

# MOVING LAWRENCE FORWARD

**A Citizen's Guide to the State of the City**

Fiscal Year Ended December 31, 2016





It is with a great sense of responsibility and commitment that I present my vision for the City of Lawrence. By identifying our priorities clearly and at the same time addressing issues we may encounter it helps to define the future direction of the City of Lawrence. Although revenue sources remain essentially flat for municipalities like ours, the challenge we have is to adequately provide the services expected by our constituents while continuing to move our city forward. Our shared vision reflects a continued focus on improving public safety, our commitment to providing necessary services, improving our roads and encouraging quality economic growth. As Lawrence continues to grow we intend to take our place as one of the leading cities in Central Indiana. We must celebrate and embrace our diversity that helps to create an environment for economic and cultural growth. We will continue to be vigilant managers of the city's finances while committed to achieving progressive goals with strong, highly qualified administrative staff and a Council that is committed to the continued success of the City of Lawrence.

Sincerely,

Mayor, City of Lawrence



TABLE OF

# CONTENTS



## INTRODUCTION

• OUR TEAM	1
• A LOOK AT OUR COMMON COUNCIL	3
• OUR HISTORY	6
• DEMOGRAPHICS	7

## MILESTONES

• COMFORTING NEWS	8
• GENERAL FUND	9
• PROPERTY TAX RATES	10
• LAWRENCE POLICE DEPARTMENT	11
• LAWRENCE FIRE DEPARTMENT	12
• STREET DEPARTMENT	13
• PARKS & RECREATION	14
• INFORMATION TECHNOLOGY	15
• LAWRENCE UTILITIES	16
• GROUNDBREAKING PARTNERSHIP	17
• PARCEL J	18

## MOVING LAWRENCE FORWARD

• WHAT TO EXPECT IN 2017	19
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# MEET OUR TEAM



**STEVE COLLIER**  
MAYOR



**JASON FENWICK**  
CITY CONTROLLER/DEPUTY MAYOR



**DAVID HOFMANN**  
POLICE CHIEF



**DINO BATALIS**  
FIRE CHIEF



**CAM STARNES**  
ECONOMIC DEVELOPMENT DIRECTOR



**WILLIAM ANTHONY**  
PUBLIC WORKS DIRECTOR/CODE ENFORCEMENT

We'd like to introduce you to some of the people who are Moving Lawrence Forward.

It takes a high-performing team to deliver the best-in-city services our customers expect.

We thrive on the strengths of our employees. Whether we go to work in a suit or a hard hat, we all stand for the same idea: We work for people.

Our families. Our colleagues. Our neighbors. Our partners.



