

FY 2019 ADOPTED ANNUAL BUDGET

CITY OF FISHERS, INDIANA

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INTRODUCTION AND CITY OVERVIEW

Vision Statement

At the State of the City address in February 2015, Mayor Scott Fadness laid out a vision of Fishers as a smart, vibrant and entrepreneurial city that provides an exceptional quality of life and fosters a culture of innovation and resiliency.

SMART

Fishers is a smart city. A smart Fishers is a City that continues to develop and redevelop in a purposeful and thoughtful way. New development and redevelopment incorporates all the best practices of placemaking and smart growth principles to remain resilient and sustainable for the long-term, as well as to maintain an exceptional quality of life for our residents.



A smart Fishers is a city where considerable thought and expertise continues to go into development of the built environment, which is evidenced by our high-quality neighborhoods, carefully engineered corridors, world-class parks, and attractive commercial centers.

A smart Fishers is a community that is progressive and proactive in creating public policy that meets the needs of all our residents to have a high quality of life.

Example of a smart Fishers:

- City services that are highly efficient and effective
- A future land use plan that provides a sustainable growth model
- A city that uses technology and innovation to become more sustainable and efficient, such as with smart grid technology at intersections and intelligence-led policing
- A culture that encourages thoughtful conversations and debate
- A community that considers decisions comprehensively, carefully weighing the impact of decisions on the community as a whole

VIBRANT

A vibrant Fishers is a Fishers that has vitality, energy, and resiliency in all neighborhoods and regions of the community. In order to enhance vibrancy, there is a commitment to preserving the integrity of every neighborhood, and providing opportunities for neighborhoods to foster a stronger sense of place.



A vibrant Fishers is a City with healthy neighborhoods that maintain their value, providing long-term sustainability for the community. New development and redevelopment is done with quality, longevity, and adaptability in mind so that our built environment will meet the changing needs of our many families as they continue to grow.

A vibrant Fishers is a community that fosters a strong identity, sense of place, and tolerance in all of our diverse neighborhoods.

Examples of a vibrant Fishers:

- Community traditions that foster connections among residents

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- A strong community identity
 - Neighborhoods and commercial districts that provide a strong sense of place
 - Community gathering spaces that are engaging and accessible to all of our diverse citizenry
 - A well-connected city that provides multi-modal transportation options
 - A downtown destination that is the heart of the community

ENTREPRENEURIAL

An entrepreneurial Fishers is a city that fosters a culture of innovation, where the entrepreneurial spirit of continual improvement and the pursuit of discovery is our philosophy.

An entrepreneurial Fishers offers an ecosystem that allows good ideas to grow and flourish, where an individual or company can obtain a new level of success.

An entrepreneurial Fishers embraces the pursuit of creative ideas and the challenging of the status quo in order to continually make our city more efficient and effective.



Examples of an entrepreneurial Fishers:

- Investment in our local talent to grow the economy from within
- Innovative methods to partner our business community and schools to foster a new generation of young entrepreneurs
- Adaptable commercial districts that allow entrepreneurs to meet the changing needs of modern business
- Exceptional quality of life that continues to attract and retain talent

GFOA Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Fishers
Indiana**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

Mayoral Budget Message

The Honorable Council President, Members of City Council, City Clerk, and Citizens:

It is my privilege to submit to you the City Budget for Fishers, Indiana. The 2019 total Municipal Budget is more than \$119 million with a breakdown of \$87 million for operations and capital; as well as \$32 million in debt service. The City anticipates nearly \$40 million in all funds anticipated cash reserve.

The financial scenarios depicted in this budget have been carefully selected to ensure a long term, sustainable fiscal environment for our community. This document meets the needs of administering the necessary operating and capital expenses of the organization, in addition to providing a budgetary strategy to accomplish the vision our elected officials have for our future as a new City. In pursuit of this vision, staff has structured this budget around the five following objectives:

- Efficient and effective delivery of services
- Diverse economic development strategies
- Strong sense of identity
- Best-in-class infrastructure
- Smart and sustainable government

It is through these objectives that this document seeks to continue maintaining excellent service and fostering a thriving community for the future.

EFFICIENT AND EFFECTIVE DELIVERY OF SERVICES

Annually, efficient and effective delivery of services is a main objective when developing the budget. For 2019, careful review has been given to planned capital and operational expenditures. Among these expenditures include further investment in driving the City to leverage big data insights to inform decision making through investment in software and analysts.

This is just one example of how the pursuit of efficient and effective delivery of services affects the development of our annual budget. In addition to keeping costs low, departments consistently work to promote lean processes in our day-to-day operations. In 2018, the City completed the transition to a paperless claims process. On top of producing substantial savings to departmental supplies budgets, this move will help expedite the process by which local vendors are reimbursed for their work throughout the City.

DIVERSE ECONOMIC DEVELOPMENT STRATEGIES

To ensure our community continues to see sustainable long-term growth, this organization has made economic development and redevelopment a priority. These efforts continue to generate positive results to the community.

In 2015, we were able to celebrate the opening of The Depot development in the downtown Nickel Plate District with several successful vendors opening for business and residential units rapidly filling up. Throughout Fishers we've celebrated the arrival of many new businesses, and 2019 builds upon the record breaking job market that aligns with the Fishers 2040 plan that helps guide decision-making policies. In 2019, Fishers will welcome new development and investment from companies committing more than \$250 million in private investment and hundreds of jobs.

Multiple funding sources have been established to continue improving our transportation infrastructure. Capital Improvement Project (CIP) dollars have been secured to update and improve several key locations to ensure the capacity is available to support continued growth.

In addition to the physical improvements, in 2019 Fishers will continue to capitalize on our key partnerships that aid the promotion of our local economy. This budget allows for maintaining our strategic relationships with Launch

Fishers, a co-working space for entrepreneurs working on startup enterprises (see www.launchfishers.com); Indiana Internet of Things Lab (see indianaiot.com); Launch Indiana; the Indiana Economic Development Corporation; and the Indy Chamber of Commerce. In 2019, Fishers and Launch Fishers will celebrate the one-year anniversary of Indiana's first Internet of Things (IoT) lab, a 24,000 square-foot facility situated within the Nickel Plate District. The impact of this endeavor can be found at stateofIoT.com.

STRONG SENSE OF COMMUNITY

Further efforts will be made in 2019 to build on previous years' efforts to develop Fishers' sense of community that includes memory-building traditions that draw our youngest generations back into their hometown for decades to come. Developing and sustaining a world-class school system with opportunities for students to take curriculum one step further and apply learnings within the community will be key for decision-making policies.

Projects have been carefully selected that complement the vision that has been initiated by our elected officials. The Nickel Plate Trail will begin development in 2019 which will take an old rail line corridor and bring it to life as a dynamic linear park that honors the city's history while inspiring memory-making moments and active recreation through the heart of the community.

Additionally, the Parks and Recreation Department continues to expand recreational programs and special events for Fishers residents. The tradition carries on through 2019 with signature events like Spark!Fishers, our annual Independence Day festival to our summer concert series to our popular Farmers' Market.

BEST-IN-CLASS INFRASTRUCTURE

In our organization's continued effort to ease traffic congestion and provide maintenance in pace with our rapid growth, the City's Engineering Department will begin a 3-year investment project for State Road 37, a congested thoroughfare that connects northern Hamilton County with Fishers. As part of the 2019 budget, the City will reinvest in critical sewer infrastructure and capacity-building projects to accommodate Fishers' growth. The investment is funded through an increase to the Sewer Utility, the first increase since its inception. Within the 2019 budget, funds have been allocated for the following road projects.

BUDGET OVERVIEW AND CONCLUSION

The 2019 adopted budget is a comprehensive projection of the anticipated expenditures of the upcoming year. In this document you will find a detailed look at each department's planned operating costs, the City's annual capital expenses, and the amount the City will pay to cover current debt obligations. Also included are the operating and capital expenses associated with maintaining the City's Sewer (Wastewater) and Stormwater operations (although this is not a requirement of the Indiana Department of Local Government Finance). During the budget development process, each of these expenditures are analyzed closely to determine their relevance to the previously stated objectives and how they fit with the City's expected revenue sources. Understanding these revenue sources is an essential piece in producing an accurate and successful budget.

For 2019, the City will continue accessing a diverse source of income. Fishers will continue to partner with other political subdivisions to generate revenue and provide solutions in maintaining high-levels of governmental service throughout our area. Additionally, locating equitable financing for several projects and purchases has allowed the City to rely less on property tax dollars to fund our operating and capital budgets.

Diversification has afforded the City the opportunity to keep property tax rates on par with those implemented in 2014. Not only do these varied revenue streams mean continued low property taxes, but they also allow the City to take on more projects and improvements in our community.

Additional highlights for 2019 include the following:

- Three new police officers
- Three new firefighters
- Three-percent salary increase for all City employees
- City match up to \$1,000 for 457 retirement plan
- Demolition and rebuild of two fire stations
- Police body camera program
- Nickel Plate Trail
- Trail connectivity projects

In conclusion, the financial condition of the City of Fishers continues to remain strong. A strong indicator of this is the City's AAA municipal bond rating by Standard & Poor's (S&P) earned in 2016, 2017, and 2018.

The adopted 2019 Municipal Budget provides the City the opportunity to invest millions of dollars in improvements to our public safety, parks, streets, trails, and other infrastructure while diversifying the City's revenue and maintaining one of the lowest property tax rates in the state.

Respectfully,

A handwritten signature in black ink, appearing to read 'Scott A. Fadness', with a long horizontal flourish extending to the right.

Scott A. Fadness,

Mayor

2019 Budget Objectives and Organizational Strategies

The Mayor designated three objectives for the city to fulfill through the adoption of the 2019 Municipal Budget.

- For Fishers to be a smart city, to develop in a purposeful way.
- For Fishers to be vibrant, to grow the community sustainably and with quality.
- For Fishers to be entrepreneurial, to foster a culture of innovation and to pursue improvement.

The following are organizational strategies to achieve budgetary objectives:

- Improve economic vitality through coordinated economic development efforts.
- Promote and pursue new economic development opportunities.
- Complete all budgeted capital improvement projects.
- Pursue new revenue sources and other funding opportunities.
- Improve technology capabilities for all departments.
- Improve communication of town operation and happenings to citizens.
- Improve customer service across all departments.
- Acquire or pursue initial applications for national accreditation by eligible town departments/divisions.

The City of Fishers mission is to provide high quality services to the community in a fiscally responsible manner. These services are provided to enhance the safety, health, and general welfare of the citizens and the businesses within the community. The City's service-oriented philosophy continues to balance various community needs with municipal resources through a planned approach to the governance process.

A significant amount of the 2019 budget is dedicated to infrastructure projects throughout Fishers in an effort to maintain and improve roadway and sidewalk access. Stormwater and sewer infrastructure investments will bring new construction, upgrades, and maintenance throughout the city.

BUDGET AND FISCAL POLICIES AND GUIDELINES

The City of Fishers will use sound budgeting practices in order to develop and implement an annual budget.

Guidelines are as follows:

- The budget of the City of Fishers is based on and implemented by departmental goals and objectives for the fiscal year.
- Current operating revenues will be sufficient to support current operating expenditures, a balanced budget.
- Department Heads will be responsible for managing their budgets within the appropriated amount.

The City of Fishers will ensure it has the resources available to support public services. Guidelines are as follows:

- Annual operations of the city will be funded by current revenues, in keeping with a balanced budget (revenues equal expenditures and reserves).
- The General Operating Fund will be supported by a balanced tax structure.
- The City will follow an aggressive and professional policy of collecting applicable revenues.
- All future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements.
- The City will retain 50 percent of the combined annual projected property tax revenue as un-reserved fund balance (available cash).
- Wastewater operations will be supported by user fees.
- As mandated by Indiana state law, the City will maintain a debt policy of not exceeding two percent of the total City assessed value.

The Mayor, City Council, Controller, and Department Heads will work together to manage the financial resources of the City. Guidelines are as follows:

- Monthly financial reports outlining revenues and expenditures will be provided to the Mayor, City Council, Controller, and Department Heads.
- All City departments will share the responsibility of meeting policy goals and ensuring long-term financial health.

BUDGET AND FISCAL LONG TERM OUTCOMES AND SHORT TERM OBJECTIVES

The City of Fishers focuses its organization on long term outcomes with short term objectives. It gives the Mayor, departments, and City Council the ability to articulate the desired result, while implementing the short term actions required to attain long term objectives.

Long Term Outcomes

Long term outcomes are destinations that define where we, as an organization, would like to be in the future. Well-defined outcomes are used for finance and budgeting purposes as well as operations.

Short Term Objectives

Short term objectives are the vehicles used to reach destinations. Objectives are one to two-year action plans or projects scheduled for implementation and chosen for their positive impact on reaching the long term outcome.

DEFINED LONG TERM OUTCOMES

1. Remain a fiscally sound entity.
2. Supported by a diverse source of revenues.
3. Provide a transparent budget process.
4. Utilize a budget process based on data and objective criteria.
5. Instill procedures and processes to maximize financial savings
6. Manage a debt service process that adheres to state laws while maximizing the City's positive financial position.
7. Maintain a proactive approach to long term financial planning.

Long Term Outcome #1

The City of Fishers will remain a fiscally sound entity.

Short Term Objective

The City of Fishers will attempt to maintain a General Fund Cash balance of at least 50% of the current year's property tax revenue. All revenue sources will be monitored and forecasted to the best of staff's ability to ensure accurate and reliable information to the City Council. Adequate information on the financial impact of major, non-recurring expenditures will be given to the City Council prior to requesting action.

Long Term Outcome #2

The City of Fishers will be supported by a diverse source of revenues.

Short Term Objective

The City of Fishers will evaluate all fees and charges for services in order to ensure that the current fee reflects the increased cost of executing those services. The sewer utility will be completely funded by sewer fees and these fees

will reflect not only operating costs, but future capital replacement costs. A rate fee study will be conducted to ensure our rates are in accordance with our financial policies.

Long Term Outcome #3

The City of Fishers will have a transparent budget process.

Short Term Objective

All projected revenues and expenditures will be identified in the annual budget. Copies of the budget will be available online and in print for any citizen wishing to view the budget document. Each department head will receive a copy of the adopted annual budget document. All City Council budget meetings will be open to the public.

Long Term Outcome #4

The City of Fishers will utilize a budget process based on data and objective criteria.

Short Term Objective

City staff will continue to implement a more vigorous performance measurement system. Replacement schedules will be implemented to add objective criteria for budget decisions. Departments will readily supply cost benefit analysis to justify budget request when the Mayor deems it necessary.

Long Term Outcome #5

The City of Fishers will have procedures and processes in place to maximize the City's ability to maximize financial savings.

Short Term Objective

Redesign the purchasing policy to maximize the City's purchasing effectiveness and efficiency. Collectively purchase universal goods to obtain bulk purchasing prices. Require adherence to the purchasing policies. Implement the use of a third-party procurement service for certain supplies.

Long Term Outcome #6

The City of Fishers will have a debt service process that adheres to state laws and also maximizes the City's financial position.

Short Term Objective

The City will maintain a debt policy of not exceeding 2% of 1/3 of the total City's assessed valuation. The City will continue to monitor bond ratings to ensure that debt is at the lowest rate possible interest rate. When possible, every effort will be made to place new debt on property tax revenue instead of county option income tax revenue. When possible, every effort will be made to place old debt on property tax and not on county option income tax.

Long Term Outcome #7

The City of Fishers will have a proactive approach to long term financial planning.

Short Term Objective

A five-year capital improvement plan will be developed and maintained. A three-year fiscal plan will be developed and maintained. Department's will be required to determine additional operating costs associated with and impacted by large capital projects.

History of Fishers

Fishers has undergone significant change over the years, progressing from a trading post, to rail switch, to burgeoning town, to modern city. Understanding the unique history of the region will help to set a clear course for the city's future.

Before the area was settled by colonists, the White River provided a natural corridor for Native American tribes to set up seasonal villages along its winding path. The river forms the western boundary of the City.

In 1802, William Conner operated a trading post along the banks of the White River. This was located on the lands where Conner Prairie interactive museum now stands. The first wave of settlers came to Fishers in the 1820s. In 1851 when railroad was constructed, the community continued to grow and diversify. The railway eventually provided a link to Chicago.

In the late 1800s, Indiana's economy remained predominantly rural. Fishers was home to many of the state's finest farms such as Sunblest, Conner Prairie, and Springdale. Many areas in the City today pay homage to this legacy by integrating these names within the community as streets, subdivisions, and other landmarks. The lifestyle in Fishers continued to expand with the construction of additional infrastructure which connected the community to others along these key transportation corridors.

In 1872, Fishers was divided into lots. The area was originally known as Fishers' Switch and then the name changed to Fishers' Station to reflect the proximity of the railroad. The rail line offered ready access to the settlement, and soon a grist mill and a saw mill were built attracting additional settlers.

These businesses diversified the local economy offering jobs outside the traditional farming sector.

Fishers remained a small settlement into the 1960's with only 400 residents. Key infrastructure such as State Road 37 and the railway strengthened Fishers connectivity and bolstered its economic position within the region. New commerce brought greater prosperity and new residents. The Geist Reservoir was built, schools were constructed, and the new Eller Bridge created a pivotal connection over the White River.

As growth continued, Fishers saw the need to manage development. In 1972, the first Zoning and Master Plan was adopted. By 2005, the community had secured planning and zoning jurisdiction for all of Fall Creek and Delaware townships. The Town experienced unprecedented growth expanding from 7,000 residents in 1990 to 91,450 in 2017.

On January 1, 2015 the town became a city. The City regulates development through the implementation of two regulatory documents: the Unified Development Ordinance and the Nickel Plate Code. The standards set by the UDO and NPC include landscaping, architecture, signage, road design, lighting, and density.

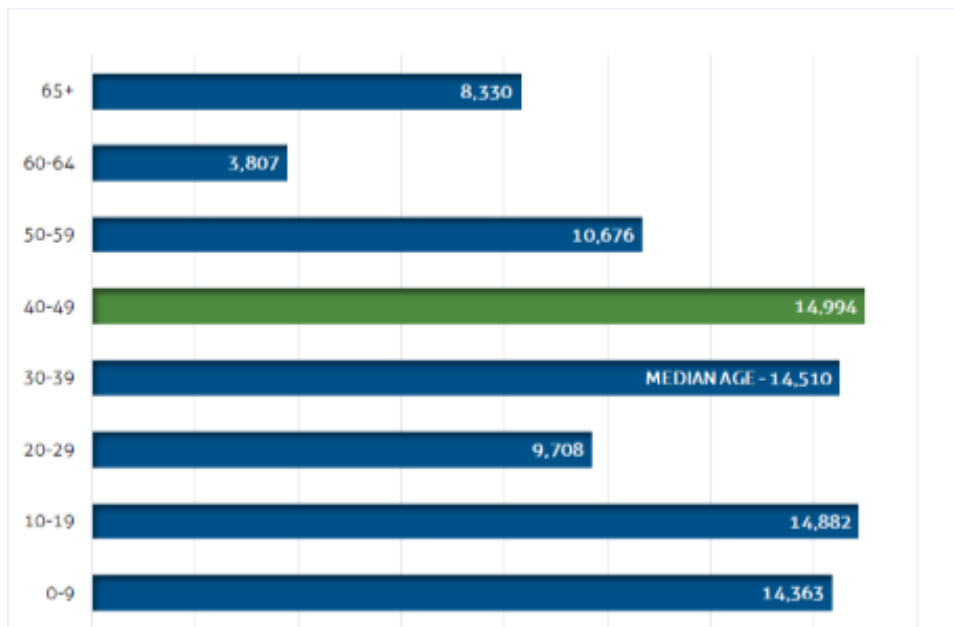
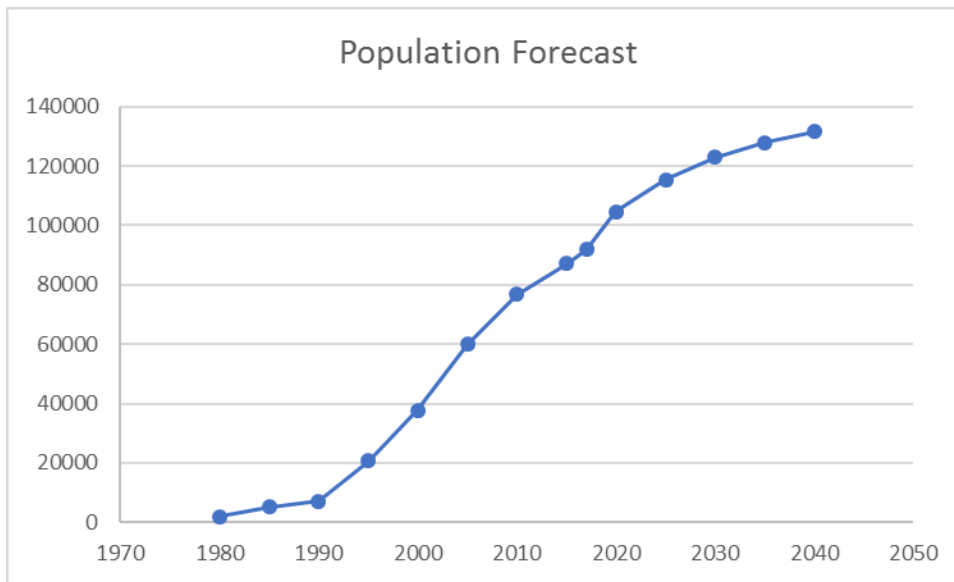


City Demographic Data

Fishers population will continue to increase as the city expands and develops. The city's estimated population as of July 1, 2017 is 91,832. By the year 2040, Fishers' population is forecasted to be 50 percent greater than today. The City will grow by approximately 44,440 people.

The City's population is forecasted to grow at an annual rate more than two percent for the next 10 years. After the year 2025, the annual rate of growth will slow to nearly one percent as land development decreases. Declining development revenue will have implication for the City's planning and fiscal policies.

