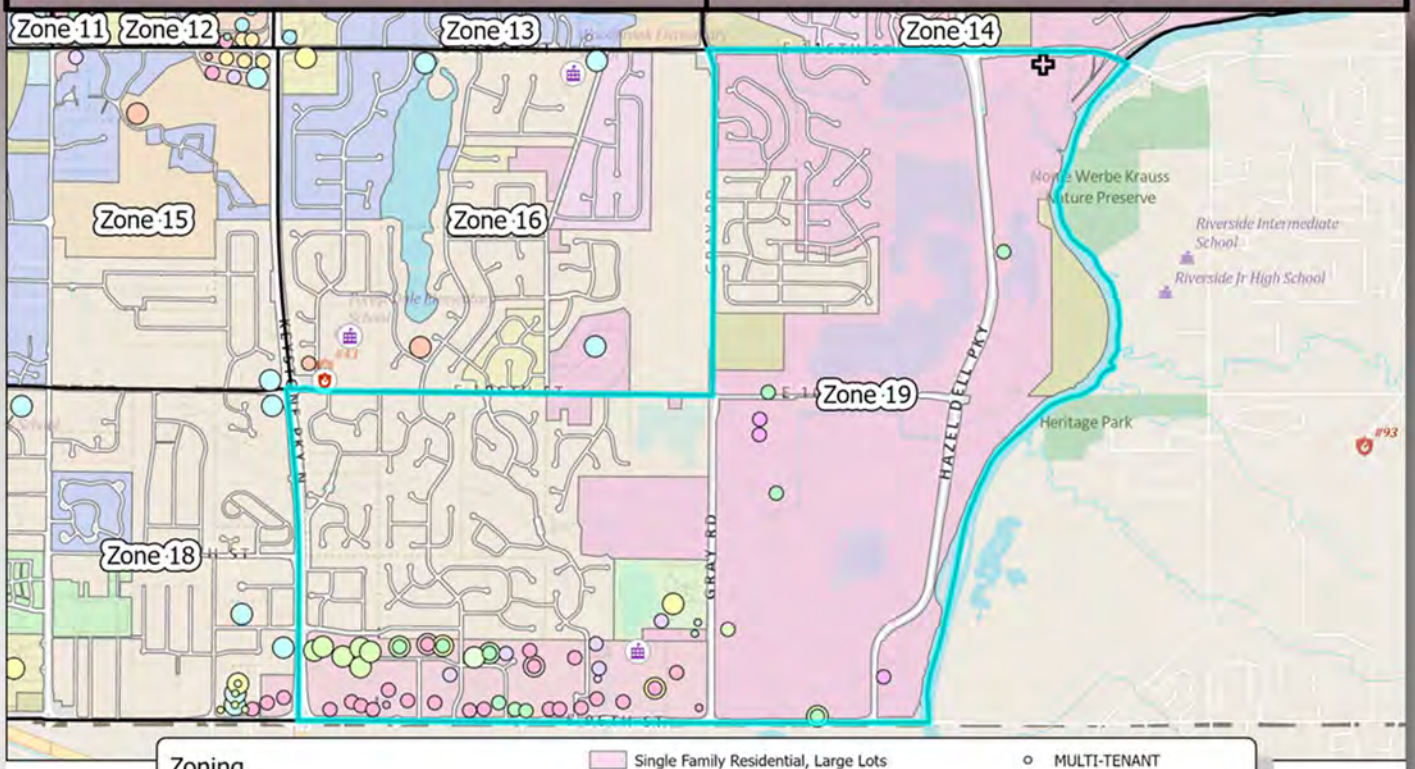
Zone 18		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	43	1.9%	8.6%
	Moderate	4	0.2%	3.3%
	High	1	0.0%	1.4%
EMS	Low	428	19.2%	5.1%
	Moderate	867	38.9%	6.8%
	High	174	7.8%	7.9%
Hazmat	Low	3	0.1%	3.5%
	Moderate	21	0.9%	4.2%
	High	16	0.7%	12.3%
Tech Rescue	Low	12	0.5%	9.6%
	Moderate	2	0.1%	8.0%
	High	1	0.0%	3.8%
Others		655	29.4%	5.1%
Total Runs		2227		5.9%

PLANNING ZONE: 19

PLANNING ZONE RISK LEVEL: LOW

THIS ZONE RISK SCORE: 5.23

LOWEST 4.28 HIGHEST 41.85



Zoning

Description

- City Center
- High Density Residential
- Low to Medium Density Residential
- Low to Medium Density Residential
- Low-Density Single Family Residential
- Medium Density Residential
- Mixed Residential Supporting Commerical Uses
- Office Buildings and General Offices
- Park
- Planned Unit Development
- Single Family Residential, Large Lots
- Shopping Center
- Commercial and Office
- Commerical Use