**DAVE LOTTS**  
MANAGER OF STREETS & SOLID WASTE



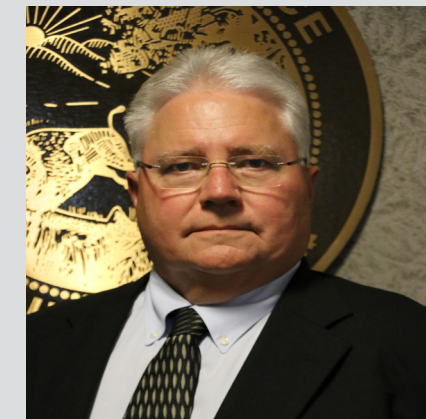
**SCOTT SALSBERY**  
UTILITIES SUPERINTENDENT



**ERIC MARTIN**  
PARKS & RECREATION DIRECTOR



**DAVID JOHNSON**  
CORPORATION COUNSEL



**JIM GUTTING**  
UTILITIES COUNSEL



A LOOK AT OUR

# LAWRENCE

CITY CLERK & COMMON COUNCIL

**KATHY WALTON**  
CITY CLERK



## CITY OF LAWRENCE COMMON COUNCIL DISTRICTS



**JOE WILLIAMS**  
DISTRICT 4 (COUNCIL PRESIDENT)



**LISA CHAVIS**  
AT-LARGE (COUNCIL VICE-PRESIDENT)



**GREG ALLEN**  
AT-LARGE



**BOB JONES**  
AT-LARGE



**TYRELL GILES**  
DISTRICT 1



**RICK WELLS**  
DISTRICT 2



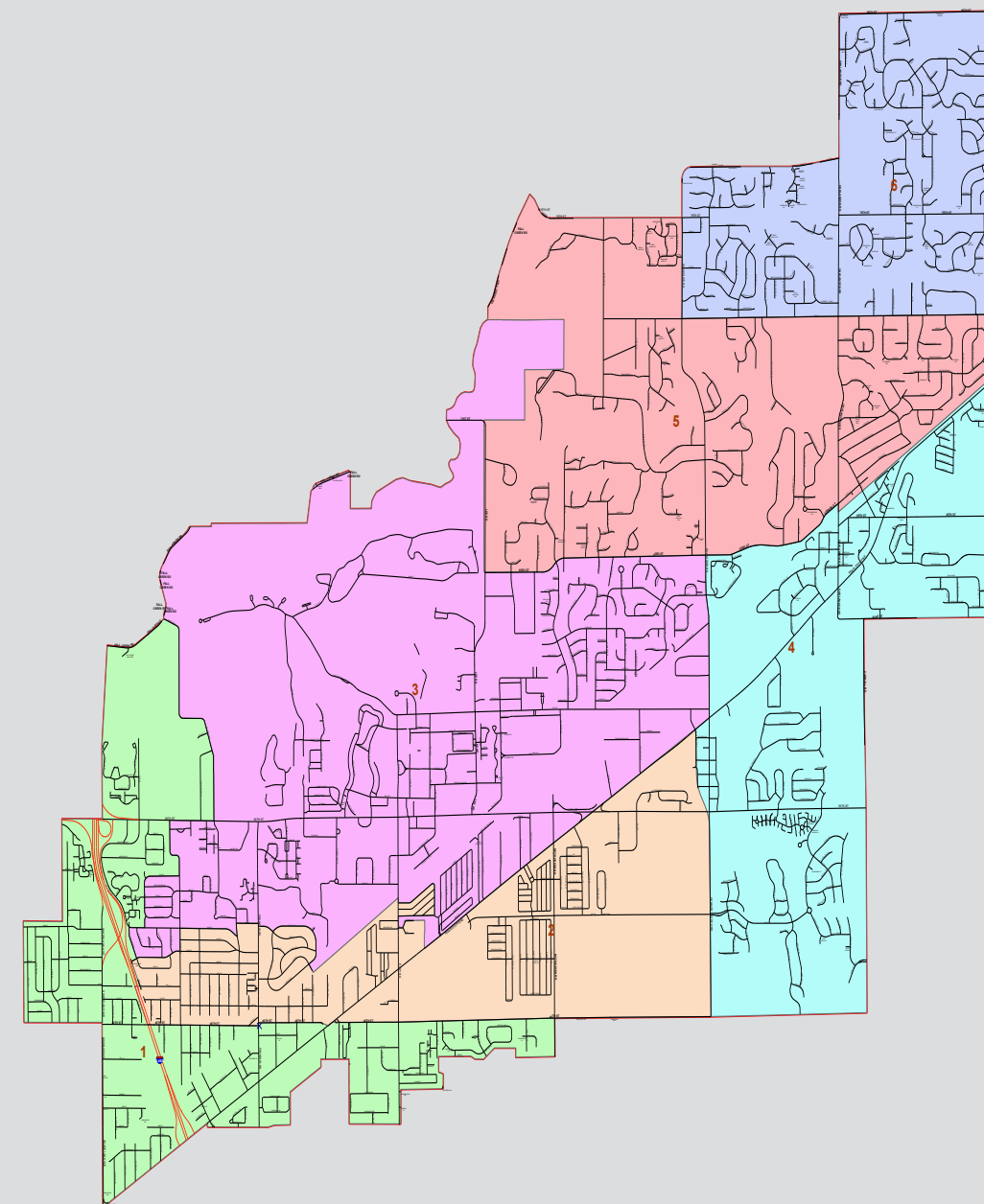
**SHERRON FREEMAN**  
DISTRICT 3



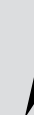
**TOM SHEVLOT**  
DISTRICT 5



**ELIZABETH WHEELER**  
DISTRICT 6



- Legend**
- Centerlines**  
 <all other values>
- Type**  
 COLLECTOR/LOCAL STREET  
 FREEWAY  
 PRIMARY ARTERIAL  
 SECONDARY ARTERIAL  
 SECONDARY ARTERIAL (2 LANE)
- City\_Council\_Districts\_new**  
 <all other values>
- Town Council**  
 L-1  
 L-2  
 L-3  
 L-4  
 L-5  
 L-6  
 City\_Border