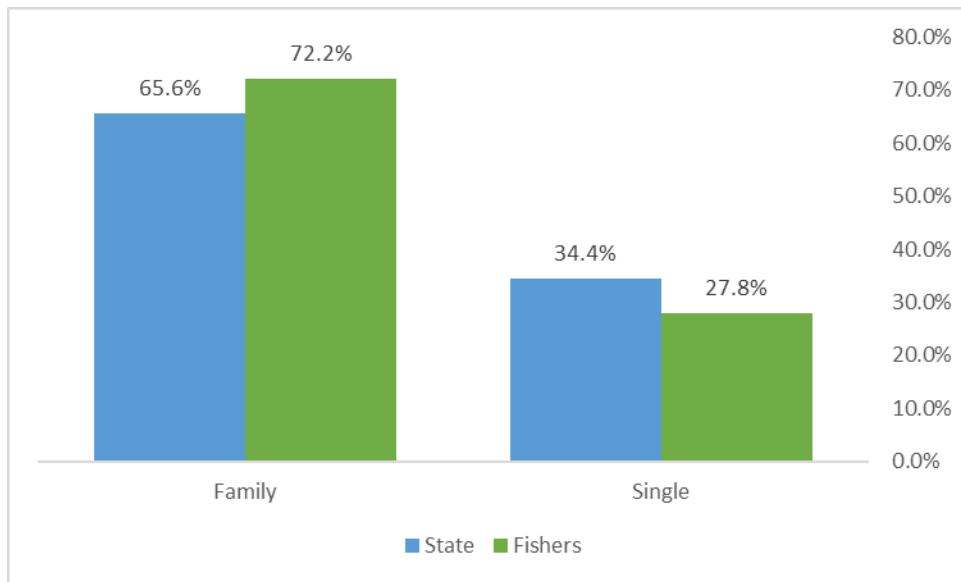
The City's population is aging. The over-age-65 demographic will more than double as a proportion of the total population between now and the year 2040.



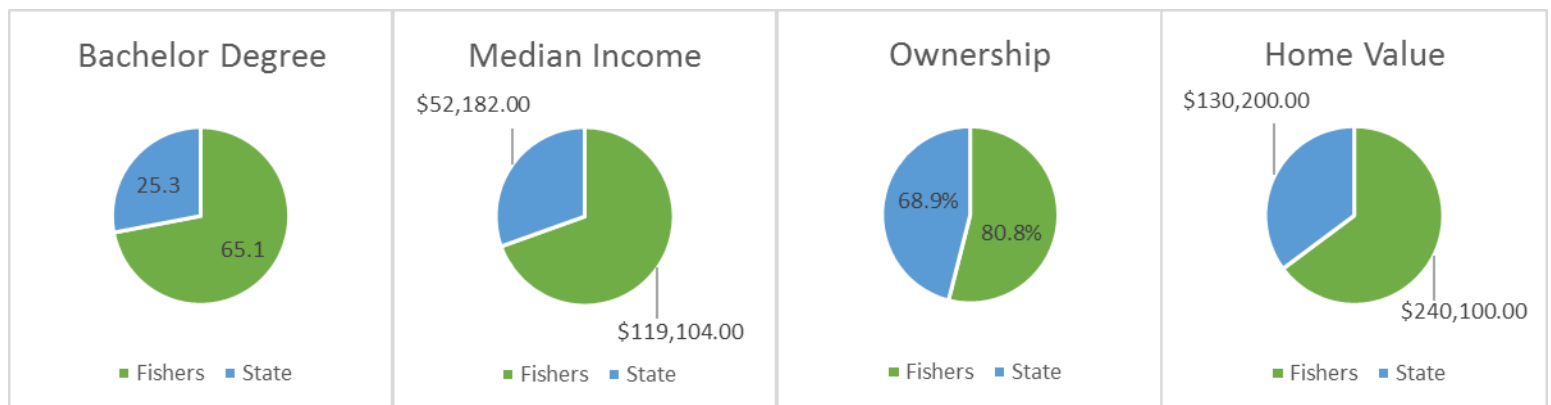
75 percent of households in Fishers reported being a family according to the 2013 Census, and 25 percent of households live alone.

Housing preferences are likely to change along with demographic shifts. As the populations ages, demand for quality, low-maintenance housing options in walkable settings is expected to remain strong. Nearly two-thirds (64%) of the city’s land is residential in use—and most of that is low-density single family detached residential. Residential developments within city limits include estate, low density suburban, suburban, core, attached, neighborhood mixed use, and regional mixed use.

New development and redevelopment incorporates all the best practices of creating a sense of place and smart growth principles to remain resilient and sustainable for the long-term. The plan is to create more opportunities for mixed use districts at key nodes geographically distributed throughout the community, create design standards for mixed use districts to set the vision for the character of the new development, and provide a variety of housing types throughout the city to create a strong sense of place.



Fishers residents are well educated, with 65.1 percent of resident over the age of 25 having a bachelor’s degree or higher according to the 2017 American Community Survey 5-year Estimates. The median family household income for 2017 is \$119,104.00. 80.8% of residents own their homes with the average home value being \$240,100.00.



Fishers is home to the Hamilton Southeastern Schools. The school district is rated an “A” school corporation by the Indiana Department of Education. The corporation has 14 four star school and 21 gold star schools. There are a total of 21,642 student in K – 12 grades with a graduation rate of 97 percent.

Preschool Classes	Elementary Schools	Intermediate Schools	Junior High Schools	High Schools
12	13	4	4	2

In addition to the public school system the City is home to a number of private schools and community college campuses. Geographically located in the center of the state, Fishers, is within driving distance to nationally ranked state and private universities.

UNIVERSITIES	ENROLLED MILES	
Anderson University—Anderson, Indiana	2,940	24
Ball State University—Muncie, Indiana & Fishers Center at Saxony’s Bonn Building	22,513	43
Butler University—Indianapolis, Indiana	4,290	15
Indiana University—Bloomington, Indiana	39,184	70
Indiana University-Purdue University Indianapolis (IUPUI)—Indianapolis, Indiana	21,748	22
Indiana Wesleyan University—Marion, Indiana	2,933	11
Purdue University—West Lafayette, Indiana	30,043	70
University of Indianapolis—Indianapolis, Indiana	4,346	24

Over the last 10 year the city has expanded by 35 percent. The land area of the city will increase at a much slower rate than the population growth. New population growth will occur within the existing city and new areas that may be added at a later date.

Interstate 69 and State Road 37 are the major thoroughfares in the City with much of the commercial core of Fishers surrounding these roadways. Existing land use categories differentiate between developed and undeveloped land and include residential, commercial, industrial, mixed-use, institutional, public and private parks, agricultural and utilities.

The Nickel Plate district is a growing asset in the City. It is a unique destination for shopping, entertainment and housing. It is an important economic development strategy for attracting businesses and talent to Fishers.

Parks

- 131 miles of natural and multi-use trails
- Track to Trail
- 591 acres of parks
- Ritchey Woods Nature Preserve
- 70 acre Geist Waterfront Park
- Fishers AgriPark
- 61 sports fields
- Geist Greenway

Events

- Summer and Winter Farmer's Market
- Arts Crawl
- Summer Concert Series
- Summer Movie Series

Festivals

- Spark!Fishers
- Fishers Renaissance Faire
- Oktoberfest in Saxony
- Blast on the Bridge at Geist

Conner Prairie Interactive History Museum

- Symphony on the Prairie
- Festival of Machines
- Headless Horseman
- Holidays on the Prairie

2018 City Highlights

INDIANA IOT LAB FISHERS

When the Indiana IoT (Internet of Things) Lab – Fishers opened its doors in June of this year, it was welcomed with open arms by supporters in both traditional and technology industry. The Lab continues to see momentum after hosting events such as the IoT Hackathon, a tech-infused culinary experience with Chef Rober Irvine, numerous tours from major manufacturers, and more. The Indiana IoT Lab facility is designed to bring the emerging IoT sector together as a Lab for innovation and collaboration. Entrepreneurs and businesses will have the space they need to bring the four key components of IoT solutions together: ideation, cloud data, edge hardware, and development. Through the Lab, these entrepreneurs and businesses will launch the technology solutions needed to meet the world's growing tech needs. For more information, visit indianaiot.com.

THE YARD AT FISHERS DISTRICT

By far one of the most anticipated projects in Fishers is the culinary and lifestyle destination: The Yard at Fishers District. Since its groundbreaking in June, The Yard at Fishers District has seen the addition of luxury apartments, buildings starting to take shape, and the excitement grow. Not to be overshadowed by the announcements of exciting culinary destinations, such as St. Elmo's 1933 Lounge, Sangiovese, Pier 48 Fish House & Oyster Bar, The HC Grill by St. Elmo, the development's culinary accelerator, co-located with Sun King Brewery, will be the thing to watch in early 2019. The accelerator is a space dedicated to helping home-grown chefs and entrepreneurs test new food concepts and business models. It'll be the place to experience new and exciting foods. Keep up with the latest at yardatfishersdistrict.com.

FISHERS 2040

In June 2016, the City of Fishers officially adopted the Fishers2040 Comprehensive Plan, a framework for the future of Fishers focused on key areas of land use, housing and neighborhoods, transportation, and parks. In 2018, the City continued to identify areas where better zoning policy could make way for more vibrancy including the Nickel Plate District, Fishers Tech Park, and transitional properties. Under the leadership of the Planning and Zoning Department, the City updated its Unified Development Ordinance (UDO) to update land use categories, update design standards, and improve usability of the UDO. As part of the Fishers 2040 document, the adopted thoroughfare and associated plans continue to guide prioritization, planning, and technical assistance review. Read more at fishers2040.com.

ART MOMENTUM IN FISHERS

There has been great momentum for advancing art in Fishers in recent years, especially around the Nickel Plate District where the City and Fishers Arts Council have hosted four annual Arts Crawls and where public and performance art has popped up ranging from the Meyer Najem sculpture to the Edge Parking Garage Art Banners to beloved summer concerts and the most recent mural at Handel's. This momentum led to Fishers receiving the Emerging Arts Community of the Year award from Nickel Plate Arts this year.

In 2018, the City created the Fishers Arts & Culture Commission to facilitate a more comprehensive and strategic approach. The new Commission would be facilitated by the Department of Community Development and seek to engage and promote all forms of performing and visual art in Fishers in support of community and economic

development efforts such as an application to the Indiana Arts Commission for a special designation of the Nickel Plate District to be recognized as a “Statewide Cultural District.”

THE NICKEL PLATE DISTRICT

There’s rarely a dull moment in the Nickel Plate District and 2018 was no exception. Businesses opened new spaces: RQAW, Imavex, Spark Apartments, SPAvia, Main Street Poke, Ultimate Automation, Another Broken Egg, and many more. And others announced plans to build in the District: Flexware, BW Development, and Gilliatte’s Masterstation Building. As if that isn’t enough, the District hosted over 180,000 people over the course of its 2018 summer events, and we celebrated the grand reopening of the Nickel Plate District Amphitheater, new community meeting space at The Pavilion, and urban fountain.

THE NICKEL PLATE TRAIL

More than 1,500 of Fishers residents shared their vision for the proposed Nickel Plate Trail by completing the statement: “I want 4.5 miles of....” This was just the start to a broad outreach campaign that involved residents, visits to classrooms to listen to student proposals, and public meetings. A preliminary plan and design is anticipated for Spring 2019. Until then, we’ll dream of fitness, arts, honoring history, and new connections to our community. Visit nickelplatetrail.com for updates.

GEIST WATERFRONT PARK

As the last opportunity to preserve a portion of Geist Reservoir’s shores for public space, the former IMI plant site was purchased by the City of Fishers to develop a one-of-a-kind park that opens recreational access to Fishers residents. 2018 saw the beginning of the master planning process for the park, which brought hundreds of residents and ideas to the table for consideration. For more information, visit playfishers.com/GeistWaterfront.

SPARK!FISHERS

The inaugural Spark!Fishers, held the last weekend in June brought together Fishers’ past and future with a 5k run/walk, music, entertainment for all, food and drinks, parade, and fireworks. The event brought together more than 100 community members to plan the inclusive and fun event. Save the date for next year’s event: June 28-29. Visit sparkfishers.com for more information.

BUSINESS SOLUTIONS GROUP

This little-known division of the City of Fishers is making major moves behind the scenes. Created in 2017 to address modernizing the systems and processes of the City, the Business Solutions Group (BSG) has tackled modernizing our Department of Public Works’ inventory and operations, updated the City’s financial services platform, and transformed the way City employees serve Fishers residents. What does all this mean to you? More efficient government, less paper transactions, and increased value for tax payers.

FISHERS MENTAL HEALTH INITIATIVE

The Fishers Mental Health Initiative is making great strides in the community as HSE Schools continues bring mental health services to students, and provide coordination of care to ensure healthy and supported students. In fact, the Schools have seen increased test scores, increased GPAs, and decreased behavioral incidents from students who

have received assistance from the mental health councilors embedded at each building. Alongside the Schools, the Fishers Fire Department and Police Department continue to share incident data to better understand mental health crises in Fishers so programs like FFD's Community Paramedicine program can have valuable information required to effectively treat and support patients.

ACHIEVEMENTS

- Money Magazine's Best Place to Live – September 2017
- Designation as an AARP Age-Friendly Community
- Record year for Economic Development
- 2,185 new jobs to the City
- Total average wage for all new jobs will exceed the county average at nearly \$66,000
- \$64.5 million in capital investment
- Champion of Inclusion Award by the Indiana Governor's Council for People with Disabilities
- Awarded the Emerging Arts Champion by Nickel Plate Arts

FINANCIAL ACHIEVEMENTS

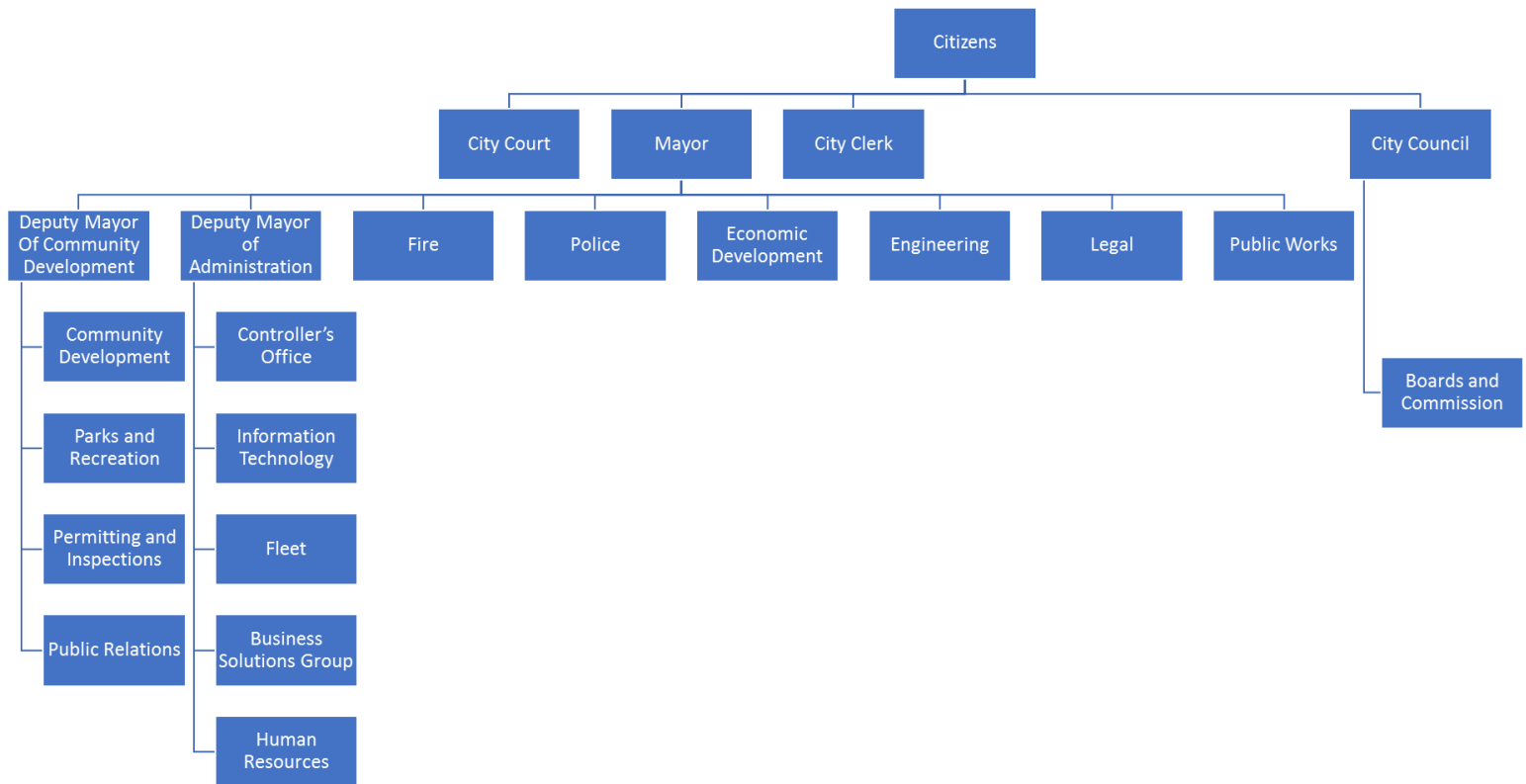
- Standard & Poor's (S&P) General Obligation "AAA" Credit Rating
- The City of Fishers, Indiana has maintained a General Obligation Credit rating of AAA from S&P.
- Reports have shown that less than two percent of local governments in the United States have a "AAA" bond rating from Standard & Poor's.
- 11th Budget Presentation Award for 2018 Budget
- 29th Certificate of Achievement for Excellence in Financial Report for 2016 Comprehensive Annual Financial Report (CAFR)
- Audited by independent audit firm and received an unmodified opinion

Financial Structure, Policy, and Process

Fishers Government Structure

Every four years, residents of Fishers elect a mayor, a nine-member city council, and a city clerk. The mayor holds the executive powers for the city and the city council holds the legislative powers. The City Clerk is the clerk of the council and maintains all records required by law.

Six councilors are elected to represent their districts and three are elected "at-large" which means all Fishers residents vote on those three councilors. The City Council elects a council president and vice-president each year.



City Council Members

District NW
Selina Stoller

District NC
Eric Moeller, Vice President

District NE
Brad DeReamer

District SW
David George

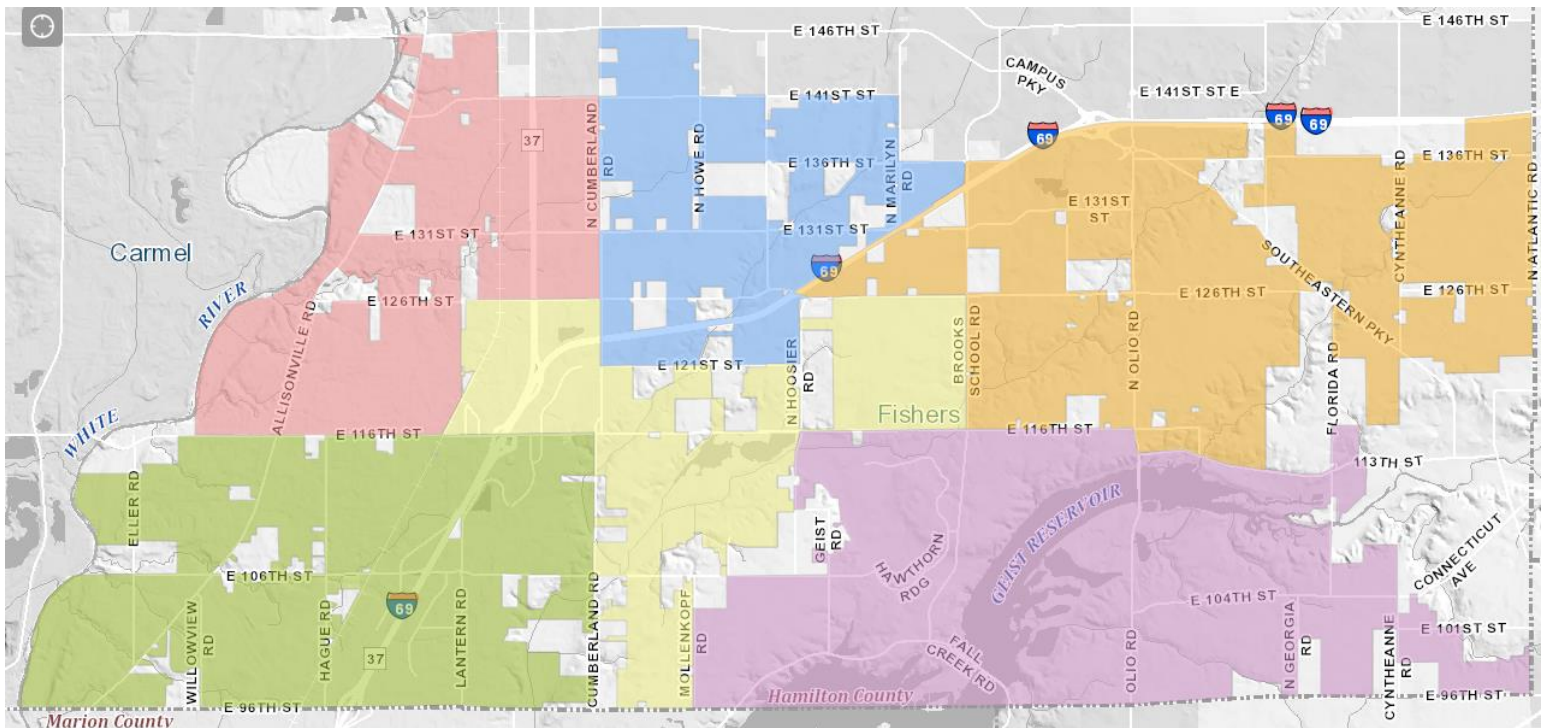
District SC
John Weingardt

District SE
Pete Peterson

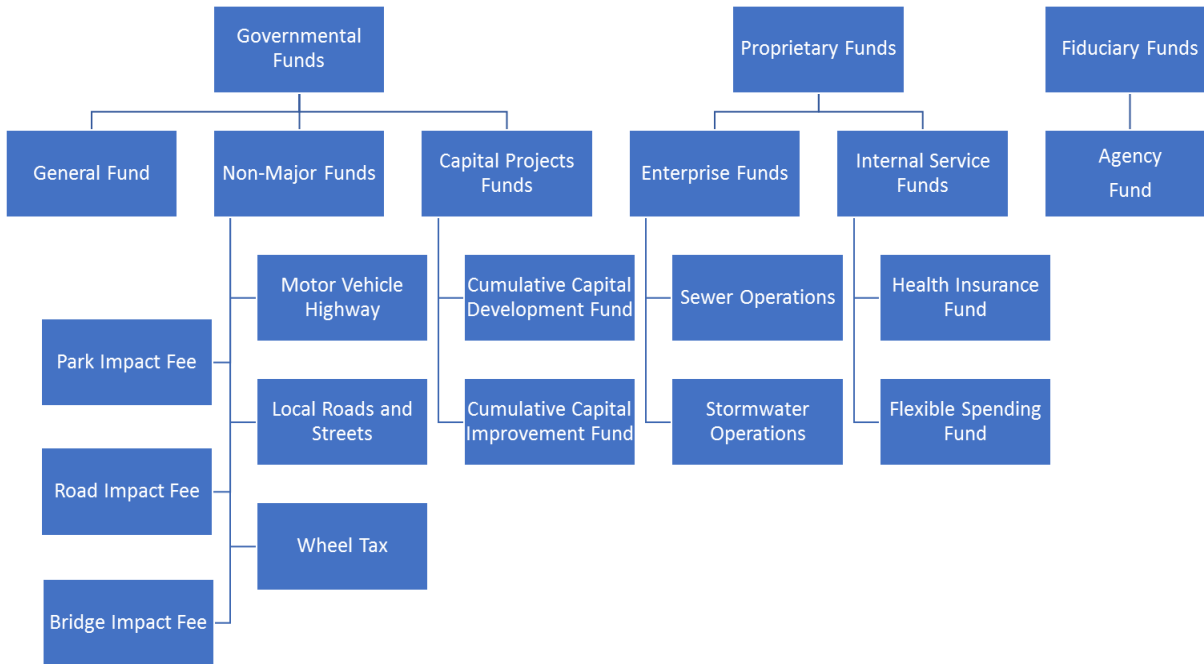
District At Large
Richard Block, President

District At Large
Cecilia Coble

District At Large
Todd Zimmerman



Fund Descriptions and Structure



BASE BUDGET

The base budget is comprised of recurring costs that are calculated and loaded into the City’s financial software by the Controller’s Office. The base budget, which consists of the prior year’s originally approved budget, minus one-time adjustment costs, will be entered into the proper field by the Controller’s Office.