BLDG TYPE (Dot size represents risk level)

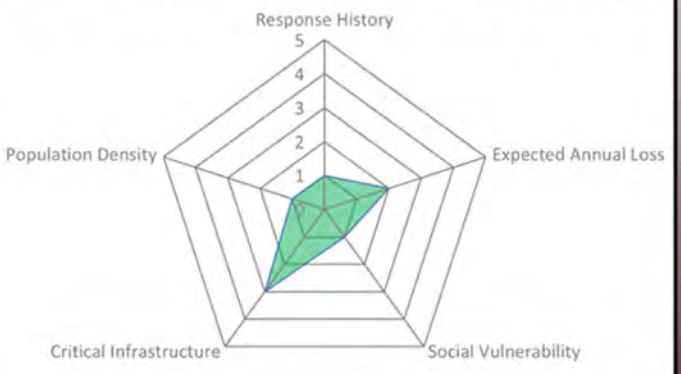
- APARTMENTS
- BANK
- CHURCH
- CITY OF CARMEL
- COMMERCIAL
- HOTEL
- MULTI-STORY / MULTI-TENANT
- MULTI-TENANT
- OFFICE
- POOL
- RESTAURANT
- RETAIL
- STRIP MALL

BLDG TYPE

- EXTENDED CARE FACILITY
- FIRE STATION
- SCHOOL

PLANNING ZONE LOCATOR

RISK CATEGORIZATION RADAR CHART [ZONE:19]



PLANNING ZONE: 19

		RANK IN CARMEL (out of 19)
ESTIMATED POPULATION	3,852	16
POPULATION DENSITY (people/sq mile)	1,284	18
HOUSEHOLDS BELOW POVERTY LEVEL	2.6%	9
% of people that speak English less than well	1.4%	9
POPULATION OVER 25 WITHOUT HIGH SCHOOL CREDENTIALS	1.9%	10
HOUSEHOLD MEDIAN INCOME	$103,207	13
PLANNING ZONE LAND AREA (sq mi)	3.0	4
TOTAL PROPERTY VALUE (Billions)	$0.98 Billion	14
TOTAL PROPERTY VALUE/ sq mi (Millions)	$328 Million	19
HOUSING UNITS	1,482	17
% OF HOMES BUILT AFTER 2014	4.2%	11
% OF HOMES BUILT AFTER 2000	11.1%	16
MEDIAN HOME VALUE	$334,000	10
HOMES VALUED BELOW $100K	17	9
HOMES VALUED ABOVE $1 MILLION	0	10

Planning Zone 19 encompasses the southeast corner of the city from Keystone Parkway and Gray Road on the west to the White River on the East. The residential areas in this zone are predominantly low density single family dwelling with the exception a the North Haven Apartment complex is located on Gray Road near 96th street. This zone is served by CFD Station 343.

The southern border of the zone is 96th street and it abuts Indianapolis. This area is all commercial and features a large number of car dealerships.

There is one low volume extended care facility, Bickford Senior Living, located in the northeast corner.

The majority of this zone is dominated by Martin Marietta's aggregate mining operation. The mine stretches 2 miles from 96th street on the south to 116th street on the north all along Hazel Dell Parkway.

Directly across from the mine is the Carmel waste water treatment plant which includes the Carmel Police firing range and an access point to the White River.

All Incidents - Planning Zone 19 (Response Time Components)						
	Overall	2019	2020	2021	2022	2023
Call Processing	2:15	2:09	2:11	2:26	2:14	2:10
Turnout	1:30	1:27	1:33	1:34	1:30	1:27
Travel	5:38	5:38	5:26	5:39	5:43	5:51
Dispatch to Arrival	6:49	6:47	6:49	6:53	6:44	6:32
Call to Arrival	8:18	7:45	8:13	8:37	8:28	8:07

Zone 19		2019-2023	% Total for Zone	%Total of type for city
Fire	Low	29	2.7%	5.8%
	Moderate	2	0.2%	1.6%
	High	0	0.0%	0.0%
EMS	Low	307	28.8%	3.6%
	Moderate	353	33.1%	2.7%
	High	53	5.0%	2.4%
Hazmat	Low	0	0.0%	0.0%
	Moderate	10	0.9%	2.0%
	High	4	0.4%	3.1%
Tech Rescue	Low	11	1.0%	8.8%
	Moderate	3	0.3%	12.0%
	High	2	0.2%	7.7%
Others		291	27.3%	2.3%
Total Runs		1065		2.8%