Since it served as a wilderness stop along a Native American trail in 1823, Lawrence, Ind., has played many roles and has evolved into an important destination community in northeast Marion County. The municipality was platted in 1849 as a triangular tract bounded by 42nd Street, Franklin Road and Pendleton Pike. It was then called Lanesville. Other names subsequently were tried, including Jamestown after the founder James White. In 1866, the Marion County Commissioners approved the name Lawrence – also the name of the surrounding township – after the naval hero of the War of 1812, Capt. James Lawrence, who is remembered for the command, “Don’t give up the ship!”

In March 1901, Lt. Col. Russell B. Harrison came to Indianapolis to bury his father, President Benjamin Harrison. Here, the younger man learned about the War Department’s decision to close the Indianapolis Arsenal, which had supplied munitions to Union troops during the Civil War. (During the Civil War, the arsenal was located near the Statehouse; it later was moved to Woodruff Place, on the near east side of Indianapolis.)

The President’s son persuaded the War Department that Indianapolis deserved a military presence to commemorate the arsenal’s role in fighting slavery and maintaining the Union. In 1904, the War Department purchased land on the northeast side, nine miles from downtown. In 1906, President Theodore Roosevelt dedicated Fort Benjamin Harrison, which would serve as a troop reception center, classroom and soldier support facility during all major military conflicts from World War I to Desert Storm.

In 1929, the residents of Lawrence — then about 600 — voted to make their village a town. By 1940, the population had grown to 1,048; by 1950, Lawrence had 1,999 residents. A special census in 1956 showed 7,863 residents, and talk began of incorporating as a fifth-class city.

Morris Settles, the first mayor of Lawrence, served the city for 24 years, from 1960-1983. Settles predicted a clash of interests between the large and small cities within Marion County. Indeed, in 1969, Indianapolis and Marion County adopted a unified government structure. Lawrence was one

of four “excluded cities,” so it retained its city government, though its citizens were given the right to vote for the mayor of Indianapolis and their representatives on the Indianapolis/ Marion County City-County Council as well as the Lawrence mayor and other elected officials.

Lawrence began a new chapter in 1991, when the Base Realignment and Closure process earmarked Fort Harrison as one of many military bases across the country that would be closed. Closure came in 1995, but redevelopment of the fort has taken hold in a major way. The state of Indiana took ownership of 1,700 of the fort’s 2,500 acres to develop Fort Harrison State Park, The Fort Golf Course and the State Park Inn. Lawrence continues to have a strong military presence led by the more than 4,000 employees at the Defense Finance and Accounting Services Center, Lawrence’s largest employer. The Army Air Force Exchange Service built a post exchange and commissary at the former post in 2007 and the Indiana National Guard Lawrence Armory opened its Readiness Training Center in 2011. Under construction is a new Armed Forces Reserve Center, with the 310th Expeditionary Sustainment Command, where more than 1,200 reservists will participate in drills each month. The City of Lawrence and the Fort Harrison Reuse Authority work together to redevelop the fort as a mixed-use village town center for Lawrence.





**17,864**  
HOUSEHOLDS

**2.56**  
AVERAGE  
HOUSEHOLD SIZE

**11,949**  
FAMILIES

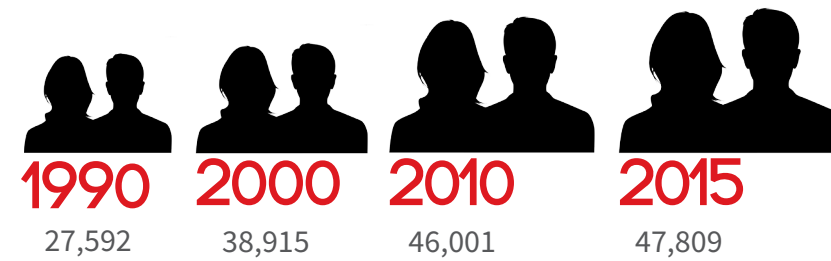
**3.12**  
AVERAGE FAMILY

**\$ 56,609**

MEDIAN INCOME FOR A FAMILY

**\$ 47,838**

MEDIAN INCOME FOR A HOUSEHOLD



POPULATION GROWTH

**34.2**

MEDIAN AGE

The gender makeup of the city was 47.5% male and 52.5% female.