ACCOUNTING SYSTEM

The City’s accounting system is organized and operated on a fund basis. A fund is a group of functions combined into a separate accounting entity having its own assets, liabilities, equity, revenue and expenditures.

INTERNAL CONTROL

Internal Controls are enforced city-wide to ensure that the assets of the City are protected from loss, theft, or misuse. Internal Controls also ensures there is sufficient accounting data for preparing financial statements.

BASIS OF ACCOUNTING

The system used by governments to determine when budgeted revenues have been realized and when budgeted expenditures have been incurred is known as the “Budgetary Basis of Accounting.”

General government revenues and expenditures accounted for in budgetary funds are controlled by a formal integrated budgetary accounting system in accordance with various legal requirements, which govern the City’s operations.

The Governmental Fund Type Budgets for the City of Fishers are prepared on the modified accrual basis of accounting which means that revenues are recognized when they become measurable and available and expenditures are recognized when the liability is incurred.

Proprietary Fund Type Budgets are prepared on the accrual basis of accounting which means that revenues and expenditures are recognized when they occur. This process varies generally accepted accounting principles as a result of provisions made to treat encumbrances as budgeted expenditures in the year of the commitment to purchase.

Budgets in governmental funds are encumbered upon issuance of purchase orders, contracts or other forms of legal commitments. Encumbrances outstanding at fiscal year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities. While appropriations lapse at the end of the fiscal year, the succeeding year's budget is automatically increased per the re-appropriations of encumbrances and capital projects with unencumbered balances.

Private-sector standards of accounting issued prior to December 1, 1989, generally are followed to the extent that those standards do not conflict with or contradict guidance of the GASB. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The City has elected not to follow subsequent private sector guidance.

BASIS OF BUDGETING

The Basis of Budgeting refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, that are the legal authority to spend or collect revenues. The City of Fishers identifies operational and capital expenditures and revenues during the budgeting process for appropriation authority. The budget is fully reconciled at the beginning of the fiscal year.

Proprietary and fiduciary funds are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied.

Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Agency funds, as part of fiduciary funds, while on the accrual basis do not have a measurement focus since they do not report net position.

In the Proprietary Funds, the City uses the accrual basis of accounting with the following exceptions:

Depreciation and amortization are considered expenses on the accrual basis of accounting, but do not require an expenditure of funds.

Principal payments on long-term debt are applied to the outstanding liability on a GAAP basis, as opposed to a Budget basis.

Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) instead of being expended when paid.

BUDGETARY CONTROL

Budgetary controls monitor compliance with expenditure limitations contained in the annual appropriated budget approved by the City Council. The budget is prepared in a line item format. A project-length financial plan is adopted for capital projects. The level of budgetary control is established by function within the General Fund. Encumbrances lapse at year-end in the General Fund and are treated as expenditures for purposes of calculating the balance carried forward instead of reserving the fund balance. The Capital Projects Fund does not lapse at year-end.

Budgetary integrity is established for control purposes at the category of expenditure level (personnel, operating, capital, and transfers) and is tracked in the City's computerized financial system.

BUDGET AMENDMENTS

The total budgeted expenditures cannot exceed the final appropriations once the budget is adopted. Individual funds may only be amended through formal approval of the City Council by an Ordinance. The City of Fishers Controller is authorized to approve the transfer of unencumbered monies between any expenditure classification within an office, department or agency within the same fund. The internal transfers are reviewed and approved by the appropriate operating manager, Budget staff, and/or City Controller.

HISTORICAL AND PROJECTED FUND BALANCES

Close attention is given to the extended forecast in determining the amount of fund balance that should remain each year. The budget is prepared based on anticipated revenue for the following year. Staffing, supplies, and services can be reduced or held steady, while capital expenditures are the most likely source to be affected by changes in revenue.

FUND ACCOUNTING

The City of Fishers uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. Each fund is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise the City's assets, liabilities, fund equity, revenues and expenditures, or expenses, as appropriate.

The City maintains 82 individual governmental funds. The funds are focused on providing information on near-term inflows, outflows, and balances of spendable resources, which aids in the assessment of the City's financial requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

APPROPRIATED FUNDS

The following is a list of funds that are required to be appropriate in the approved budget by the State of Indiana.

- General Fund
- Motor Vehicle Highway Fund
- Local Roads and Streets Fund
- County Option Income Tax Fund
- Wheel Tax Fund
- Rainy Day Fund
- Cumulative Capital Development Fund
- Cumulative Capital Improvement Fund
- Road, Park, and Bridge Impact Fee Funds

FUNDS DEFINITIONS

Governmental Funds

The General Fund is the City's largest fund that encapsulates the basic operating fund and accounts for everything not included in another fund. Property taxes, franchise fees and certain State-shared revenues are the primary funding sources for the General Fund.

Special Revenue Funds

Special revenue funds are used to account for specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for particular purposes. The title of the fund is descriptive of the activities involved.

- Motor Vehicle Highway - To account for street construction and the operations of the street and property tax levy and by state motor vehicle highway distributions.
- Local Road and Street - To account for operation and maintenance of local and arterial road and street systems. Financing is provided by state gasoline tax distributions.
- Crime Control - To account for the expenditures for police officer salaries related to the FBI grant. Funding is provided from the FBI grant.
- Economic Development - To account for preliminary expenses in connection with negotiations concerning the terms and conditions for the financing of economic development. Financing is provided by miscellaneous revenues.
- Court Record Perpetuation - To account for revenues received from document storage fees, and late payment fees related to the court system. Further, to account for expenditures related to the preservation and improvement of record keeping systems and equipment.
- Court Fees County Portion - To account for revenues and expenses related to the operation of the City's court system.
- Court Deferral User Fee - To account for revenues from fines, and fees related to the traffic infraction deferral program.
- Rainy Day - To account for the expenditures of unused and unencumbered funds of the general or special tax levy. Expenditures for the operation of the City and its departments.
- Safety Task Force - To account for police department expenditures related to payment of overtime for off duty officers as part of the Hamilton County Safety Task Force Program. Financing is provided by a federal grant to the Hamilton County Safety Task Force.
- Development Donation - To account for expenditures for the Keep Fishers Beautiful campaign. Funding is provided from donations.
- Park Donation - To account for donations to the City for various City park expenditures.
- Tuition Donation - To account for donations to the City for various City tuition expenditures.
- Administration Donation - To account for donations to the City for various City administration expenditures.
- Law Enforcement Continuing Education - To account for expenditures related to continuing education of law enforcement officers employed by the City. Financing is provided by fees collected for the violation of City ordinances collected and distributed by the Hamilton County Clerk of the Circuit Court.
- Police Department Grants - Police Department grant funds. Funding is provided by grants from the State of Indiana and the Federal Government, when applicable.
- Administration Department Grants - To account for expenditures related to Administration Department grant funds. Funding is provided by grants from the State of Indiana and the Federal Government, when applicable.
- Fire Department Grants - To account for expenditures related to Fire Department grant funds. Funding is provided by grants from the State of Indiana and the Federal Government, when applicable.
- Criminal Investigation - To account for Police Department expenditures relating to criminal investigations. Financing is provided by sales of abandoned property.
- Development, Parks and Public Works Grants - To account for expenditures for the design and development of a bike and pedestrian path. Funding is provided from state grants.
- Park Impact - To account for expenditures relating to the maintenance, landscaping and development of parks. Financing is provided by permit charges assessed for new residential and commercial construction.
- Road Impact - To account for expenditures relating to the construction and maintenance of the major thoroughfares within the City's limits. Financing is provided by permit charges assessed for new residential and commercial construction.
- Bridge Impact - To account for expenditures related to the development and construction of new bridges. The fund is supported by permit charges assessed for new residential and commercial construction.
- Drug Abuse Resistance Education - To account for donations to the City for various expenditures relating to this educational program.

-
- LOIT Special Distribution - To account for expenditures for infrastructure improvements for the City.
 - Community Match Grant - To account expenditures related to the construction and improvements of the 116th St road resurface.

A Capital Project Fund is a special revenue fund established to track specific types of capital infrastructure construction projects and/or acquisitions; for example, the construction, rehabilitation, and acquisition of capital assets—buildings, equipment and roads.

- Cumulative Capital Development - To account for expenditures related to capital improvements for the City. Financing is provided by a specific property tax levy.
- Cumulative Capital Improvement - To account for financial resources related to improvement projects financed by state cigarette tax distributions or the payment of debt incurred for improvements to City property.

Proprietary Funds

The City maintains two types of proprietary funds.

An Enterprise Fund is used for business-type activities within the City. The information focuses on near-term inflows and outflows of spendable resources, as well as the balance of spendable resources available at the end of each fiscal year presented.

- Wastewater Utility - To account for the provision of wastewater services. All activities necessary to provide such services are accounted for in this fund. The intent of the Common Council is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The Common Council has decided that the periodic determination of net income is appropriate for accountability purposes. The utility service area is primarily contiguous with the City limits.
- Stormwater Utility - To account for the provision of wastewater services. All activities necessary to provide such services are accounted for in this fund. The intent of the Common Council is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The Common Council has decided that the periodic determination of net income is appropriate for accountability purposes. The utility service area is primarily contiguous with the City limits.

The Internal Service Fund is used to track the accumulation and allocation of costs internally among the City's departments and funds. The city uses internal service funds to account for the administration of employee health insurance and other employee benefits, risk management, and fleet services activities.

- Health Insurance/Flexible Spending - To account for the collection and payment to an insurance carrier for the Town's health insurance and dependent care services. Funding is provided by employee and City contributions.

Fiduciary Funds

The City maintains one type of fiduciary fund, the Agency Fund. The Agency Fund accounts for assets that the City holds in an agency capacity related to court costs and fees.

The City of Fishers annual budget is divided into several funds. A separate sum of money is appropriated for each fund. Funds are established for special program groups, which have specific sources associated with their expenditures.

Financial Policies

The City of Fishers abides by the Indiana State Board of Accounts (SBOA) accounting policies. Abiding by the SBOA accounting standards allows the City to ensure the highest level of public service, integrity, and efficiency of fund management. As a result of the implementation of a new financial management system, the City, is undergoing a full update of all accounting policies in 2019. The development of an Accounting Manual will be completed by the end of 2019.

REPORTING ENTITY

The City is a political subdivision in the State of Indiana and located in Hamilton County. The legislative branch of the City is composed of nine (9) member elected Council, including a city-wide mayor. The City Council is governed by state and local laws and regulations. The City Council is responsible for approving policy.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

All financial transactions of the City shall be properly authorized, documented, and reported. All disbursements of funds shall be within budget limits, authorized at the appropriate level, and supported with proper documentation. Quarterly financial and performance reports shall be prepared and distributed to the City Council, City Controller, and Department Heads. An independent and unbiased audit of the City's financial books, records, statements, and reports shall be conducted by a Certified Public Accountant annually

A Comprehensive Annual Financial Report (CAFR) follows the audit by a separate independent agency. The CAFR includes the independent auditor's report. The CAFR also includes the following basic financial reports and in accordance with GAAP requirements:

- Government-wide financial statements
- Fund Financial Statements
- Required supplementary information
- Statistics
- Debt capacity
- Demographic and economic information
- Operating information

INVESTMENT POLICY

Investments in the City shall be managed to effectively ensure the preservation of capital in the overall portfolio and to meet the cash flow demands of City operations. Investments should earn a competitive rate of return, and, at all times, be in accordance to and consistent with state law, IC 5-13-9 et seq., as amended. Investments ought to be diversified to avoid incurring unreasonable and avoidable risk.

INDIANA RESERVES POLICY

All fund reserves are accumulated and maintained to provide stability and flexibility to respond to unexpected adversity and/or opportunities, to address emergencies, and to address temporary revenue shortfall or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the City's interest rates, and provide continuity in service delivery.

Under the authority granted by the Indiana State Code Title 5, State and Local Administration, Title 36, Local Government; the Fishers Municipal Code § 35.50 "Investment Policy"; and the Fishers City Council; the City of Fishers is authorized to maintain certain levels of fund reserves.

LIQUIDITY POLICY

Liquidity is the amount of cash and/or “near cash” (which refers to assets or security that can easily and quickly be converted to cash), available to be utilized to meet obligations and/or pay commitments. The marketability or ability to buy or sell an asset without incurring unacceptable large losses thus determines the liquidity of an asset or defines it as near cash. Liquid assets are those that can be converted to cash quickly if needed to meet financial obligations; examples of liquid assets generally include cash, general and other funds reserves, and municipal debt.

This policy is implemented to provide guidance on the minimum liquidity level that the City has to maintain in order to comply with required State, County, and local regulations or laws. The liquidity policy follows the same guidelines and policy in this area as the “Reserves Policy” previously mentioned in this policy document. An annual review of cash flow requirements and appropriate fund balances shall be undertaken to determine whether modifications are appropriate for the reserve policy.

REVENUE COLLECTION AND RECORDING POLICIES

Controller

The Controller’s Office receives revenue predominately via electronic funds transfer (EFT). For these deposits email notification is received by a number of individuals in the controller’s office. A member of the staff checks the applicable bank account, confirms the deposit, and records the revenue within the accounting system. For any physical check received the controller’s staff scans the check for remote deposit capture. Cash is deposited weekly. The bank staff picks up all cash collected for the week, counts and creates the deposit receipt, and controller’s staff enters the cash transaction into the financial system.

For utility billing collection, any check payments sent to the Controller’s office are mailed to a lockbox. The lockbox disburses the funds into the applicable bank account, either sewer or stormwater. These deposits are reconciled daily by a member of the Controller’s utility staff to the utility software program. Occasionally a resident will come into City Hall and pay with cash or credit card. The cash is collected by a member of the utility staff and included with the weekly bank deposit. Credit card transactions are recorded to the bank account and checked with the daily electronic deposit totals. At the end of each month, a member of the Controller’s utility staff (who has not reconciled the daily deposits) prepares a revenue report detailing all revenue received. These totals are then recorded to the accounting system

Fire (Emergency Management Services) / Police

Fire primarily receives revenue via EFT payments deposited into the general bank account. If a check is received, a deposit is prepared by a member of the fire department administrative staff and brought to the Controller’s office for verification and to be included with the daily remote capture bank deposit. Fire department administrative staff enters revenue daily into the financial management system. All entries are reviewed and approved by a member of the Controller’s staff who verifies the revenue listed on the entry to deposits in the bank account.

Police receives revenue via cash, check, and credit card. Revenue is collected at the police station by a member of the administrative staff. Each day a member of the administrative police staff enters the revenue into the financial management system and brings cash and checks to the Controller’s office. All entries are reviewed and approved by a member of the Controller’s staff who verifies the revenue listed on the entry to deposits in the bank account. This deposit is either deposited by remote deposit capture or included with the weekly cash deposit

Parks

Parks department receives revenue via cash, check, and credit card for program activities. Revenue is collected at the parks department by a member of the administrative staff. Each day a member of the administrative parks staff enters the revenue into the financial management system and brings cash and checks to the Controller’s office. All entries

are reviewed and approved by a member of the Controller's staff who verifies the revenue listed on the entry to deposits in the bank account. This deposit is either deposited by remote deposit capture or included with the weekly cash deposit.

Engineering/Public Works/Permits and Inspections

These departments utilize an online system, ViewPoint Cloud, in which citizens and businesses can apply and pay online via credit card. A member of the department administrative staff enters all transactions into the financial management system daily and brings cash and checks to the Controller's office. All entries are reviewed and approved by a member of the Controller's staff who verifies the revenue listed on the entry to deposits in the bank account. This deposit is either deposited by remote deposit capture or included with the weekly cash deposit.

PURCHASING POLICY

The City has an adopted a purchasing policy and posted it to internal SharePoint site for all City employees to access. Purchase orders must be used for purchases larger than \$2,000.00. each department has several employees that can enter a requisition to be converted to the purchase order. All purchase orders go through an approval workflow based on the dollar amount of the purchase. Credit cards may be used to make purchases with prior approval. All purchases including contracts greater than \$50,000.00 must be approved by the Board of Public Works prior to purchase.

The State mandates the purchasing process for Department of Public Works purchases including Constructions. The City follows those requirements and adopted them into the purchasing policy.

ACCOUNTS PAYABLE POLICY

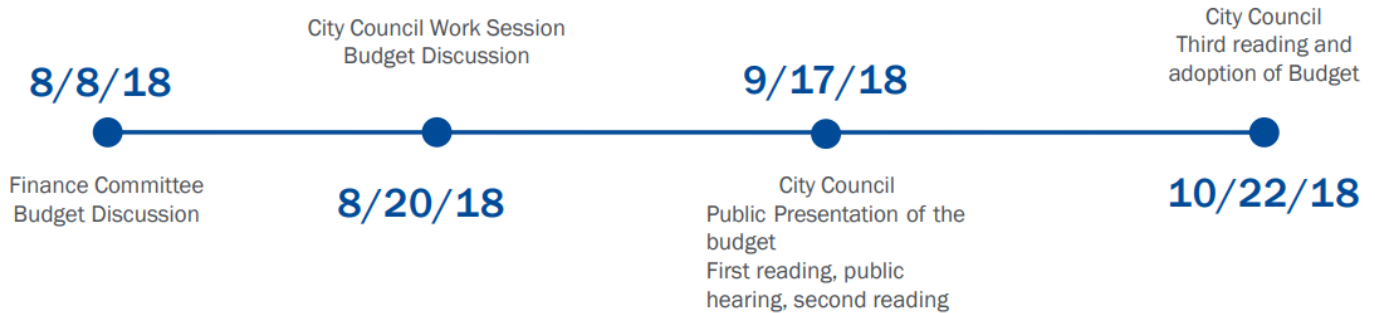
All payments made by the City must be approved by the Board of Public Works. The Board twice a month and the docket of payments I pulled the week prior and advertised before approval. Accounts payable entries are made into the electronic financial system within each department and each payment goes through an approval workflow prior to being included on the docket for Board approval. Payment via check and electronic funds transfers are made the day following the Board approval.

GRANT POLICY

Federal and state governmental units represent an important source of supplementary funding used to finance housing, employment, construction programs, and other activities beneficial to the community. Grant contributions in the proprietary funds are for the purpose of construction activities, principal debt service reimbursements, or land or easement acquisitions. They are recorded in the statement of revenues, expenses, and changes in net position on a separate line as capital contributions after non-operating revenues and expenses. For all funds, a grant receivable is recorded then all applicable eligibility requirements have been met.

Grants normally have specific restrictions on spending of the grant money and require some level of compliance and reporting. The restrictions and requirements are spelled out in a grant agreement or grant contract, signed by both the grant recipient (grantee) and the granting agency (grantor). Grantors often have the right to take back the grant resources if the specific requirement of the grant are not met. In order to receive a grant, some form of proposal or application is usually required.

Budget Process



The process for developing the City budget involves many participants and stakeholders over an extended period. The City develops the budget annually. Fiscal years begin on January 1 and end on December 31.

Budget Preparation

The Mayor and Controller's Office issue budget instructions to all City departments. Each department will prepare and submit a budget in the electronic financial system, to include, current operational needs, new operational needs requests, justification for proposed increases, capital project requests, and one-time expenditures.

Budgets will be reviewed and approved by the Department Head, Controller and Mayor prior to submitting the full budget to the City Council for approval.

Adoption

The budget is discussed in the City Finance Committee made up of a small group of council members. A public hearing is held to discuss the budget with advertisement of the hearing made 10 days prior. The hearing must take place 10 prior to adoption of the budget. The adopted budget is approved and entered into the state's reporting system Gateway.

Amendments, Transfers, Re-appropriations and Additional Appropriations

There are multiple ways to move funds in the budget if needed. Amendments and transfers that move funds within the budget between budget lines in an object do not require approval of the City Council. Amendments and transfers that move funds between objects must go before the council to be approved before the entries are made within the financial management system.