Source: [https://en.wikipedia.org/wiki/Lawrence,\\_Indiana](https://en.wikipedia.org/wiki/Lawrence,_Indiana)

WE HAVE CLOSED THE BOOKS ON 2016 WITH SOME VERY

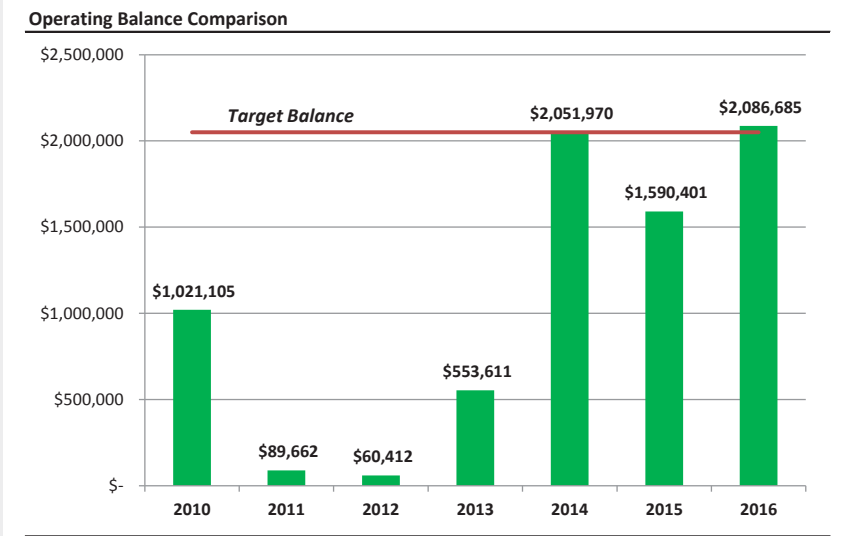
**COMFORTING NEWS**

The General Fund is the primary operating fund of the City and represents the largest operation of the City. The City ended the fiscal year with a General Fund operating reserve balance of approximately \$2.1 million. This “rainy day” reserve is vital for planning for emergencies and mitigating unexpected changes in revenue. With this unencumbered reserve, the city has reached a level of financial stability that we haven’t seen in several years. The City now publishes a monthly budget report for the civil city and utilities which reflects accurate and transparent fiscal responsibility. The City has also established a minimum General Fund operating reserve target of 10% of budgeted expenditures, and has proudly met this goal.



« SNAPSHOT OF THE GENERAL FUND »»

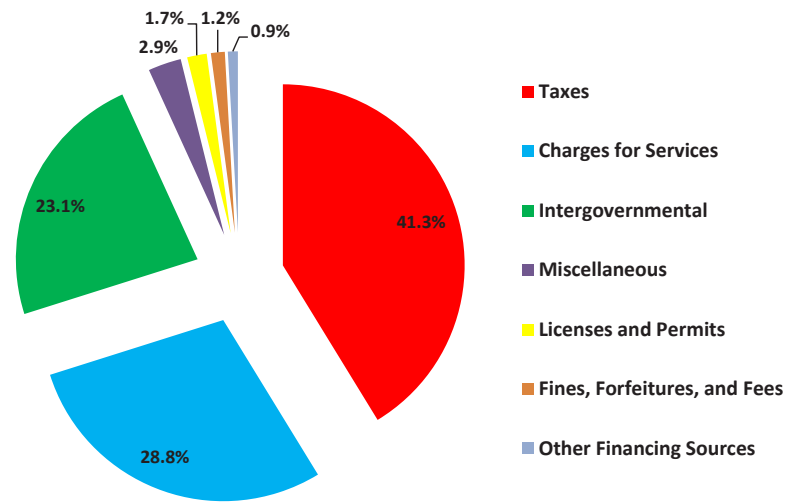
Statement of Revenue, Expenditures, and Change in Fund Balance	
	12/31/2016
	Actual
<b>Beginning Fund Balance:</b>	\$ 1,590,401
<b>Revenue:</b>	
310 - Taxes	\$ 8,366,860
320 - Licenses and Permits	353,019
330 - Intergovernmental	4,681,442
340 - Charges for Services	5,846,678
350 - Fines, Forfeitures, and Fees	248,842
360 - Miscellaneous	596,815
390 - Other Financing Sources	179,166
<b>Total Revenue</b>	<b>\$ 20,272,822</b>
<b>Expenditures:</b>	
410 - Personal Services	\$ 15,581,258
420 - Supplies	306,082
430 - Other Services and Charges	3,599,983
440 - Capital outlay	51,632
450 - Other Financing Uses	-
<b>Total Expenditures</b>	<b>\$ 19,538,955</b>
<b>Ending Fund Balance:</b>	<b>\$ 2,324,268</b>
Less 2016 Encumbrances	237,583
<b>Net Ending Fund Balance</b>	<b>\$ 2,086,685</b>



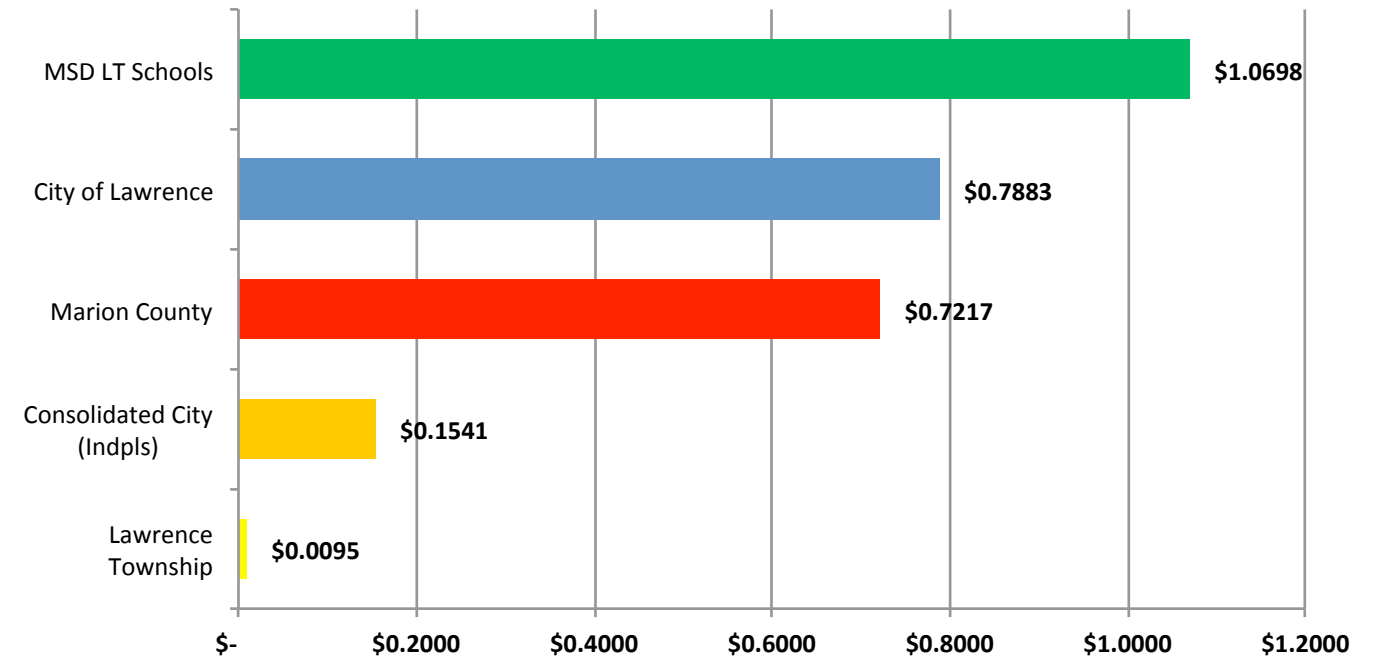
Note: 2010 - 2016 actual reported operating balance (including audit adjustments)