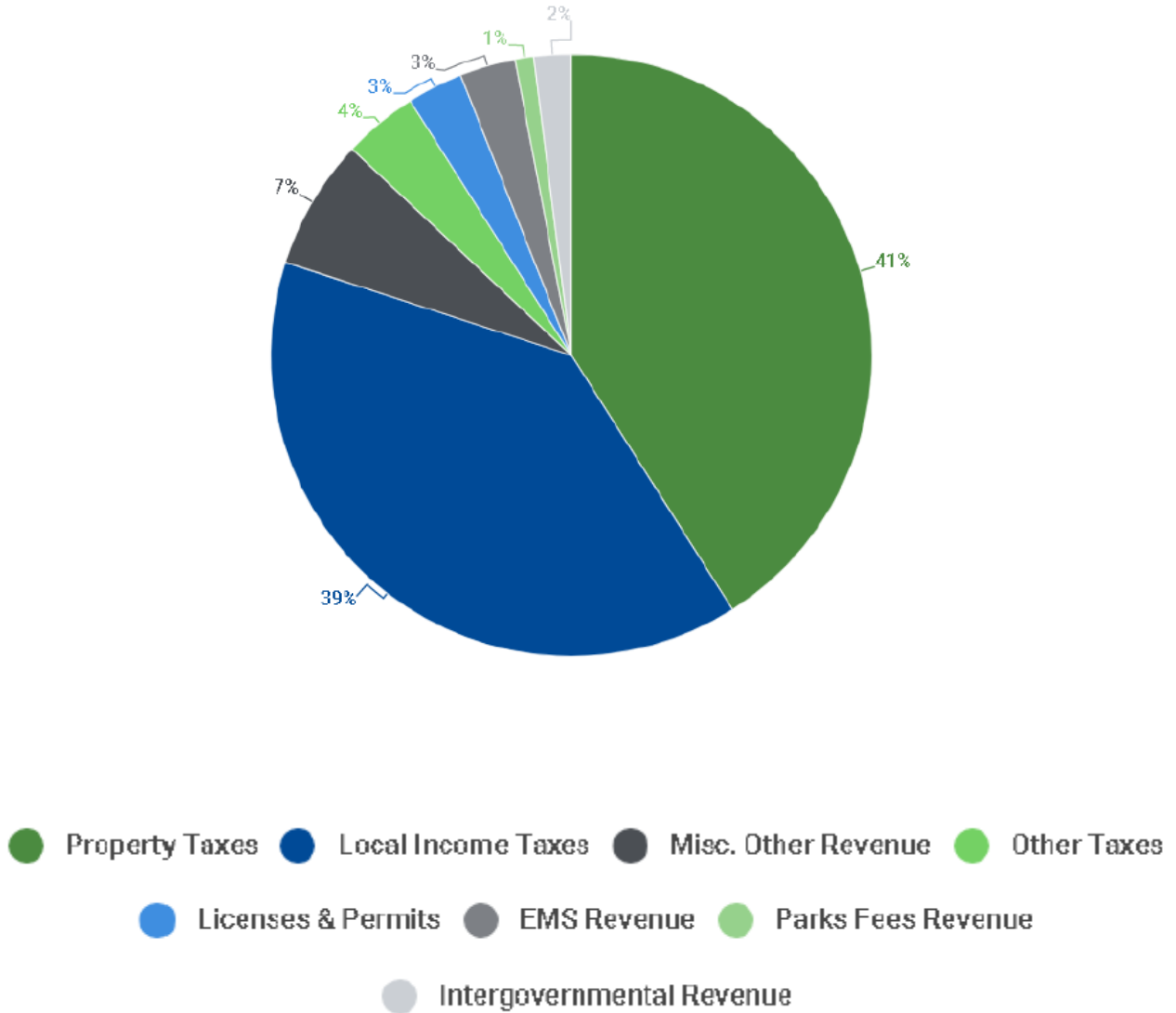
Re-appropriations moves revenue that was taken in during the current budget year and appropriates it to an existing budget for use during the budget year. Re-appropriations must be approved by the Controller's Office and the City Council prior to updating entries being made in the financial system.

Additional appropriations are requested when a balance remains in the fund and it is determined additional funds are needed for expenses. Requests for additional appropriations must be approved by the Controller's Office and the City Council prior to updating entries being made in the electronic financial system.

All City Council agendas and actions are posted to the City website for public view.

The budget prepared by the City and approved by the Council included all statutorily required funds and the enterprise (Sewer and Stormwater) fund of the City and its related debt.

The fiscal year 2019 budget presented and adopted by the City Council was just over \$103 million.



Fiscal Year 2019 Budget Instructions

Budget Timeline

April 1-30, 2018	Work with HR and departments to gather complete list of authorized positions for all departments	Controller's Office / HR / BSG
April 23- May 4, 2018	Start building salary workbook or entering into Tyler Munis (TBD if this will be used for personnel)	Controller's Office
April 30, 2018	Last day to submit a proposed capital cumulative fund to DLGF for approval	Controller's Office / Legal
May 14- May 25, 2018	Meet with departments to discuss personnel requirements and requests. All department heads will sign sheet showing number of positions authorized that will be included in the 2019 budget. This will not incorporate any 2019 personnel requests.	Department Heads / Controller's Office
May 21- 31, 2018	Budget training for department heads and designated staff members in Munis test environment	Department Heads and applicable staff / BSG
June 1-21, 2018	Department entry of capital budgets into Tyler Munis	All Departments
June 1-21, 2018	Departmental entry of operating budgets into Tyler Munis	All Departments
June 22, 2018	Initial rollup of budget in Tyler Munis	Controller's Office
June 29, 2018	Deadline to submit the Pre-Budget report via Gateway (Due July 2nd - Monday)	Controller's Office
July 2-20, 2018	Departmental budget meetings	Mayor and Department Heads
July 11, 2018	Initial tentative budget discussion with finance committee and discussion of council requests	Finance Committee / Controller
July 16, 2018	Deadline for DLGF to provide to ea unit an estimate of the maximum Cumulative Capital Development Fund tax rate they may impose for the ensuing year.	DLGF
July 16, 2018	Deadline for DLGF to provide to ea taxing unit an estimate of the maximum permissible property tax levy for the ensuing year, along with guidance on calculating allowable adjustments to the maximum levy.	DLGF
July 31, 2018	Non for profit committee - Give proposed donation amount	Mayor / Controller
August 8, 2018	Budget discussion at Finance Meeting	Mayor / Controller
August 13- 17, 2018	Proposed additional finance committee budget discussion or full council	Mayor
August 20, 2018	Budget discussion at City Council Work Session	Mayor
August 1- 31, 2018	Budget entry into Gateway, updating accordingly for any changes	Controller's Office
September 1, 2018	Deadline for Budget to be input into Gateway - PRELIM BUDGET	Controller's Office

September 3, 2018	Last day for units to submit proposed 2019 budgets, tax rates, and tax levies to County fiscal body for binding adoption, as applicable.	DLGF
September 6, 2018	Publish the proposed 2019 budgets and net tax levies and public hearing (budget Form 3) to GATEWAY. Notice must be posted at least ten days before public hearing, which must occur at least ten days before the adoption.	Controller's Office
September 3-12, 2018	Provide budget information to PR for Think Fishers and for website publication	Controller's Office
September 12, 2018	Update finance committee on any budget updates and changes	Controller
September 17, 2018	Public hearing of budget and City Council suggested changes (Adoption of appeal)	Mayor
October 10, 2018	Finance Committee Meeting, if further discussion necessary	Controller
October 12, 2018	Last day to post notice to taxpayers of proposed 2019 budgets and net tax levies and public hearing (Budget Form 3) to Gateway. Notice must be posted at least ten days before the public hearing, which must occur at least ten days before the adoption for most taxing units.	
October 15, 2018	Adoption of the 2019 Budget	City Council
October 15, 2018	Adoption of the 2019 Salary Ordinance (including employees and elected officials)	City Council
October 17, 2018	Certify budget adoption in Gateway (48 hours after adoption)	Controller
October 19, 2018	Last day for units to file excess levy appeals for school transportation fund, annexation/consolidation /extension of services, three-year growth factor, emergency, and correction of error with the DLGF	
October 22, 2018	Last <i>possible</i> day for taxing units to hold public hearing on 2019 budgets. In second class cities, public hearing may be held any time after introduction of 2019 budget.	
October 29, 2018	Last <i>possible</i> day ten or more taxpayers may object to a proposed 2019 budget, tax rate, or tax levy (must be filed not more than seven days after the public hearing.)	
October 31, 2018	Deadline to adopt ordinance modifying local income tax rates effective in the ensuing year	
November 1, 2018	Deadline for all taxing units to adopt 2019 budgets, tax rates, and tax levies.	
November 1, 2018	Deadline for second and third class cities to adopt salary ordinances for employees other than elected officials. <i>**Due to Council schedule, Fishers will need to adopt at same time as Budget adoption.</i>	
November 5, 2018	Last day for units to submit 2019 budgets, tax rates, and tax levies through Gateway	
December 14, 2018	Last day for DLGF to accept additional appropriation requests for 2018 budget year	
January 12, 2019	Completion and submission to GFOA for Distinguished Budget Award	Controller's Office

Introduction

This document contains the Mayor's Office policy instructions as well as the Controller's Office technical instructions for preparing the FY 2019 budget.

Mayor's Office Policy Instructions

These instructions will outline the Mayor's expectation for developing budgets for the fiscal year.

Controller's Office Technical Instructions

These instructions provide details on the budget process and how to enter the data correctly into the Munis Financial System.

For questions concerning the Mayor's Office Policy Instructions please contact the Mayor's Office. For questions concerning the Controller's Office Technical Instructions please contact Beth Hampshire or Lisa Bradford in the Controller's Office.

New This Year

Munis Financial System: The Controller's Office and the Business Solutions Group have been working diligently during 2018 to prepare and implement a new electronic financial management system called Munis. All Departments will be required to enter their FY 2019 budget requests into the Munis system. A workflow has been established for budget entry and approval. Each department budget will be entered at the department or division level. Each department budget will be approved in Munis by the Department Head and rolled to the Controller's Office for review and approval. Budgets may be sent back to departments for corrections prior to the Controller's Office approving. Once the Controller's Office approves department budgets they will be merged into a Master City Budget and rolled to the Mayor's Office for review and approval. The Mayor will approve the Master City Budget when it has been adopted by the City Council and the budget will be posted in the Munis system by the Controller's Office.

Chart of Accounts: As a result of implementing the Munis system the City had to overhaul its chart of accounts. The Chart of Accounts is the complete listing of every account in the Munis system. Each account is a unique record for each type of accounting entry. The account code is made up for a combination of codes for each fund, department, division and object code.

FY 2019 Controller's Office Technical Instructions

Instructions

Departments are expected to keep their budgets flat, meaning that budgets should not increase from last year's adopted budget.

Central Budget Entry in the Munis system will go live on June 1st. All budgets for each department must be completed no later than COB June 22nd. The Munis system will lock the budget entry module on June 22nd and no additional entry will be allowed by departments.

Personnel Data

- FTE, PTE Salaries and Benefits: These amounts will be loaded into the budget by the Controller's Office and will be based on the discussions had between the Departments and the Payroll staff in the Controller's Office.
- Each section should be reviewed by the department to ensure the amounts are correct and the additional information included in the Description and Justification Section of the Budget Detail are accurate.
- Departments should not change this information. If changes need to be made the Department should contact Laura Gropp in the Controller's Office.

Professional Services/Contractual Services

- The KeyFund 301 and 324 objects for Professional Services and Contractual Services have been combined into one object in the Munis system. These types of budgeting line items will now be in the Professional Services object 43100.

Travel and Training

- The KeyFund 315 object for Travel and Training has been renamed Comms and Transportation 43200 in an effort to align with the State Board of Accounts object codes.
- Comms and Transportation will include travel and training budget items as well as communication items such as magazine subscriptions.

Capital Budgets

- Capital Budgets will be entered in Munis by the Controller's Office.
- The Capital Budget for the city will have only one projection that will be rolled into the City Master Budget.

Export Budget to Excel

- Follow the Export to Excel instructions to get a spreadsheet of the FY 18 budget.
- This will be helpful as a reference as edits, additions, or deletions are made to the FY 19 budget.

FINANCIAL SUMMARIES

City of Fishers Fiscal Plan

Data includes historical, present, and future revenues and expenditures dating from 2012 through 2020. The following data focuses on the following funds: Combined Funds, General Funds, MVH, LR&S, CCD, CCI, PIF, combined RIF, and BIF.

In the upcoming tables of the City's appropriated funds, projections for revenue and expenditures are calculated by trend analysis and are provided by an outside consulting firm. The firm works with City staff to account for any planned shifts in revenue and expenditures. In addition, the firm provides forecasts for future tax distributions.

Note: All data in the following tables are based on the City of Fishers Fiscal Plan Revised on August 29, 2018. Additional data has been delayed due to a planned implementation of an electronic financial system.

Combined Funds

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$28,744,313	\$33,097,936	\$29,440,006	\$27,730,708	\$28,930,199	\$29,741,337	\$25,155,639	\$25,170,563	\$22,305,316
REVENUES:									
Property tax - All Funds	32,651,861	33,040,425	33,478,211	33,547,415	34,264,916	36,100,290	36,809,841	36,999,220	37,458,188
Loss from circuit breaker	(1,936,400)	(2,131,449)	(1,836,096)	(1,685,142)	(1,684,286)	(1,737,185)	(1,808,020)	(1,868,279)	(1,939,381)
Late property tax distribution - All Funds	0	0	0	0	0	0	0	0	0
Financial institutions tax - All Funds	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax - All Funds	2,517,067	2,642,428	2,674,121	2,869,235	3,169,072	3,272,045	3,269,629	3,220,722	3,195,463
CVET	48,429	45,357	50,937	43,065	39,969	39,188	37,959	36,246	34,860
COIT - Special	0	0	0	0	0	3,174,316	1,814,265	429,229	583,985
COIT - Regular - All Funds	14,028,258	16,355,186	17,672,596	21,034,097	19,990,988	21,311,360	21,609,303	22,867,442	23,050,600
Licenses and permits - General Fund Only	1,975,522	1,738,443	1,694,139	2,040,710	1,874,282	1,948,555	1,859,300	1,859,300	1,859,300
Intergovernmental revenue - General Fund Only	695,039	695,274	706,185	711,674	737,831	745,287	755,466	741,833	741,833
Charges for services - General Fund Only	3,466,944	3,820,783	3,559,115	4,670,138	4,510,901	4,732,824	4,973,083	5,004,517	5,037,494
Fines and forfeits - General Fund Only	125,436	111,698	111,127	109,210	140,306	94,856	94,000	94,000	94,000
Cigarette tax state - CCI	206,153	203,131	192,886	195,727	210,260	179,991	177,241	196,262	196,262
State distribution - Local Roads and Streets Fund	1,006,642	1,046,019	1,090,893	1,095,505	1,434,691	1,847,880	2,013,898	2,013,898	2,013,898
State distribution - Motor Vehicle Highway Fund	2,335,201	2,852,188	2,853,914	2,822,783	3,130,676	3,645,950	3,563,840	3,563,840	3,563,840
Wheel tax and Surtax	0	0	0	0	0	0	0	0	0
Park impact fees - Park Impact Fund	1,021,413	702,286	566,266	633,541	547,287	550,740	550,000	550,000	550,000
Road impact fees - Road Impact Fund	1,893,706	1,696,841	2,751,352	1,956,504	1,872,776	1,960,464	1,975,000	1,975,000	1,975,000
Bridge impact fees - Bridge Impact Fund	3,802	28,447	127,417	120,547	194,289	124,552	125,000	125,000	125,000
Wheel Tax	0	0	0	0	0	2,028,799	2,100,000	2,142,000	2,184,840
All other revenue - All Funds	1,454,625	968,851	1,477,034	6,467,710	4,650,644	2,093,866	1,480,470	1,480,470	1,480,470
Total revenues	61,493,698	63,815,905	67,170,097	76,632,719	75,084,602	82,113,778	81,400,276	81,430,501	82,205,432
EXPENDITURES:									
Personal services	30,171,104	34,422,002	36,225,625	36,788,632	39,384,387	43,218,479	45,035,967	47,421,256	49,975,800
Supplies	3,440,333	4,710,061	3,647,406	3,509,037	3,661,264	4,959,379	5,844,011	5,133,141	5,133,141
Other services and charges	17,012,541	20,468,111	20,199,703	20,505,634	20,903,700	23,351,571	24,281,225	25,708,575	24,655,512
Capital outlay	6,404,932	7,873,661	8,806,661	14,629,926	10,324,113	14,701,576	6,724,149	6,529,895	6,667,971
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(2,215,000)	(500,000)	(500,000)	(500,000)
Total expenditures	57,028,910	67,473,835	68,879,395	75,433,229	74,273,464	84,016,005	81,385,352	84,292,867	85,932,424
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	4,464,788	(3,657,930)	(1,709,298)	1,199,490	811,138	(1,902,227)	14,924	(2,862,366)	(3,726,993)
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	(2,881)	5,282
Transfers	(111,165)	0	0	0	0	0	0	0	0
Temporary Loan	0	0	0	0	0	0	0	0	0
2017 encumbrances						(2,683,470)	0	0	0
ENDING CASH BALANCE	\$33,097,936	\$29,440,006	\$27,730,708	\$28,930,199	\$29,741,337	\$25,155,639	\$25,170,563	\$22,305,316	\$18,583,605

General Fund

CITY OF FISHERS
0101 General Fund
Projected Revenues and Expenditures
Revised August 29, 2018 [Draft]

	Rate Increase or (decrease) in cents					0.0036	0.0422	-0.0175	-0.0128
	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$13,809,707	\$15,142,236	\$14,595,566	\$14,361,647	\$14,555,317	\$15,856,451	\$17,442,952	\$17,481,330	\$15,410,404
REVENUES:									
Property tax	21,120,745	21,975,656	22,577,536	23,170,769	24,067,232	25,036,910	25,903,244	26,776,355	27,820,914
Loss from circuit breaker	(1,290,829)	(1,787,782)	(1,525,884)	(1,401,706)	(1,427,886)	(1,557,296)	(1,611,182)	(1,665,489)	(1,730,461)
Late property tax distribution	0	0	0	0	0	0	0	0	0
Financial institutions tax	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax	1,657,456	1,757,704	1,803,587	1,981,744	2,225,915	2,269,286	2,300,852	2,330,838	2,373,330
CVET	31,889	30,171	34,355	29,744	28,074	27,178	26,712	26,231	25,891
COIT - Special Distribution	0	0	0	0	0	3,174,316	1,814,265	429,229	583,965
COIT - Regular Distribution	13,025,950	16,355,186	17,175,596	17,755,919	19,620,988	20,831,360	21,279,303	22,537,442	23,015,600
Licenses and permits	1,975,522	1,738,443	1,694,139	2,040,710	1,874,282	1,948,555	1,859,300	1,859,300	1,859,300
Intergovernmental revenue	695,039	695,274	706,185	711,674	737,831	745,287	755,466	741,633	741,633
Charges for services	3,466,944	3,820,783	3,559,115	4,670,138	4,510,901	4,732,824	4,973,083	5,004,517	5,037,494
Fines and forfeits	125,436	111,698	111,127	109,210	140,306	94,856	94,000	94,000	94,000
Miscellaneous revenue	880,822	530,713	568,006	3,052,969	2,550,520	929,740	950,000	950,000	950,000
Total revenues	41,689,174	45,227,845	46,703,762	52,121,171	54,328,163	58,233,016	58,345,043	59,084,056	60,771,666
EXPENDITURES:									
Personal services									
Base pay and other	19,751,085	21,822,826	23,267,326	23,505,652	25,176,744	27,303,370	29,591,861	29,591,861	30,520,039
Inflation adjustments								591,836	610,401
Added personnel								336,342	343,068
Employee benefits	9,038,172	10,836,834	11,113,298	11,085,046	11,931,296	13,553,404	13,553,404	14,908,747	16,399,622
Total personal services	28,789,257	32,659,660	34,380,624	34,590,698	37,108,040	40,856,774	43,145,265	45,428,786	47,873,130
Supplies	2,852,779	3,018,857	2,997,167	3,008,878	3,180,330	4,152,560	4,361,309	4,361,309	4,361,309
Other services and charges	6,191,474	9,047,285	8,441,198	9,415,412	9,682,770	9,756,549	11,293,091	11,857,747	12,450,636
Capital outlay	2,523,135	1,048,713	1,118,692	4,912,513	3,055,889	2,000,000	7,000	7,140	7,283
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(500,000)	(500,000)	(500,000)	(500,000)
Total expenditures	40,156,645	45,774,515	46,937,681	51,927,501	53,027,029	56,265,883	58,306,665	61,154,982	64,192,358
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	1,532,529	(546,670)	(233,919)	193,670	1,301,134	1,967,133	38,378	(2,070,926)	(3,420,692)
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	5,282
Transfer to Impoundment Fund	0	0	0	0	0	0	0	0	0
Exam records	0	0	0	0	0	0	0	0	0
2017 encumbrances						(380,632)			
ENDING CASH BALANCE	\$15,142,236	\$14,595,566	\$14,361,647	\$14,555,317	\$15,856,451	\$17,442,952	\$17,481,330	\$15,410,404	\$11,994,994
Rainy Day Cash	\$3,684	\$0	\$0	\$2,378,178	\$1,731,678	\$447,790	\$0	\$0	\$0
Total Rainy Day and General Fund Cash	\$15,145,920	\$14,595,566	\$14,361,647	\$16,933,495	\$17,588,129	\$17,890,742	\$17,481,330	\$15,410,404	\$11,994,994