### GENERAL FUND SOURCES OF FUNDING 2016 ACTUAL

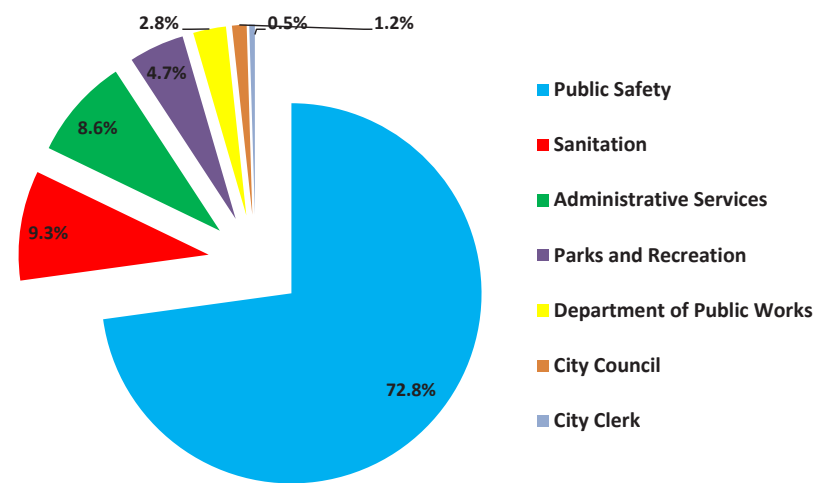


### CITY OF LAWRENCE PROPERTY TAX RATE BY TAXING UNIT



Rate per \$100 assessed valuation  
Marion County rate includes Marion County, Health & Hospital, and Library

### GENERAL FUND USES OF FUNDING 2016 ACTUAL





# LAWRENCE POLICE DEPARTMENT >>

## IMPLEMENTS BODYWORN TECHNOLOGY

Our Police Department fully implemented a body worn and in-car camera digital video solution to enhance the safety of our citizens and officers. Cities surrounding us are now working with LPD to try to get this same technology employed. LPD issued Narcan to every officer and 12 lives were saved by officers who administered the drug to individuals experiencing opioid overdose. Our police Explorers program was re-launched and has grown from 2 in January of 2016 to 26 young men and women. Cannondale bicycles were rolled out in December and helmets were provided by Matthew's Bicycle Shops.

# >> LAWRENCE FIRE DEPARTMENT

## CHRISTENS NEW RIG

The Lawrence Fire Department added 3 EMS duty officers to help with the functioning and training of our EMS personnel and established a heavy-duty vehicle replacement plan and placed an order for a new engine and ladder. LFD also purchased two new generators for two stations to better serve the citizens in case of a power outage. LFD provided monthly fire safety talks within the school system and other community organizations. Additional funding was secured through the federal Medicaid reimbursement program, generating almost \$2 million in additional funding in 2016. We are very proud to report that we have signed contracts between Local 416 and FOP 159 through 2020. These contracts represent the first for our Public Safety personnel since 2010.





# STREET DEPARTMENT

ADDS NEW SALT TRUCK TO ITS FLEET >>

Our street department completed a comprehensive streets and roads asset management plan in 2016. This plan provides an independent, needs based road map for paving projects. With the help of a million dollar match from the Community Crossroads grant, the City committed over \$2 million toward paving projects in 2016. 14 paving/resurfacing projects were committed or completed in 2016, and at least five more are planned

for 2017. In addition, over 5,000 potholes were filled throughout the year. We purchased one new salt truck with a second truck planned for 2017. A new salt-brine system was implemented that will prevent ice and snow from building on roadways. The City replaced over 3,000 street signs throughout Lawrence. These new, highly reflexive signs meet the Indiana Manual on Uniform Traffic Control Devices requirements.



# PARKS & RECREATION >>

SPRING FLING  
A HUGE SUCCESS

Our Spring Fling had nearly 200 children and over 10,000 eggs were collected in less than 15 minutes! This couldn't have happened without the help of our Parks staff and a group of seniors who donate their time every year to stuff each egg and provide cupcakes for every child! The 4th of July Festival marked the return of the Carnival Midway and we had thousands of carnival and park visitors which concluded with a spectacular fireworks program. We hosted our first annual "Wingin' It" with our first responders fund raiser. We increased participation in our adult dance programs - nearly 200 participants weekly in line, square and clogging classes. We reclaimed full usage of Lee Road Park and organized "Indy Do Day", in partnership with Lawrence Township Schools and their students.







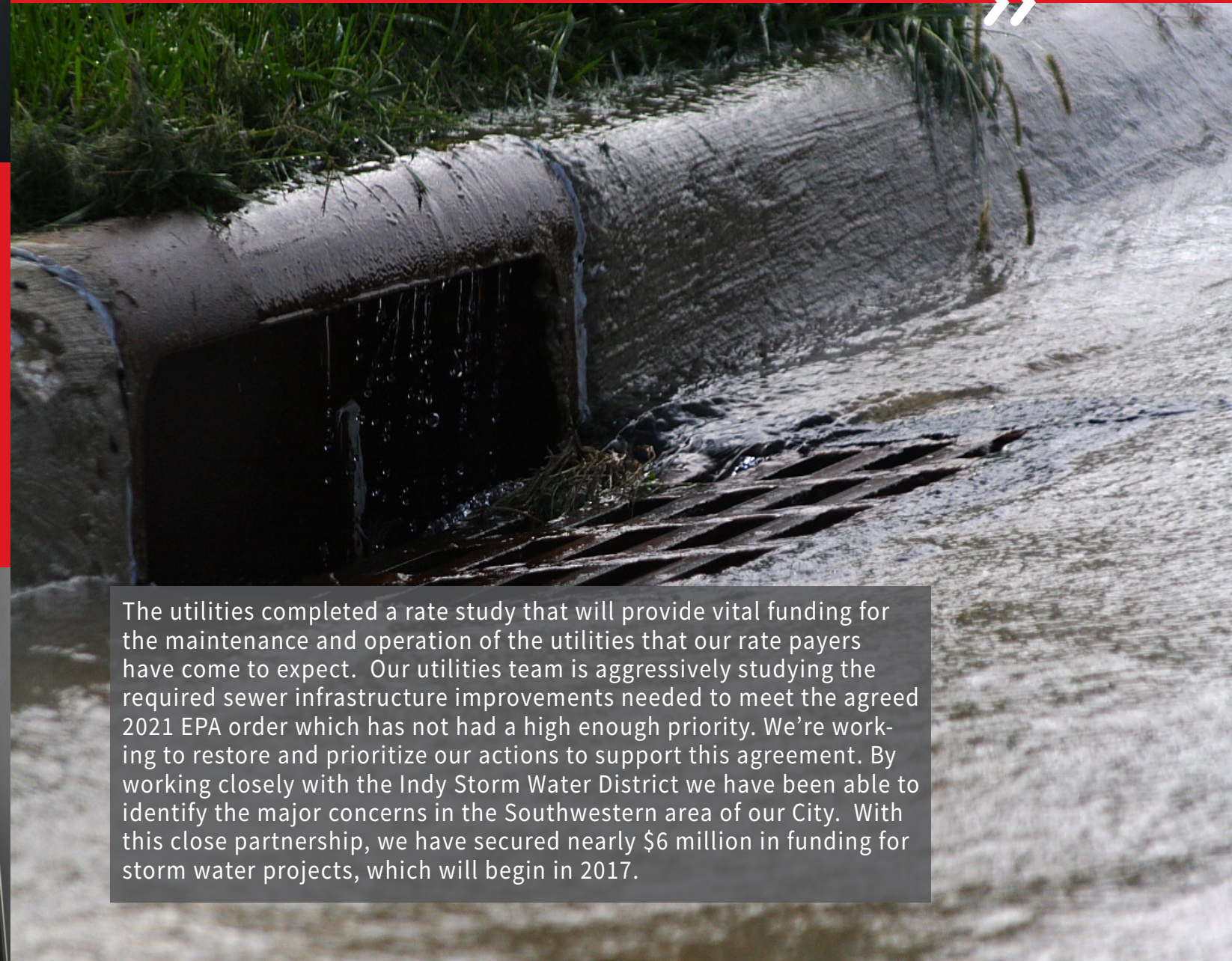
# >> INFORMATION TECHNOLOGY'S DRAMATIC UPGRADE

The City of Lawrence IT department underwent a dramatic overhaul and upgrade in 2016. The City's Enterprise Resource Planning software ("ERP"), NewWorld Systems ("NWS"), was previously managed locally on servers that had reached their useful life. The City migrated its ERP to a hosted environment (cloud), providing for multiple layers of backups and redundancies. Data critical to the City's day-to-day operation is now stored in a secure, stable environment. IT also began a much needed hardware replacement program, which will upgrade the City's computers and routers.