Motor Vehicle Highway Fund

CITY OF FISHERS
0708 Motor Vehicle Highway Fund
 Projected Revenues and Expenditures
 Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$2,795,883	\$2,768,075	\$2,113,758	\$2,318,847	\$2,421,871	\$3,030,364	\$445	\$23,668	(\$54,877)
REVENUES:									
Property tax	0	0	0	0	0	0	0	0	0
Loss from circuit breaker	0	0	0	0	0	0	0	0	0
Late property tax distribution	0	0	0	0	0	0	0	0	0
Financial institutions tax	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax	0	0	0	0	0	0	0	0	0
CVET	0	0	0	0	0	0	0	0	0
Wheel tax and surtax	0	0	0	0	0	0	0	0	0
State grant - highway	0	0	0	0	0	0	0	0	0
MVHF distribution	2,335,201	2,852,188	2,853,914	2,822,783	3,130,676	3,645,950	3,563,840	3,563,840	3,563,840
Fees	0	89,698	37,228	228,399	526,143	221,501	220,000	220,000	220,000
Sale of property	1,005	286	0	0	0	0	0	0	0
Insurance reimbursements	66,403	67,420	17,756	72,195	140,404	0	0	0	0
Miscellaneous	229,355	101,488	109,093	2,517	702	16,592	2,800	2,800	2,800
Total revenues	2,631,964	3,111,040	3,017,991	3,125,894	3,797,925	3,884,043	3,786,640	3,786,640	3,786,640
EXPENDITURES:									
Personal services									
Base pay and other	982,567	1,208,716	1,414,697	1,500,875	1,129,609	1,562,271	1,091,268	1,091,268	1,113,093
Inflation adjustments								21,825	22,262
Added personnel								0	0
Employee benefits	399,280	555,626	430,304	697,059	1,146,738	799,434	799,434	879,377	967,315
Total personal services	1,381,847	1,762,342	1,845,001	2,197,934	2,276,347	2,361,705	1,890,702	1,992,470	2,102,670
Supplies	702,493	685,432	590,916	497,384	470,205	681,819	701,832	701,832	701,832
Other services and charges	227,489	771,809	368,585	293,147	366,853	941,933	1,005,883	1,005,883	1,005,883
Capital outlay	347,943	545,774	8,400	34,405	76,027	2,697,148	165,000	165,000	165,000
Projected unused appropriation						(85,000)	0	0	0
Total expenditures	2,659,772	3,765,357	2,812,902	3,022,870	3,189,432	6,617,603	3,763,417	3,865,185	3,975,385
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(27,808)	(654,317)	205,089	103,024	608,493	(2,733,560)	23,223	(78,545)	(188,745)
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds	0	0	0	0	0	0	0	0	0
2017 encumbrances						(296,359)			
ENDING CASH BALANCE	\$2,768,075	\$2,113,758	\$2,318,847	\$2,421,871	\$3,030,364	\$445	\$23,668	(\$54,877)	(\$243,622)

Local Roads and Streets Fund

CITY OF FISHERS
0706 Local Road and Street Fund
Projected Revenues and Expenditures
Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$1,113,930	\$933,631	\$1,012,093	\$1,027,981	\$1,092,165	\$1,294,134	\$815,515	\$816,943	\$816,943
REVENUES:									
Local road & street distrib.	1,006,642	1,046,019	1,090,893	1,095,505	1,434,691	1,847,880	2,013,898	2,013,898	2,013,898
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	1,006,642	1,046,019	1,090,893	1,095,505	1,434,691	1,847,880	2,013,898	2,013,898	2,013,898
EXPENDITURES:									
Supplies	0	850,714	0	0	0	0	710,870	0	0
Other services & charges	1,186,941	89,155	1,075,005	1,031,321	1,232,722	1,591,916	1,301,600	2,013,898	2,013,898
Capital outlays	0	27,688	0	0	0	500,000	0	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	1,186,941	967,557	1,075,005	1,031,321	1,232,722	2,091,916	2,012,470	2,013,898	2,013,898
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(180,299)	78,462	15,888	64,184	201,969	(244,036)	1,428	0	0
ADJUSTMENTS:									
2017 encumbrances						(234,583)			
ENDING CASH BALANCE	\$933,631	\$1,012,093	\$1,027,981	\$1,092,165	\$1,294,134	\$815,515	\$816,943	\$816,943	\$816,943

Cumulative Capital Improvement Fund

CITY OF FISHERS
2379 Cumulative Capital Improvement Fund
Projected Revenues and Expenditures
Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$274,184	\$326,461	\$126,039	\$209,685	\$84,338	\$294,598	\$122,589	\$122,589	\$122,589
REVENUES:									
Cigarette tax distribution	206,153	203,131	192,886	195,727	210,260	179,991	177,241	196,262	196,262
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	206,153	203,131	192,886	195,727	210,260	179,991	177,241	196,262	196,262
EXPENDITURES:									
Supplies	0	0	0	0	0	0	0	0	0
Other services and charges	0	0	282	0	0	0	0	0	0
Capital outlay	153,876	403,553	108,958	321,074	0	255,000	177,241	196,262	196,262
Projected unused appropriation						0	0	0	0
Total expenditures	153,876	403,553	109,240	321,074	0	255,000	177,241	196,262	196,262
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	52,277	(200,422)	83,646	(125,347)	210,260	(75,009)	0	0	0
ADJUSTMENTS:									
2017 encumbrances						(97,000)			
ENDING CASH BALANCE	\$326,461	\$126,039	\$209,685	\$84,338	\$294,598	\$122,589	\$122,589	\$122,589	\$122,589

Cumulative Capital Development Fund

CITY OF FISHERS
2391 Cumulative Capital Development
Projected Revenues and Expenditures
Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$1,120,308	\$1,494,654	\$1,510,372	\$881,679	\$872,049	\$1,460,280	\$1,111,213	\$1,111,214	\$1,111,214
REVENUES:									
Property tax	2,506,616	2,621,983	2,645,533	2,703,537	2,795,952	2,892,112	3,164,597	3,260,285	3,358,844
Loss from circuit breaker	(147,733)	(212,817)	(177,643)	(158,908)	(167,108)	(179,889)	(196,838)	(202,790)	(208,920)
Late property tax distribution	0	0	0	0	0	0	0	0	0
Financial institutions tax	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax	196,707	209,650	211,274	231,227	258,590	262,134	281,095	283,803	286,535
CVET	3,785	3,598	4,024	3,471	3,261	3,140	3,264	3,195	3,127
Miscellaneous	5,348	0	43,782	0	1,024,123	0	0	0	0
Total revenues	2,564,723	2,622,414	2,726,970	2,779,327	3,914,818	2,977,497	3,252,118	3,344,493	3,439,586
EXPENDITURES:									
Supplies	27,366	112,276	13,225	2,775	0	0	0	0	0
Other services and charges	464,701	1,283,947	991,576	217	0	0	0	0	0
Capital outlay	1,698,310	1,210,473	2,350,862	2,785,965	3,326,587	3,066,263	3,252,118	3,344,493	3,439,586
Projected unused appropriation						0	0	0	0
Total expenditures	2,190,377	2,606,696	3,355,663	2,788,957	3,326,587	3,066,263	3,252,118	3,344,493	3,439,586
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	374,346	15,718	(628,693)	(9,630)	588,231	(88,766)	0	0	0
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds	0	0	0	0	0	0	0	0	0
2017 encumbrances						(260,301)			
ENDING CASH BALANCE	\$1,494,654	\$1,510,372	\$881,679	\$872,049	\$1,460,280	\$1,111,213	\$1,111,214	\$1,111,214	\$1,111,214

Wheel Tax Fund

CITY OF FISHERS
Wheel Tax Fund
Projected Revenues and Expenditures
Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$28,799	\$128,799	\$128,799
REVENUES:									
Wheel/Surtax	0	0	0	0	0	2,028,799	2,100,000	2,142,000	2,184,840
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	0	0	0	0	0	2,028,799	2,100,000	2,142,000	2,184,840
EXPENDITURES:									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlay	0	0	0	0	0	2,500,000	2,000,000	2,142,000	2,184,840
Projected unused appropriation						(500,000)	0	0	0
Total expenditures	0	0	0	0	0	2,000,000	2,000,000	2,142,000	2,184,840
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	0	0	0	0	0	28,799	100,000	0	0
ADJUSTMENTS:									
Less, prior year encumbrances						0			
ENDING CASH BALANCE	\$0	\$0	\$0	\$0	\$0	\$28,799	\$128,799	\$128,799	\$128,799

Park Impact Fees Fund

CITY OF FISHERS
 Park Impact Fees Fund
 Projected Revenues and Expenditures
 Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$857,193	\$1,870,373	\$2,099,216	\$1,237,046	\$896,267	\$892,220	\$1,421	\$1,421	\$1,421
REVENUES:									
Park impact fees	1,021,413	702,286	566,266	633,541	547,287	550,740	550,000	550,000	550,000
Miscellaneous	0	0	4,500	48,521	1,996	0	0	0	0
Total revenues	1,021,413	702,286	570,766	682,062	549,283	550,740	550,000	550,000	550,000
EXPENDITURES:									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlays	8,233	473,443	1,432,936	1,022,841	553,330	1,408,579	550,000	550,000	550,000
Projected unused appropriation						(250,000)	0	0	0
Total expenditures	8,233	473,443	1,432,936	1,022,841	553,330	1,158,579	550,000	550,000	550,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	1,013,180	228,843	(862,170)	(340,779)	(4,047)	(607,839)	0	0	0
ADJUSTMENTS:									
2017 encumbrances						(282,960)			
ENDING CASH BALANCE	\$1,870,373	\$2,099,216	\$1,237,046	\$896,267	\$892,220	\$1,421	\$1,421	\$1,421	\$1,421

Combined Road Impact Fees Fund

CITY OF FISHERS
 Combined Road Impact Fees
 Projected Revenues and Expenditures
 Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$2,859,034	\$3,200,492	\$1,575,007	\$1,524,893	\$2,682,354	\$1,459,961	\$952,794	\$952,794	\$952,794
REVENUES:									
Road impact fees	1,893,706	1,696,841	2,751,352	1,956,504	1,872,776	1,960,464	1,975,000	1,975,000	1,975,000
Miscellaneous	51,369	62,230	596,481	2,740,372	95,518	617,058	0	0	0
Total revenues	1,945,075	1,759,071	3,347,833	4,696,876	1,968,294	2,577,522	1,975,000	1,975,000	1,975,000
EXPENDITURES:									
Debt service	0	0	0	0	0	462,650	464,126	464,126	464,126
Other services and charges	0	0	0	0	0	1,619,704	1,510,874	1,510,874	1,510,874
Capital outlays	1,603,617	3,384,556	3,397,947	3,539,415	3,190,687	0	0	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	1,603,617	3,384,556	3,397,947	3,539,415	3,190,687	2,082,354	1,975,000	1,975,000	1,975,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	341,458	(1,625,485)	(50,114)	1,157,461	(1,222,393)	495,168	0	0	0
ADJUSTMENTS:									
2017 encumbrances						(1,002,335)			
ENDING CASH BALANCE	\$3,200,492	\$1,575,007	\$1,524,893	\$2,682,354	\$1,459,961	\$952,794	\$952,794	\$952,794	\$952,794

Bridge Impact Fees Fund

CITY OF FISHERS
 Bridge Impact Fees (405)
 Projected Revenues and Expenditures
 Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$29,658	\$4,298	\$32,745	\$160,162	\$86,709	\$170,998	\$75,550	\$75,550	\$75,550
REVENUES:									
Bridge impact fees	3,802	28,447	127,417	120,547	194,289	124,552	125,000	125,000	125,000
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	3,802	28,447	127,417	120,547	194,289	124,552	125,000	125,000	125,000
EXPENDITURES:									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlays	29,162	0	0	194,000	110,000	220,000	125,000	125,000	125,000
Projected unused appropriation						0	0	0	0
Total expenditures	29,162	0	0	194,000	110,000	220,000	125,000	125,000	125,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(25,360)	28,447	127,417	(73,453)	84,289	(95,448)	0	0	0
ADJUSTMENTS:									
2017 encumbrances						0			
ENDING CASH BALANCE	\$4,298	\$32,745	\$160,162	\$86,709	\$170,998	\$75,550	\$75,550	\$75,550	\$75,550

Rainy Day

0000RD
 CITY OF FISHERS
 Rainy Day
 Projected Revenues and Expenditures
 Revised August 29, 2018 [Draft]

	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
BEGINNING CASH BALANCE	\$3,684	\$3,684	\$0	\$0	\$2,378,178	\$1,731,678	\$447,790	\$0	\$0
REVENUES:									
COIT - Special Distribution	0	0	0	2,378,178	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	0	0	0	2,378,178	0	0	0	0	0
EXPENDITURES:									
Other services and charges	0	3,684	0	0	646,500	0	0	0	0
Capital outlays	0	0	0	0	0	2,054,588	447,790	0	0
Projected unused appropriation						(900,000)	0	0	0
Total expenditures	0	3,684	0	0	646,500	1,154,588	447,790	0	0
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	0	(3,684)	0	2,378,178	(646,500)	(1,154,588)	(447,790)	0	0
ADJUSTMENTS:									
2017 encumbrances						(129,300)			
ENDING CASH BALANCE	\$3,684	\$0	\$0	\$2,378,178	\$1,731,678	\$447,790	\$0	\$0	\$0

Revenue Overview

The City of Fishers is committed to operating an efficient revenue management system. The timely collection of taxes, distributions and other revenues allows the City to make consistent bank deposits and ensure accountability. By operating an efficient revenue workflow, the City meets goals and objectives correlated with the following:

- Compliance of GASB and local revenue laws
- Improved revenue flow
- Sound cash management
- Maintain AAA-bond rating
- Ability to (as accurately as possible) forecast cash availability
- Higher investment interest earnings
- Improved allocation of resources for taxpayer benefit
- Enhanced budgetary control
- Ability to complete schedules on (or ahead) of schedule

Real and personal property taxes are a major source of revenue. Intergovernmental revenues are also major sources of revenue, and include the following funds:

- Motor Vehicle Highway Revenue
- Local Roads and Streets Revenue
- Cumulative Capital Development Revenue
- Cumulative Capital Improvement Revenue
- Total Impact Fee Revenue
- Sewer User Fee Revenue
- Stormwater User Fee Revenue
- Sewer and Stormwater Availability Fee Revenue

The smaller support departments, Public Relations, Human Resources, and Office of the Mayor, do not collect or receive revenue on a consistent basis. Any revenue, predominately in the form of checks, received by these departments is entered into the electronic financial system by departmental staff, then, approved and deposited by the Controller's Office.

The following departments receive revenue on an on-going, regular basis:

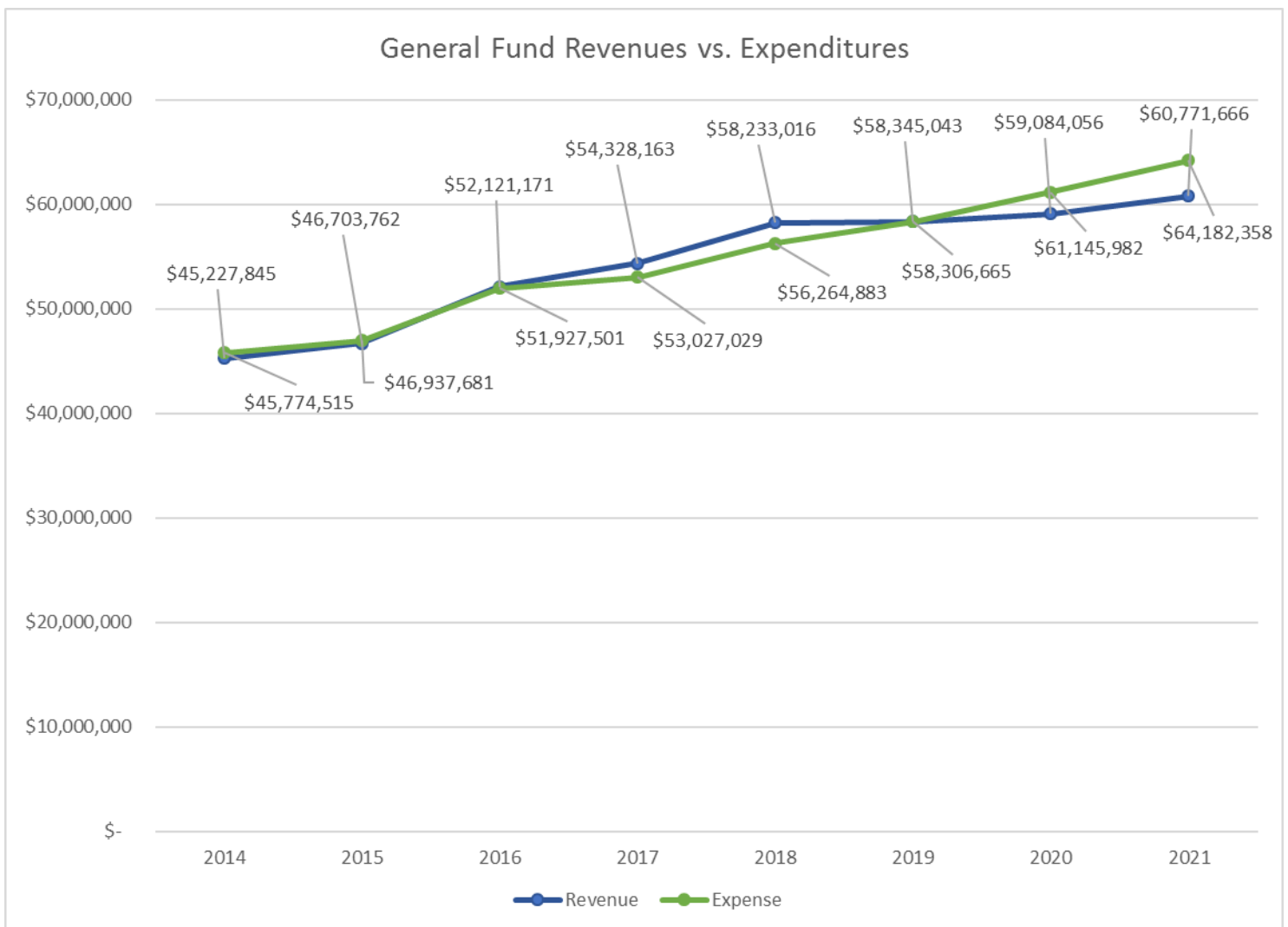
- Controller
- Fire
- Police
- Parks and Recreation
- Engineering
- Permits and Inspections
- Public Works

Fishers operates on a balanced budget system, and 2019 will continue to be a balanced budget. A balanced budget means the amount available from taxation and other revenue sources (including carryovers from prior years) must be equal to the total expenditure appropriations and reserves. Property taxes, franchise taxes, licenses and interest are accepted on an accrual basis and are recognized as revenue for the current fiscal year. All other revenue items are considered to be measurable and available only when cash is received by the City.

The 2019 General Fund revenue is projected to total over \$58 million. This is a 0.01% increase over the projected amount for FY 2018. The continued increase in projected revenue allows for the continued steady increase in the City's General Fund Cash Balance. As the General Fund is the largest and least restrictive source of revenue, it is a good indicator of the current financial condition of the organization.

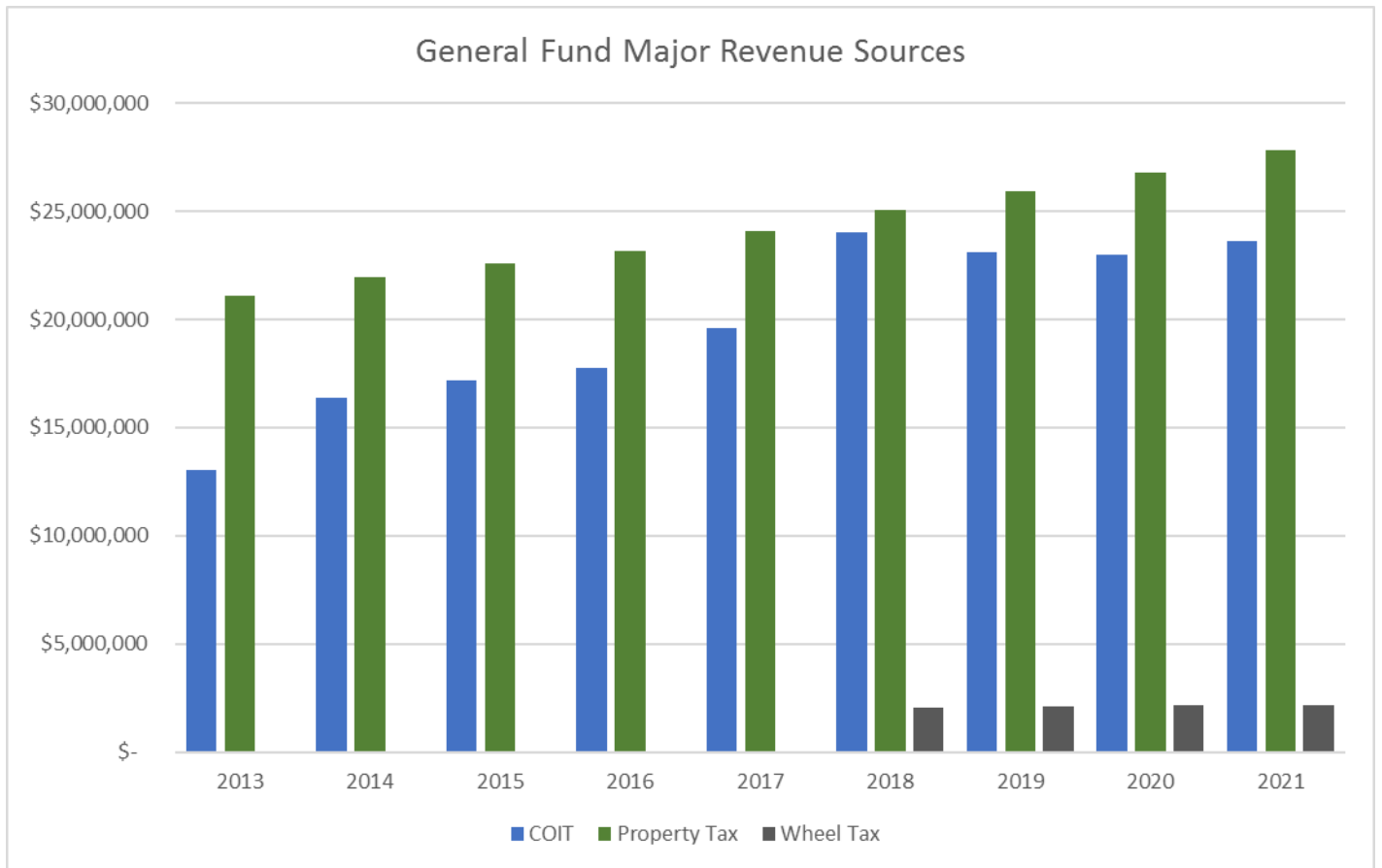
The following pages in this section provide details for the following revenue scenarios the City tracks:

- Revenue vs Expenditures – a comparison of the General Fund revenue and expenditures over the past eight years
- Projected General Fund Revenue – depicts the anticipated 2019 revenues
- General Fund Cash Reserves – displays the amount held General Fund Cash Reserves from 2014-2019 and compared with the amount required by internal policy.