# LAWRENCE UTILITIES

UPDATES ITS WATER AND SANITARY CAPITAL IMPROVEMENT PLANS AND ASSET VALUATIONS



The utilities completed a rate study that will provide vital funding for the maintenance and operation of the utilities that our rate payers have come to expect. Our utilities team is aggressively studying the required sewer infrastructure improvements needed to meet the agreed 2021 EPA order which has not had a high enough priority. We're working to restore and prioritize our actions to support this agreement. By working closely with the Indy Storm Water District we have been able to identify the major concerns in the Southwestern area of our City. With this close partnership, we have secured nearly \$6 million in funding for storm water projects, which will begin in 2017.





# » GROUNDBREAKING PARTNERSHIP

“ GREAT CITY GREAT SCHOOLS ”

A groundbreaking partnership has been formed between the City and Lawrence Township schools. Working together, this partnership has led to improvements to Lee Road Park and a joint promotion of “Great City, Great Schools” in Lawrence with billboards and new welcome signs. We are also exploring additional areas where economies of scale can be gained through our operations.



THE LONG AWAITED  
DEVELOPMENT OF THE AREA  
AT 56TH AND LEE ROAD

# » PARCEL J



The Otis Avenue extension from Wheeler Road to Lee Road is nearing completion and a master developer has been selected to develop Parcel J into a mix of office and commercial/retail space with structured parking, potentially including a grocery store, boutique hotel, and new dining options. The Parcel J development will also include a new branch of the Marion County Public Library with an auditorium and outdoor programming space. Art to Remember is constructing a new expanded facility for its art fabrication operations on the corner of 59th and Lee Road. The David Weekley single-family housing development between Birtz Road and Wheeler Road is beginning Phase II ahead of schedule and Phase III of The Fort apartment is expected to add 120+ new market rate rental units to the Fort Ben market.



# MOVING LAWRENCE FORWARD

## IN 2017

We presented the Common Council with a 2017 balanced budget that includes increased spending in nearly every department. Public Safety was increased by nearly \$2 million dollars and Parks Department spending was increased for the first time in 8 years. Additional funding was provided to continue road and street paving projects in 2017, and funding was also provided for much needed capital investments throughout the City. Most importantly, all of this can be accomplished while maintaining the General Fund operating reserve target established in 2016. Highlights for 2017 include:

- Increase our social media and video presence to develop a city-wide framework for connectivity for the city
- Provide more efficient resources for citizens, including online bill pay for utility customers and permit applications for residents and businesses
- LPD fleet vehicle replacement program for patrol officers; expand Crime Watch in all active Lawrence neighborhoods
- Bring in service a new fire engine and ladder; emergency response vehicle replacements; replacement of Mobile Data Terminals in all emergency vehicles
- Continue to provide quality Parks and Recreation amenities while continuing to host the largest soccer tournament in Indiana
- An additional \$1 million has been allocated for road and street paving projects and additional funding for continued upgrades to the Street fleet
- Upgrades to our Richardt Water plant; Present findings from the rate study to restore the Water Utility to sound financial health



### AN EXPANDED OFFERING OF CITY-WIDE CELEBRATIONS AND ACTIVITIES ARE PLANNED FOR 2017:

- We will be unveiling the Fort Ben Farmer's Market in June of this year
- Arts for Lawrence programming at the Theater on the Fort
- Friday's on the Fort
- Easter Egg Hunt/ Sunrise service
- Expanded July 4th celebration
  - o "Wingin it with the first responders"
  - o Heartland Big Band will put on two performances celebrating our Nation's birthday
  - o The July 4th parade
  - o Carnival, Car Show, Food Trucks, and baseball
  - o Fireworks!
- Halloween Costume contest at Community Park
- "A Lawrence Christmas"



We hope that you found this report useful. We also hope to continually improve this report and look forward to your participation in doing so.







## MOVING LAWRENCE FORWARD

If you have any questions about this report please contact:

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W : [www.cityoflawrence.org](http://www.cityoflawrence.org)