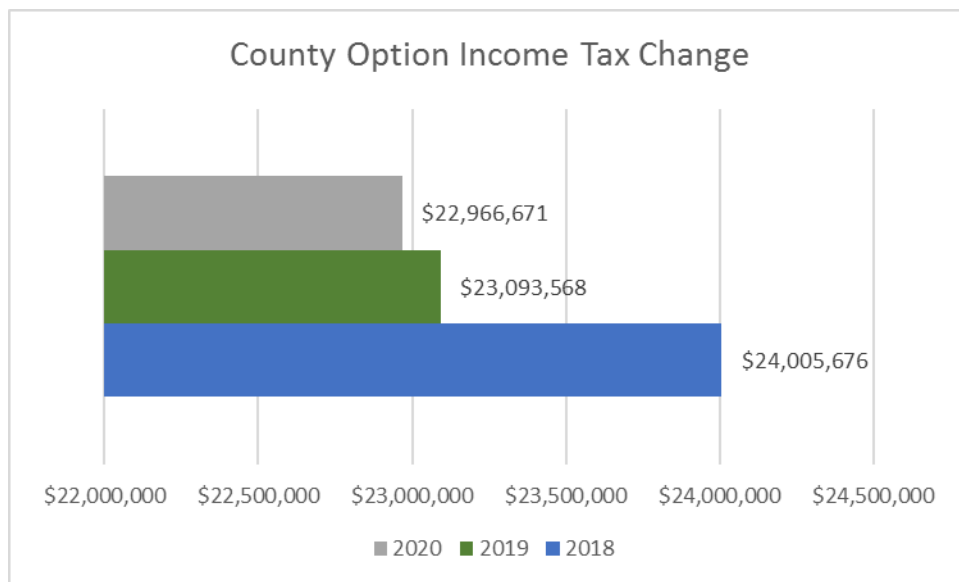


The City of Fishers will operate with a Balance Budget in fiscal year 2019. This means that the total sum of revenues is equal to its expenditures, which ensures adequate resources and funding to provide for ongoing city operational needs.

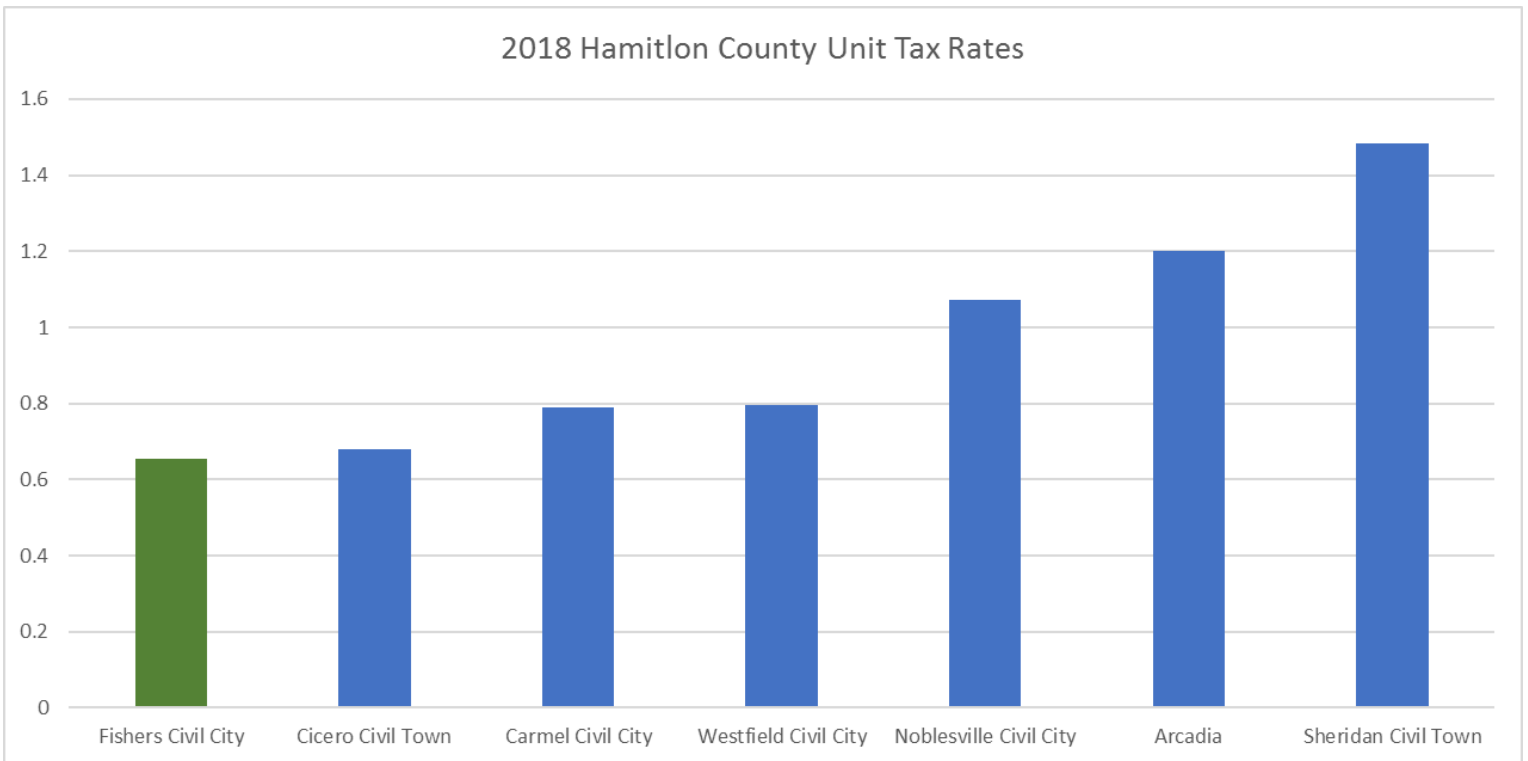
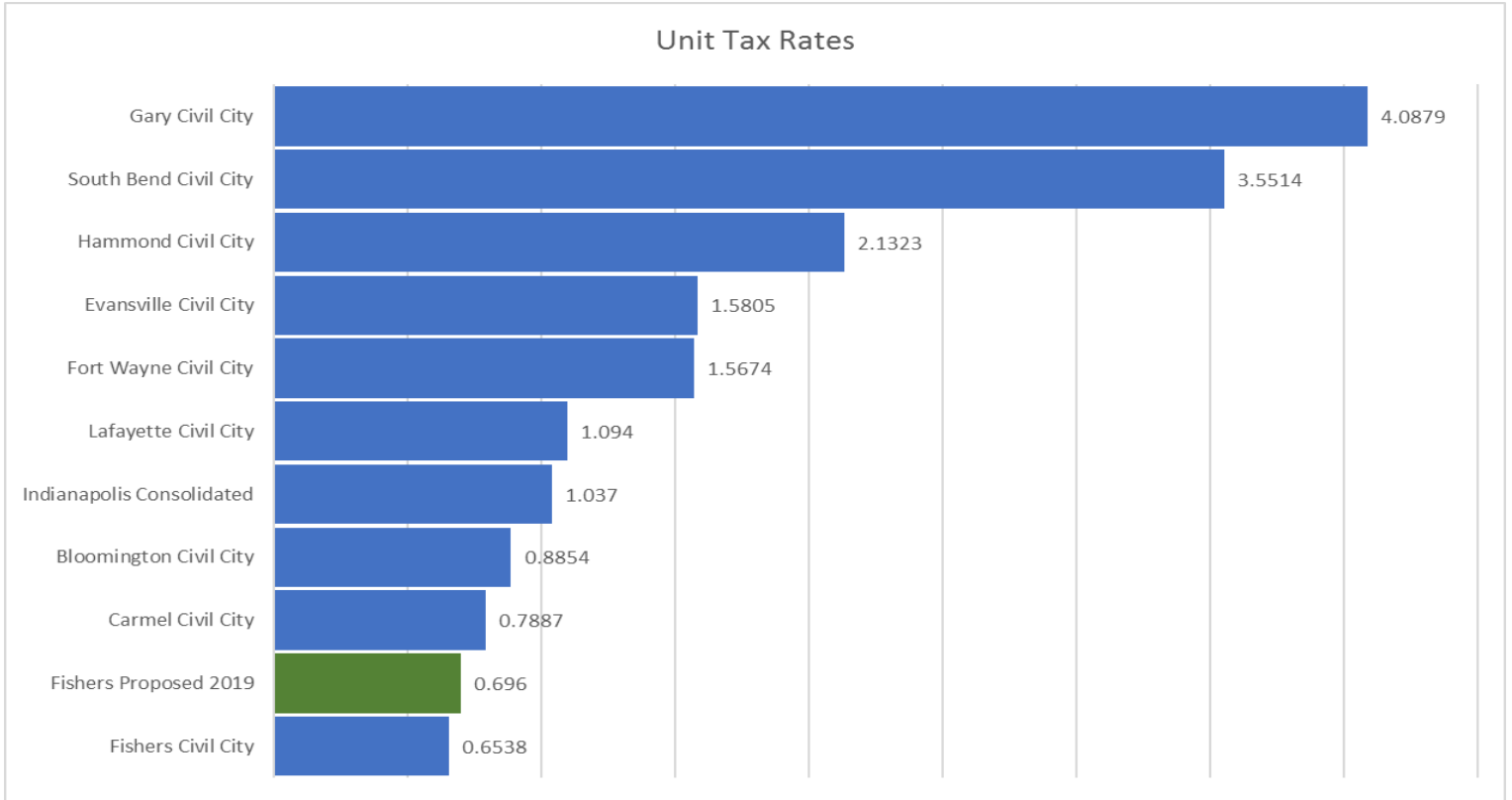
The General Fund collects the majority of the City's revenues. The County Option Income Tax and Property Taxes are the main sources of revenue for the City. Both sources are continuing to grow alongside the City. New to fiscal year 2018 revenue is the Wheel Tax, which will become another main source of revenue for the General Fund.



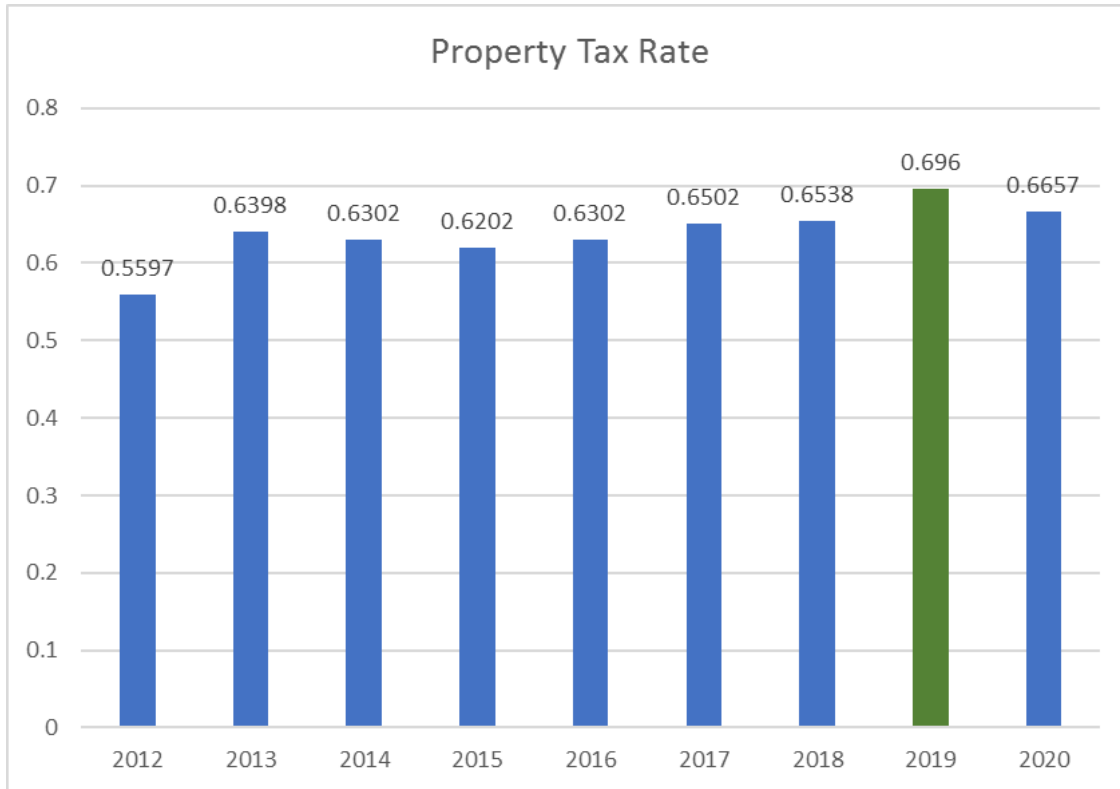
The County Option Income Tax is expected to decrease in 2019 by an estimated \$900,000.00 and continue to decrease in 2020



Fishers has the lowest unit tax rate for the 10 largest Indiana cities. As well as the lowest rate in Hamilton County.



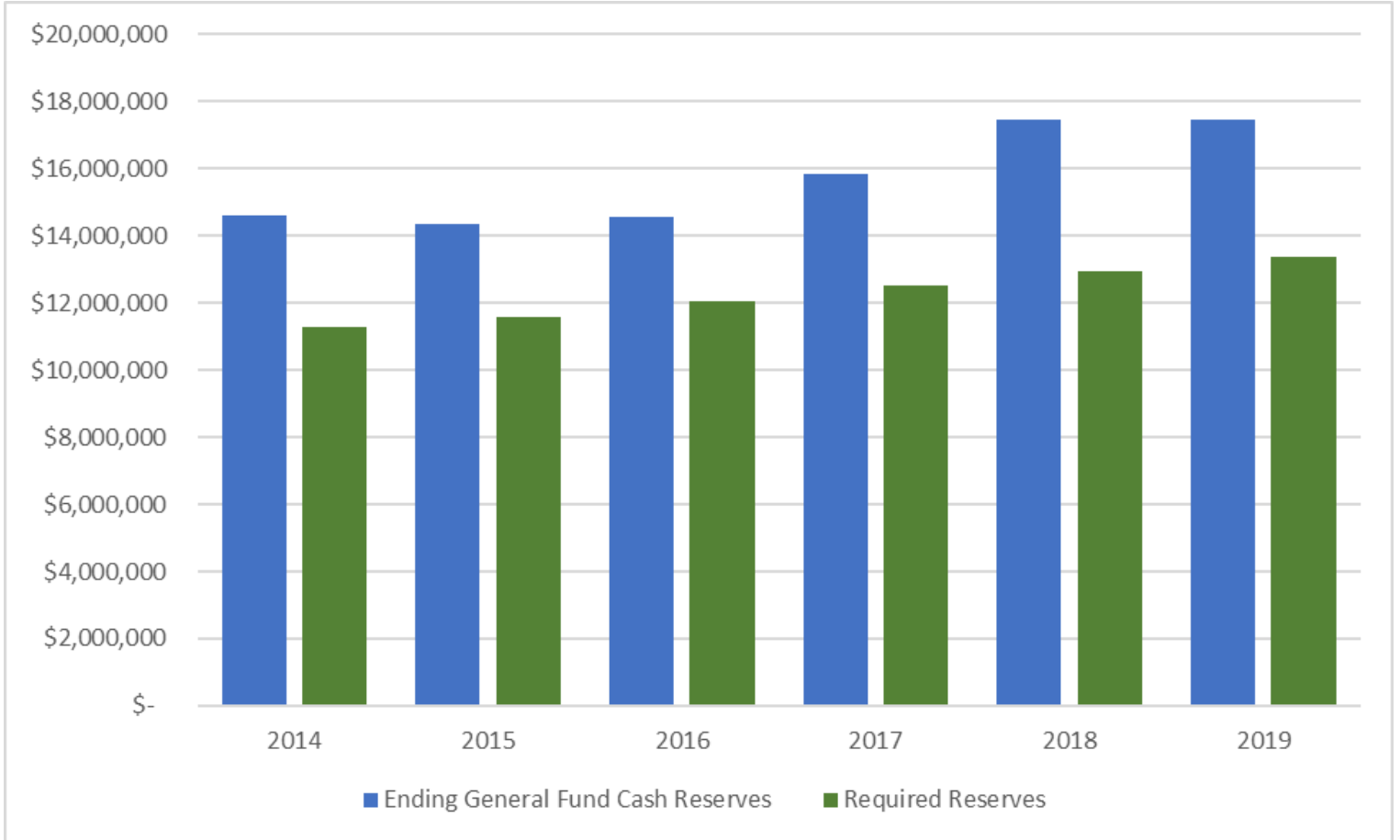
In 2015, the property tax rate of \$0.6202 ranked as the lowest among 18 selected municipalities. In 2016, the budget decreased by \$4.8 million while tax rates increased one cent per \$100 of assessed valuation. A \$200,000 home would pay \$1,260 for the city portion of taxes, an increase of \$20. Rates continue trending up from 2017-2019 with a modest tax break in 2020. The four-year tax rate increase will accommodate the personnel, public safety, infrastructure, and maintenance requirements necessary for the increased number of residents, visitors, and businesses. In 2020, the City will transition to a more maintenance-based system as growth tapers.



General Fund Property Tax Rates – General Fund

	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Projected	Projected
	2013	2014	2015	2016	2017	2018	2019	2020	2021
General	0.4213	0.4192	0.4183	0.4131	0.4149	0.4164	0.409	0.4106	0.4141
GO Bonds - Pre-July 1, 2005	0.0688	0.0561	0.0535	0.0498	0.0437	0.0404	0.0373	0.026	0.0151
GO Bond - Ambassador / Field Lights	0	0	0	0	0	0	0	0	0
GO Bond - Station 95 & BMV	0	0	0	0	0	0	0	0	0
GO Bond - 116th /126th / Paths Lease	0	0	0	0	0	0	0	0	0
GO Bonds - 126th Street Phase I	0	0	0	0	0	0	0	0	0
GO Bond - Cyntheanne Park	0	0	0	0	0	0	0	0	0
GO Bonds - Post-July 1, 2005	0.0997	0.1049	0.0994	0.0848	0.0779	0.0947	0.0863	0.0775	0.0753
TIF Bond	0	0	0	0.0022	0.006	0.0008	0.0001	0.0033	0.0031
GO Bond - 126th Street Phase II	0	0	0	0	0	0	0	0	0
GO Bond - Allisonville Road	0	0	0	0.0321	0.0595	0.0534	0.1088	0.1111	0.1081
Lease Rental - Corporate	0	0	0	0	0	0	0	0	0
Motor Vehicle Highway	0	0	0	0	0	0	0	0	0
Thoroughfare Bond	0	0	0	0	0	0	0	0	0
Cumulative Capital Development	0.05	0.05	0.049	0.0482	0.0482	0.0481	0.05	0.05	0.05
Total Rate	0.6398	0.6302	0.6202	0.6302	0.6502	0.6538	0.6915	0.6785	0.6657
Rate increase or (decrease)	0.0801	0.0096	-0.01	0.01	0.02	0.0036	0.0377	-0.013	-0.0128

The City has an internal cash reserve policy stating at least 50 percent of next year's projected property tax revenue will be kept as a reserve. This is something unique to the City of Fishers and is not legally required by the State of Indiana. The City has a history of surplus in reserves. The fiscal year 2018 project year end reserves were a surplus of 4.4 million and it is estimated that we will see a similar surplus for fiscal year 2019.



The net assessed value is the true tax collection after tax caps and appeals. The City of Fishers has seen steady growth in the net assessed value over the past 7 years.

CITY OF FISHERS
Assessed Value
(PAYABLE YEAR)
Revised August 29, 2018 [Draft]

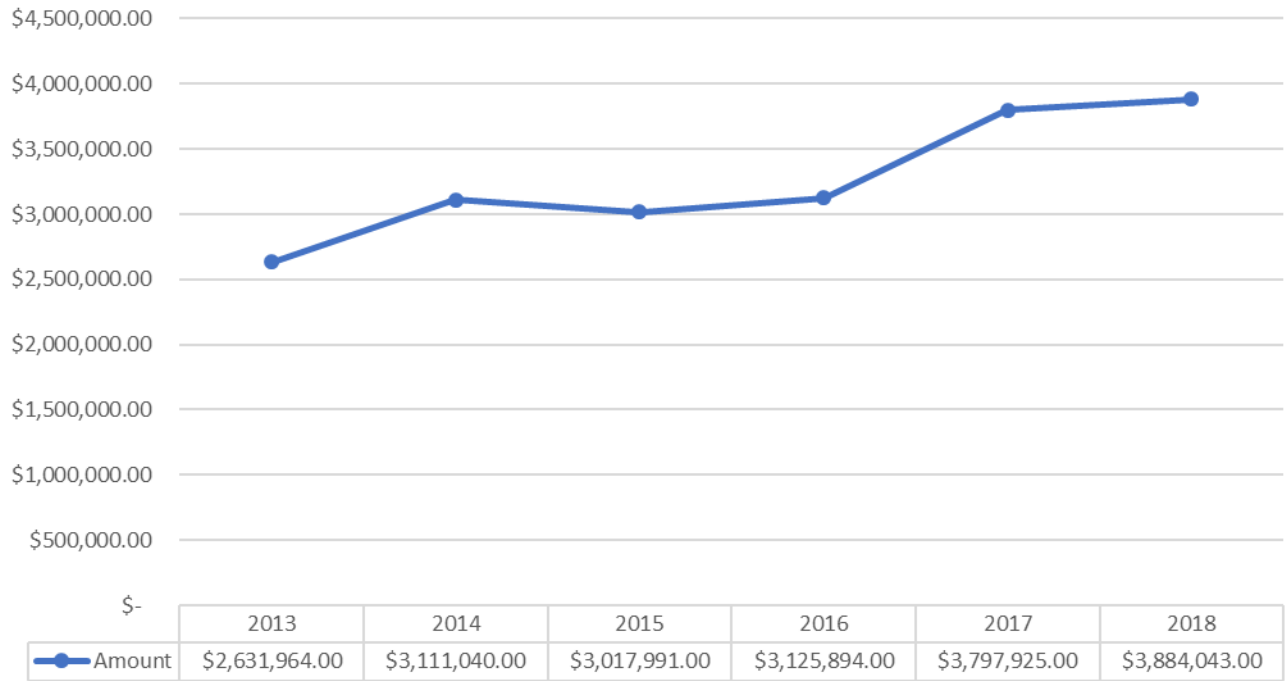
	Certified 2013	Certified 2014	Certified 2015	Certified 2016	Certified 2017	BUDGET 2018	BUDGET 2019	Projected 2020	Projected 2021
Town of Fishers									
Certified Assessed Value	5,013,231,755	5,243,966,541	5,399,045,989	5,608,997,595	5,800,730,882	6,012,706,472	6,329,194,829	6,520,570,674	6,717,687,794
Abstract Assessed Value	5,013,231,755	5,243,966,541	5,399,045,989	5,608,997,595	5,800,730,882	6,012,706,472	6,329,194,829	6,520,570,674	6,717,687,794
Certified Annual Increase Percent	-1.1%	4.6%	3.0%	3.9%	3.4%	3.7%	5.3%	3.0%	3.0%
Abstract Annual Increase Percent	-1.1%	4.6%	3.0%	3.9%	3.4%	3.7%	5.3%	3.0%	3.0%
Certified Annual Increase	(55,144,481)	230,734,786	155,079,448	209,951,606	191,733,287	211,975,590	316,488,357	191,375,845	197,117,120
Abstract Annual Increase	(55,144,481)	230,734,786	155,079,448	209,951,606	191,733,287	211,975,590	316,488,357	191,375,845	197,117,120
Commercial Vehicles									
Certified Assessed Value	0	0	0	0	0	0	0	0	0
Annexed assessed value	583,700	0	938,195	777,850	4,231,800	1,500,000	3,406,830	1,500,000	1,500,000
Net AV, pre-annexation	5,012,648,055	5,243,966,541	5,398,107,794	5,608,219,745	5,796,499,082	6,011,206,472	6,325,787,999	6,519,070,674	6,716,187,794
Annexation factor	1.0001	1.0000	1.0002	1.0001	1.0007	1.0002	1.0005	1.0002	1.0002
Inventory AV	131,900,631	131,900,631	131,900,631	131,900,631	131,900,631	131,900,631	131,900,631	131,900,631	131,900,631
Supplemental Homestead	1,187,657,529	1,187,657,529	1,187,657,529	1,187,657,529	1,187,657,529	1,187,657,529	1,187,657,529	1,187,657,529	1,187,657,529
Three year average growth	1.0472	1.0403	1.0074	1.0171	1.0304	1.0275	1.0296	1.0335	1.0327
Delaware Township									
Certified Assessed Value	103,849,235	105,578,474	104,816,527	106,568,705	100,711,389	102,304,378	101,391,918	101,391,918	101,391,918
Abstract Assessed Value	103,849,235	105,578,474	104,816,527	106,568,705	100,711,389	102,304,378	101,391,918	101,391,918	101,391,918
Certified Annual Increase Percent	2.7%	1.7%	-0.7%	1.7%	-5.5%	1.6%	-0.9%	0.0%	0.0%
Abstract Annual Increase Percent	2.7%	1.7%	-0.7%	1.7%	-5.5%	1.6%	-0.9%	0.0%	0.0%
Certified Annual Increase	2,758,849	1,729,239	(761,947)	1,752,178	(5,857,316)	1,592,989	(912,460)	0	0
Abstract Annual Increase	2,758,849	1,729,239	(761,947)	1,752,178	(5,857,316)	1,592,989	(912,460)	0	0
Fall Creek Township									
Certified Assessed Value	174,843,364	172,383,581	171,950,215	176,549,988	189,892,893	202,657,008	228,973,717	240,422,403	252,443,523
Abstract Assessed Value	174,843,364	172,383,581	171,950,215	176,549,988	189,892,893	202,657,008	228,973,717	240,422,403	252,443,523
Certified Annual Increase Percent	3.9%	-1.4%	-0.3%	2.7%	7.6%	6.7%	13.0%	5.0%	5.0%
Abstract Annual Increase Percent	3.9%	-1.4%	-0.3%	2.7%	7.6%	6.7%	13.0%	5.0%	5.0%
Certified Annual Increase	6,530,739	(2,459,783)	(433,366)	4,599,773	13,342,905	12,764,115	26,316,709	11,448,686	12,021,120
Abstract Annual Increase	6,530,739	(2,459,783)	(433,366)	4,599,773	13,342,905	12,764,115	26,316,709	11,448,686	12,021,120

In addition to the positive condition of the City's General Fund, other major revenue sources have continued to see favorable trends throughout the past five years. Each of these major income sources are monitored regularly and, if applicable, rates are adjusted in accordance with the organizations long-term needs.

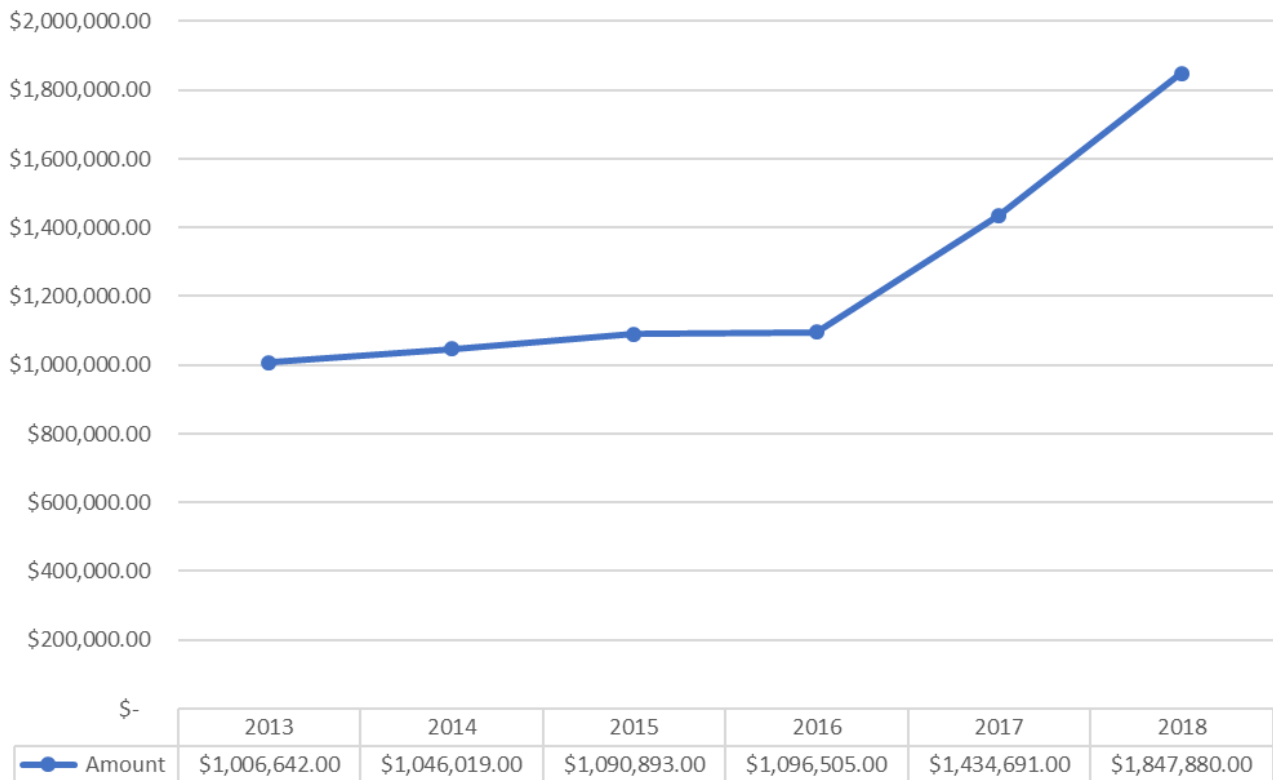
The yearly progression of revenue collected for these accounts can be seen in the charts below:

- Motor Vehicle Highway Revenue
- Local Roads and Streets Revenue
- Cumulative Capital Development Revenue
- Cumulative Capital Improvement Revenue
- Total Impact Fee Revenue
- Sewer User Fee Revenue
- Stormwater User Fee Revenue
- Sewer and Stormwater Availability Fee Revenue
- 2018 Major Revenue Source Summary

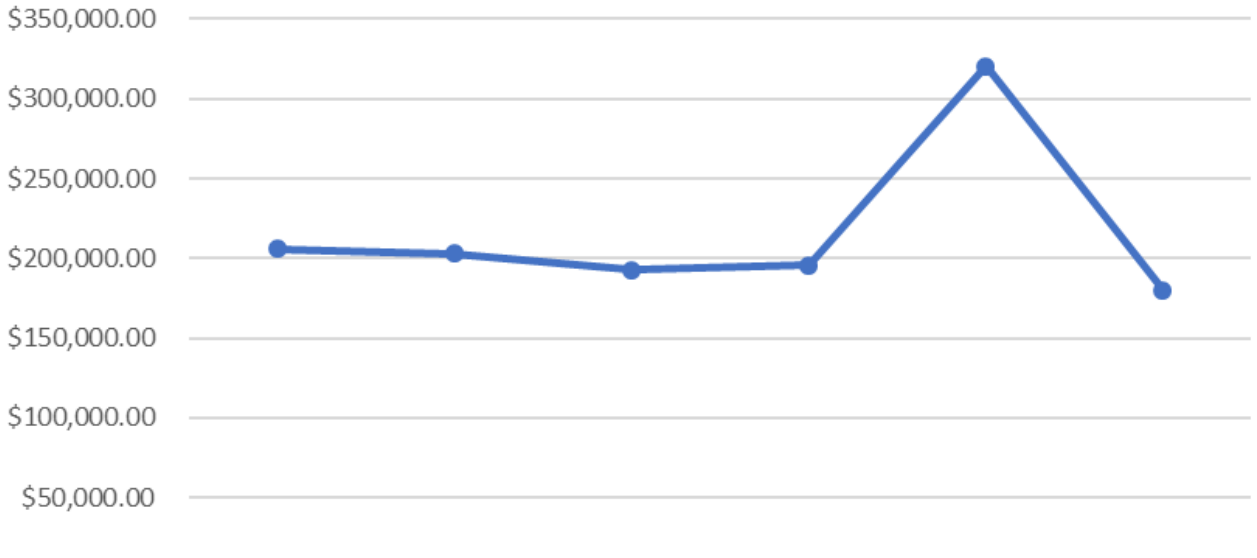
Motor Vehicle Highway Fund



Local Roads and Streets Fund

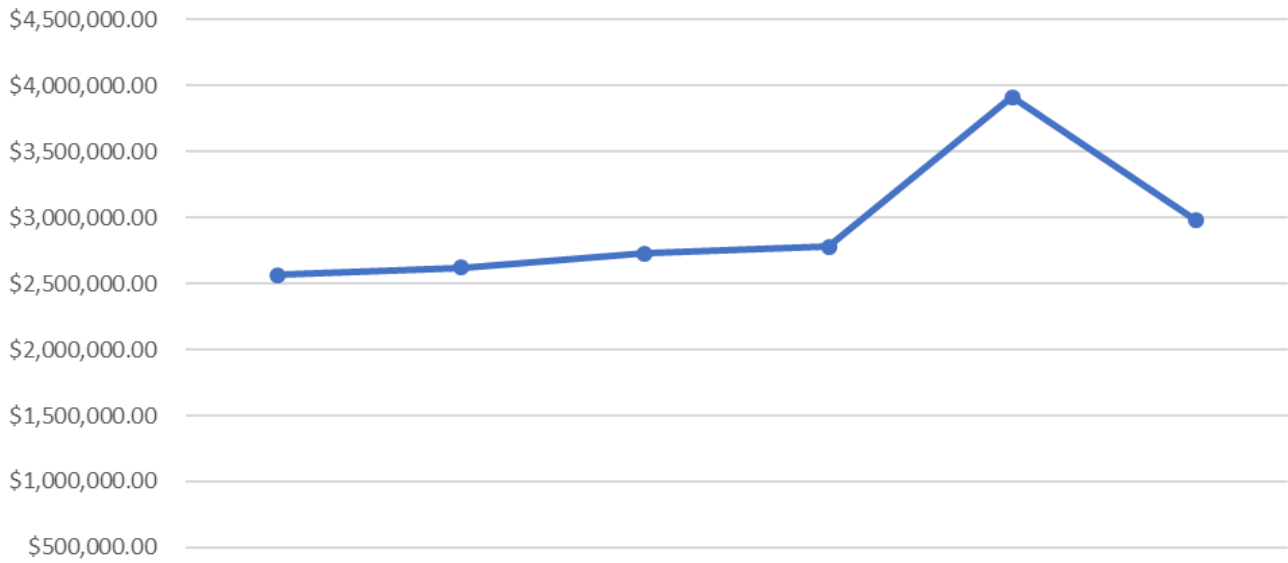


Cumulative Capital Improvement Fund



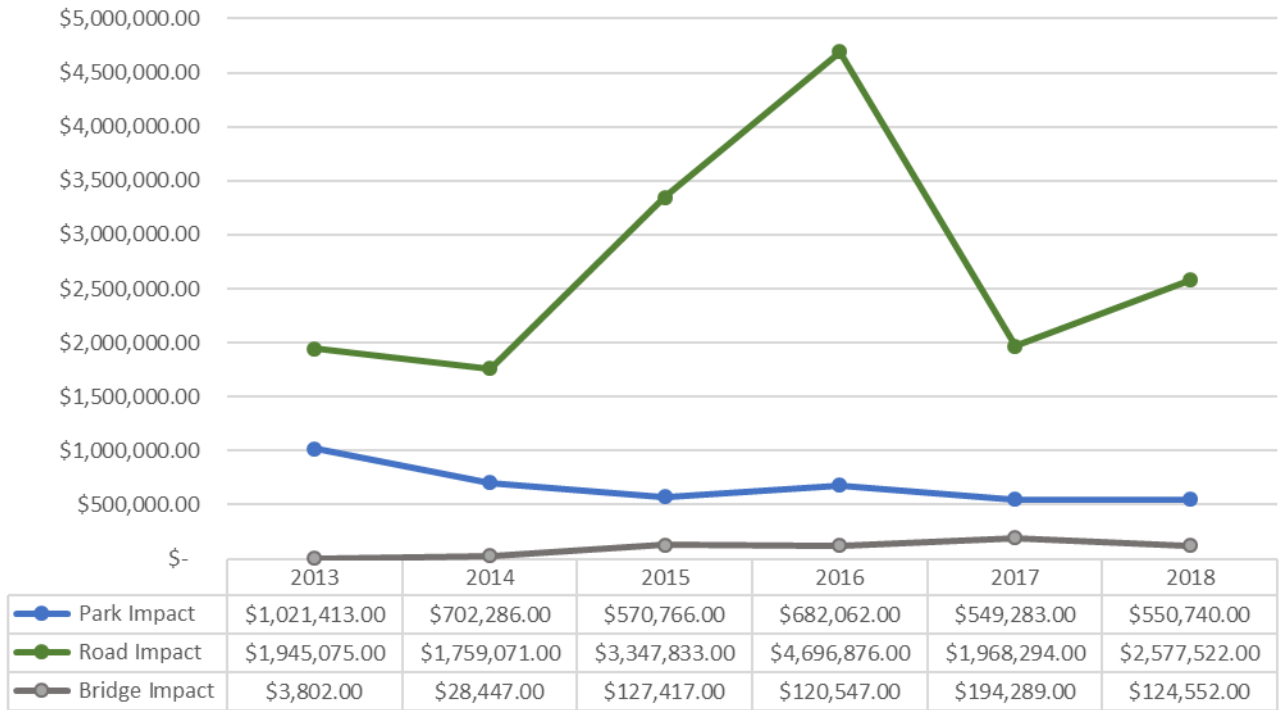
	2013	2014	2015	2016	2017	2018
Amount	\$206,163.00	\$203,131.00	\$192,886.00	\$195,727.00	\$320,260.00	\$179,991.00

Cumulative Capital Development Fund

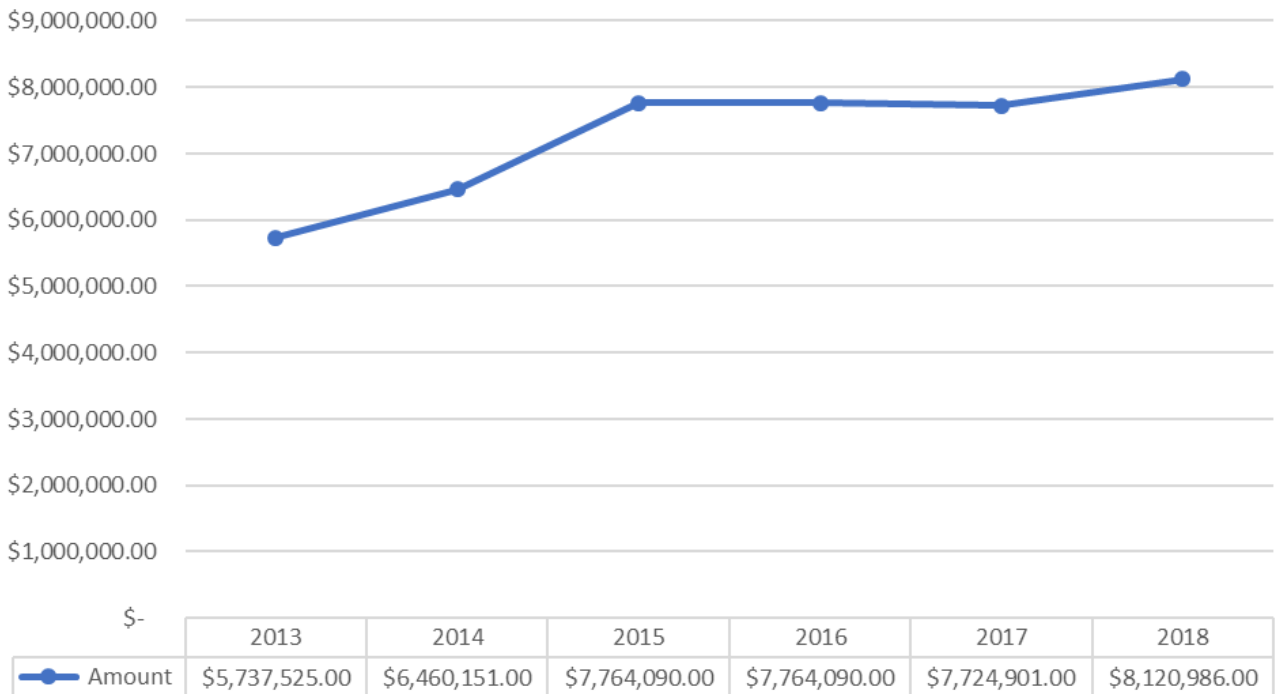


	2013	2014	2015	2016	2017	2018
Amount	\$2,564,723.00	\$2,622,414.00	\$2,726,970.00	\$2,779,327.00	\$3,914,818.00	\$2,977,497.00

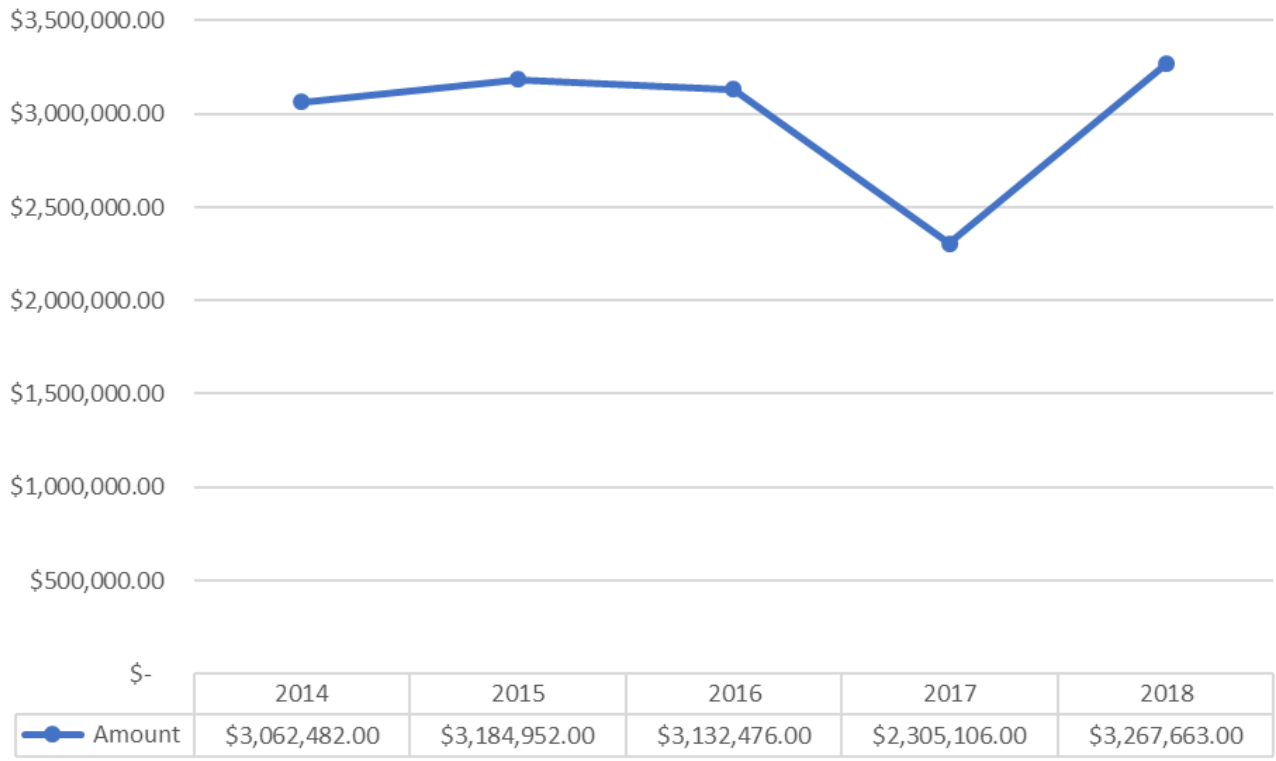
Combined Impact Fees



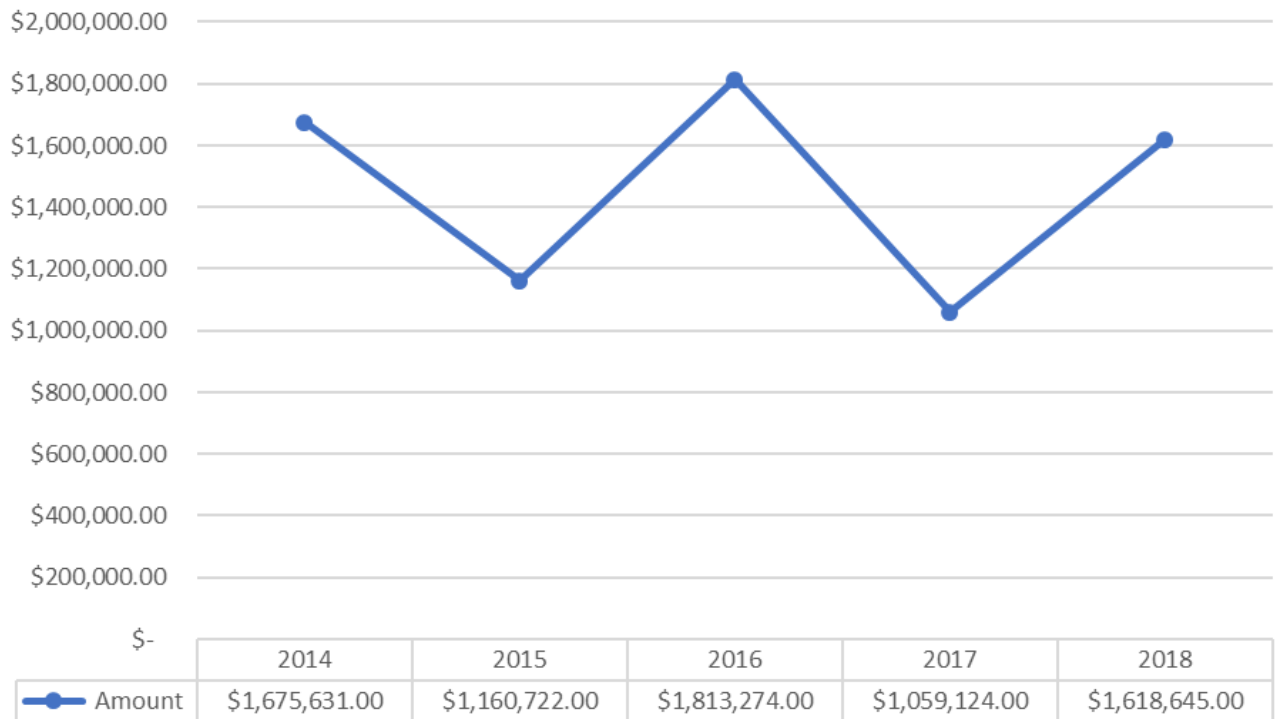
Sewer User Fee



Stormwater User Fee



Combined Availability Fees



CAPITAL AND DEBT

Capital Expenditures

Facilities

The City is responsible for maintaining and building capital facilities. Capital facilities include infrastructure such as police and fire facilities, roads, bridges, parks, and other public buildings to facilitate service delivery to citizens. Infrastructure also includes technology and below surface projects.

Capital improvements are projects with a relatively high monetary value, a long life, and results in the creation of a new fixed asset or a significant revitalization that extends the useful life of a fixed asset. Investment in capital improvement projects positively impact residents, visitors, and businesses by providing the ease-of-mobility, safety, recreation, and other community services.

Amounts budgeted from year-to-year on capital expenditures can vary a great deal. Why is this? What kind of effects does it have on the rest of the City's operations?

Think of the City's overall budget as being made up of two "buckets" of money, resting on top of a safe. In this scenario, the buckets are filled with appropriated funds that have been approved for very specific uses. One bucket contains the operational budget and the other holds the capital expenditures budget. The safe, upon which the buckets rest, is filled with the cash balance.

The cash balance holds the funds that have been accumulated over the years as a result of prudent budgeting and continuously expending less than was initially appropriated. By achieving high operational efficiencies, these excess appropriated dollars get returned to the fund at the end of each year. Maintaining healthy cash balances ensures the City will remain financially sound through unforeseen changes in the economy.

The operational bucket is the larger of the two buckets and contains all the pieces necessary to carry out the day-to-day operations of the government. The smaller bucket represents the capital expenditures.

Once revenue projections are solidified, the anticipated revenue fills the buckets. Operational needs are addressed first with appropriated funds to ensure continued operations of the City's primary services. Filling the larger operational bucket satisfies the departmental budgets documented earlier in this document.

Working with what remains of the projected revenue after operational budget needs are met, officials focus on the smaller second bucket, capital improvement. The Capital Improvement Projects (CIP) budget covers costs associated with buildings, new parks, road repairs, and other larger expenditures.

It is important to note that the size of the CIP bucket has a direct correlation on what happens to the size of the safe. A small CIP bucket contributes to growth in the cash balance (the safe). A large CIP bucket contributes to a lower cash balance.

The economic downturn of 2008 delayed capital projects in order to preserve the City's cash balance. When conditions improved, the cash balance was used to make necessary infrastructure improvements from 2013-2015. In 2015 and 2016, significantly less money was appropriated to CIP as the City once again preserved and grew the cash balance.

During the 2018 fiscal year, the City increased CIP spending to meet infrastructure demands, and will continue to implement long-term infrastructure projects during the 2019 fiscal year. The chart on the following page illustrates annual CIP vs Cash Reserves.

Cash reserves will remain above the required threshold amount set forth by the following authorities: Indiana State Code Title 5, State and Local Administration, Title 36 Local Government; the Fishers Municipal Code (Code of Ordinances); and the Fishers City Council. The City of Fishers will attempt to maintain a General Fund Cash balance of at least fifty percent (50%) of the projected property tax revenue. All revenue sources will be monitored and forecasted to the best of staff's ability to ensure accurate and reliable information to the City Council.

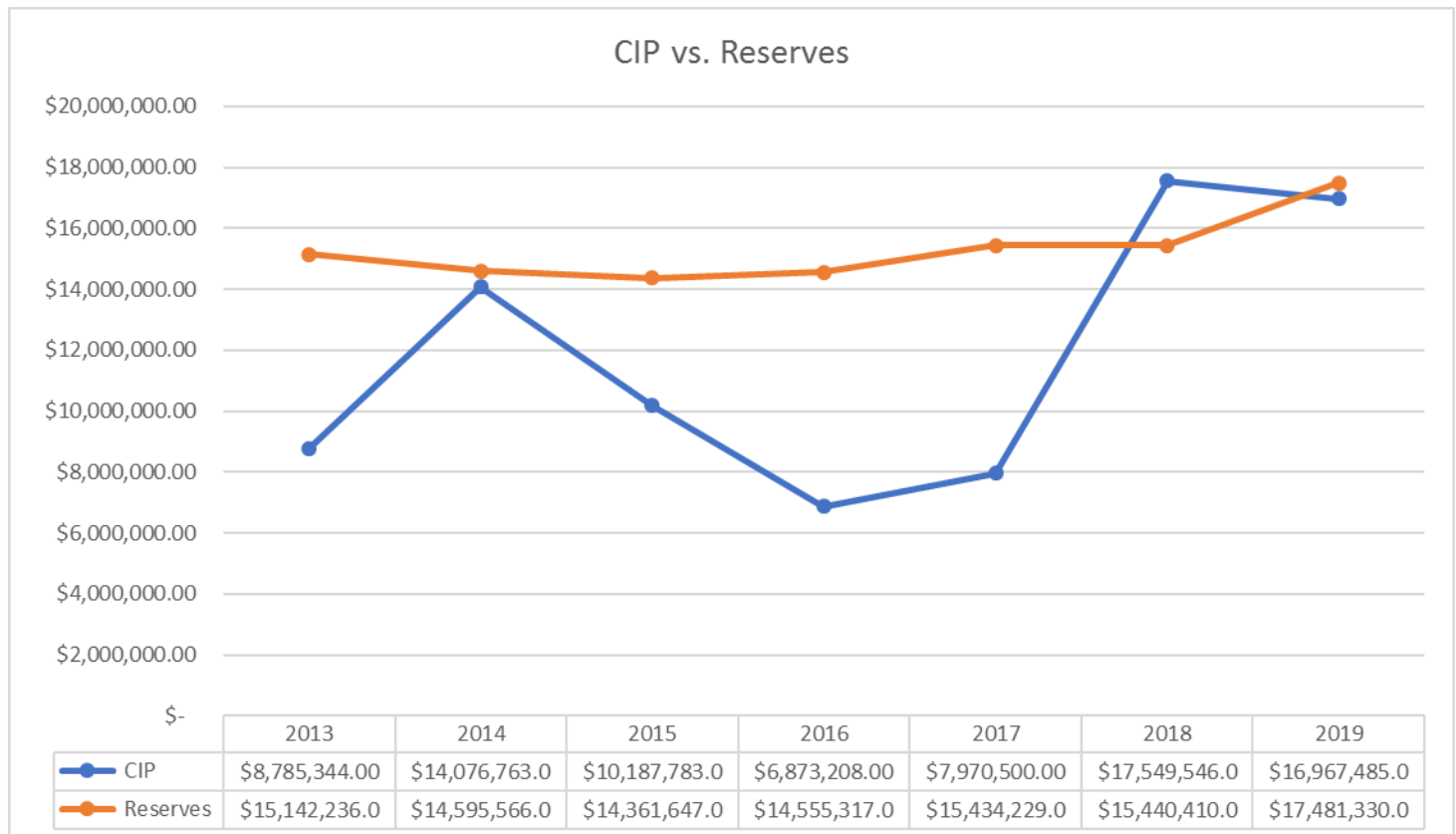
Cash Reserves will be used to avoid cash flow interruptions, generate interest income, avoid the needs for short-term borrowing, and assist in maintaining a triple-A bond rating.

Roads and Streets

Drive Fishers is the City of Fishers' initiative to increase travel efficiency, improve connectivity and maintain the sanitary sewer and water infrastructure. To achieve the Drive Fishers initiative, the City plans and implements innovative projects with a proactive approach to construction and maintenance.

Since 2012, Drive Fishers has completed traffic calming projects, sanitary and storm sewer projects, 33 resurfaced lane miles, 8 miles of trails and sidewalks, and received more than \$60 million in federal grants. To save the Fishers' taxpayers money, the City leverages federal grant dollars to complete infrastructure improvements.

Infrastructure improvement projects contribute to long-term vitality of our community and increased economic development opportunities. In 2018, major projects included street and interstate widening projects, intersection improvements, and storm and sewer improvements to welcome the anticipated traffic influx due to the grand openings of Portillo's, Top Golf, and Ikea off 116th Street and I-69. In 2019, continued road widening and intersection improvements will further enhance the drivability demands created by increased residential, business, and visitor needs.



2019 Capital Project List

Road, Trail, Maintenance, and Technology Capital		
Police Body Cameras	CCI	\$ 80,000.00
Various Capital Projects To Be Determined	CCI	\$ 97,000.00
Station 96 HVAC Replacement	CCD	\$ 150,000.00
Former Police Station Windows and EIFS	CCD	\$ 305,000.00
Cumberland Park Roof	CCD	\$ 15,000.00
Launch Fishers Roof	CCD	\$ 150,000.00
Trail Projects	PIF	\$ 500,000.00
Various Park Shade Structures	PIF	\$ 50,000.00
Various Road Resurfacing	Combination of General, Motor Vehicle Highway, Local Road & Streets, and Wheel Tax	\$2,350,000.00
Roundabout at 126th & Reynolds Drive (City Match Portion)		\$ 650,000.00
Roundabout at 126th & Ford Drive (Land Acquisition)		\$ 400,000.00
Roundabout at 126th & Ford Drive (Construction)		\$1,000,000.00
Allisonville Road Widening		\$ 330,000.00
15 Hp pump	Sewer	\$ 7,000.00
20 Hp pump	Sewer	\$ 16,000.00
15 HP recirculation pump	Sewer	\$ 16,000.00
Large VFD Replacement	Sewer	\$ 25,000.00
Large Hp Motor Replacement	Sewer	\$ 12,000.00
Large Pump Replacement	Sewer	\$ 20,000.00
Large VFD Replacement	Sewer	\$ 45,000.00
Large Blower/Compressor Replacement	Sewer	\$ 15,000.00
Sludge Transfer Pump Replacement	Sewer	\$ 205,000.00
Electrical Gear Replacement	Sewer	\$ 100,000.00
Windermere Drainage Improvements Phase III	Stormwater (Status depends upon on Rate Increase)	\$ 500,000.00
Geist Vegetative Swale Project		
Sewer Bond Loan Payments	Sewer Bond & Interest Reserve	\$1,538,000.00

Dewatering Facility Improvements (payments to 5/3 Bank)	Sewer Availability	\$ 216,600.00
106 th Street Force Main Extension, Road and Drainage Improvement	Sewer Bond Proceeds - Est. Remaining	\$3,000,000.00
Cheaney Creek WWTP Expansion from 8 MGD to 10 MGD		
Fleet and Equipment Capital		
Item	Fund	Amount
Loan payments for loans obtained in previous years 2015 loan	CCD	\$ 638,396.86
Loan payments for loans obtained in previous years 2016 loan	CCD	\$ 583,725.64
Loan payments for loans obtained in previous years 2017 loan	CCD	\$ 442,544.30
Loan payments for loans obtained in previous years 2018 loan	CCD	\$ 427,577.70
Loan payment anticipated for new 2019 loan	CCD	\$ 540,000.00
Proposed Fleet and Equipment for 2019 Loan package		
Push Box	2019 Loan Package	\$ 8,000.00
Hydraulic Lift Trailer	2019 Loan Package	\$ 12,000.00
2 message boards	2019 Loan Package	\$ 14,000.00
17' Batwing (replace 3192 or 1846)	2019 Loan Package	\$ 20,000.00
Gator (replace 8630)	2019 Loan Package	\$ 21,000.00
Surface Mounted Runway-Type Drive-on Lift	2019 Loan Package	\$ 31,000.00
Replace 6" trash pump w/ new portable dewatering pump	2019 Loan Package	\$ 40,000.00
Box Truck (replace 9647/upgrade)	2019 Loan Package	\$ 40,000.00
F550/3500HD (replace 8112/upgrade)	2019 Loan Package	\$ 40,000.00
Pick up (replace 0078)	2019 Loan Package	\$ 40,000.00
Pick up (replace 0077)	2019 Loan Package	\$ 40,000.00
Pick up (replace 0076)	2019 Loan Package	\$ 40,000.00
Pick up (replace 5430)	2019 Loan Package	\$ 40,000.00
Flat Bed (replace 0075)	2019 Loan Package	\$ 47,000.00
Flat bed (replace 2468)	2019 Loan Package	\$ 47,000.00

Service Body Truck (replace 6706)	2019 Loan Package	\$ 57,000.00
Extrication Kit (T391)	2019 Loan Package	\$ 70,000.00
Replace chassis, 3662 white crane truck	2019 Loan Package	\$ 85,000.00
7 Mowers	2019 Loan Package	\$ 91,000.00
Tandem CDL (replace 8641)	2019 Loan Package	\$ 200,000.00
Medic	2019 Loan Package	\$ 220,000.00
Engine	2019 Loan Package	\$ 485,000.00
18 vehicles (at 47,500)	2019 Loan Package	\$ 855,000.00

Capital Improvement Plan Summary: 5 Years

CAPITAL SOURCES	2017	2018	2019	2020	2021	2022
SR 37 Improvement Bond	9,500,000					
SR 37 Contribution from Hamilton County				12,250,000		
Ikea Project Bond—aka Oak/116th	5,364,800					
Oak/116th area contributions	394,200					
2016 Transportation BAN	3,088,650					
2017 / 2018 Transportation Bond		4,322,030	3,987,650	2,057,930	772,000	
Road Impact Fee 2017	1,037,350					
Road Impact Fee 2018		1,030,000				
Road Impact Fee 2019			1,030,000			
Road Impact Fee 2020				1,030,000		
Road Impact Fee 2021					1,030,000	
Road Impact Fee 2022						1,030,000
Local Roads & Streets Funding 2017	500,000					
LOIT Fund Balance Distribution—2018		6,000,000				
Wheel Surtax		2,500,000	2,500,000	2,601,000	2,653,020	2,706,080
Grant Reimbursements (Community Development Block Grant)	967,960					
Grant Reimbursements (Community Crossings Matching Grant)	119,830					
MVH Operating Fund						153,050
Grant Reimbursements (Various INDOT grants)						
Sewer Operating and Capital		1,338,829	2,270,936	3,154,589	3,019,403	3,392,661
2017 Sanitary Bond		2,143,207	5,586,475	4,204,512		
Stormwater Fund	300,000	668,000	505,600	426,400	575,200	600,000
Park Impact Fees (Revenue)	500,000	500,000	500,000	324,000	500,000	500,000
Cumulative Capital Development	2,170,000	2,500,000	94,400		2,940,000	
Amphitheater Bond	7,500,000					
Geist Park Bond	12,000,000					
Cash Reserves (Park Impact Fee)		1,025,200	300,000	150,000	150,000	
Cumulative Capital Development	426,000	386,000	250,000	201,000	250,000	250,000
Cumulative Capital Improvement	160,000	150,000	200,000	100,000	51,000	51,000
Sewer/Stormwater Revenue	200,000	200,000	200,000	150,000	150,000	150,000
COIT—One Time Distribution	2,113,000					
General Fund	3,500,000					
Fleet Vehicle Lease	65,000	75,000	75,000	50,000	50,000	50,000
TOTAL CAPITAL SOURCES	49,777,290	48,568,487	19,733,442	15,723,056	13,881,564	10,083,122

CAPITAL USES	2017	2018	2019	2020	2021	2022
Roads and Streets	19,428,800	24,225,850	4,902,930	3,350,000	2,896,020	3,889,130
Wastewater	2,004,000	14,426,000	7,577,597	7,494,339	3,019,403	3,392,661
Stormwater	300,000	668,000	505,600	426,400	575,200	600,000
Parks	22,100,000	2,233,200	889,400	469,000	3,585,000	430,000
Information Technology	2,414,000	719,000	501,000	496,000	501,000	496,000
Fleet Management	2,122,500	2,379,178	2,183,381	1,273,625	1,740,941	1,200,331
TOTAL CAPITAL USES	48,369,300	44,651,228	16,559,908	13,509,364	12,317,564	10,008,122

Capital Improvement Plan – Roads and Streets

CAPITAL ROADS AND STREETS SOURCES	2017	2018	2019	2020	2021	2022
SR 37 Improvement Bond	9,500,000					
SR 37 Contribution from Hamilton County				12,250,000		
Ikea Project Bond—aka Oak/116th	5,364,800					
Oak/116th area contributions	394,200					
2016 Transportation BAN	3,088,650					
2017 / 2018 Transportation Bond		4,322,030	3,987,650	2,057,930	772,000	
Road Impact Fee 2017	1,037,350					
Road Impact Fee 2018		1,030,000				
Road Impact Fee 2019			1,030,000			
Road Impact Fee 2020				1,030,000		
Road Impact Fee 2021					1,030,000	
Road Impact Fee 2022						1,030,000
Local Roads & Streets Funding 2017	500,000					
LOIT Fund Balance Distribution—2018		6,000,000				
Wheel Surtax		2,500,000	2,500,000	2,601,000	2,653,020	2,706,080
Grant Reimbursements (Community Development Block Grant)	967,960					
Grant Reimbursements (Community Crossings Matching Grant)	119,830					
MVH Operating Fund						153,050
Grant Reimbursements (Various INDOT grants)						
TOTAL ROADS AND STREETS CAPITAL SOURCES	20,972,790	26,102,030	7,567,650	5,688,930	4,455,020	3,889,130

CAPITAL ROADS AND STREETS USES	2017	2018	2019	2020	2021	2022
116th Street at Cardon Widening (Local)	400,000					
116th Street/Oak Drive Reconstruction (Local)	2,400,000					
96th Street & Lantern Road Roundabout (CMAQ)	525,000					
113th Street—Road Rehabilitation—Olio to Florida (STP)	456,400					
131st Street & Cumberland Road—Intersection Improvement (CMAQ)	730,400					
113th Street & Florida Road—Intersection Improvement (HSIP)	200,000					
SR 37 Grade Separation (INDOT/STP)	9,500,000	12,250,000				
96th Street—Between Lantern Road & Cumberland Road—Added Travel Lanes (STP)	200,000	2,240,000				
96th Street—Between Hague Road & Lantern Road—Rehabilitation		1,200,000				
126th Street & Allisonville Road—Intersection Improvement (HSIP)	600,000	299,000				
136th Street & Cyntheanne Road—Intersection Improvement (INDOT Group IV)	45,000	458,000				
Extension of Nickel Plate Trail from Municipal Complex to Conner Prairie (STP)	215,000	259,600				
116th Street Pedestrian Upgrades—Crosswalks, HAWK, Ped Signals (HSIP)		88,050				
Cumberland Road between 106th Street and 116th Street - Road Rehabilitation (STP)	1,000,000		1,134,000			
136th Street & Southeastern Parkway - Intersection improvement (Local)		2,363,200				
Cyntheanne Road Rehabilitation (Earmark)						
131st Street & Allisonville Road - Intersection Improvement (STP)	100,000	225,000	529,000			
126th Street & Reynolds Drive - Intersection Improvement (HSIP)	32,000	518,000	615,500			
School Zone Flashers (HSIP)			83,430			
Saxony - Intracoastal Trail, Phase 1A (STP)	100,000	140,000	5,000		243,000	
Saxony - Intracoastal Trail, Phase 1B (STP)		110,000	40,000			617,750
Southeastern Parkway & Cyntheanne Road - Intersection Improvement (CMAQ)		250,000	250,000	220,000		565,300
Various Road Resurfacing - City-wide	1,000,000	2,500,000	2,500,000	2,601,000	2,653,000	2,706,080
South Street Extension - Fishers Station to Lantern Road (LOIT)	1,500,000	800,000				
Morgan Drive Improvements	425,000	75,000				
Brooks School Road Passing Blister		450,000				
TOTAL CAPITAL ROADS AND STREETS USES	19,428,800	24,225,850	4,902,930	3,350,000	2,896,020	3,889,130

Capital Improvement – Sewer

CAPITAL SEWER SOURCES	2017	2018	2019	2020	2021	2022
Sewer Operating and Capital	1,106,000	1,338,829	2,270,936	3,154,589	3,019,403	3,392,661
2016 Sanitary Bond	898,000	11,101,043				
2017 Sanitary Bond		2,143,207	5,586,475	4,204,512		
TOTAL CAPITAL SEWER SOURCES	2,004,000	14,583,079	7,857,411	7,359,101	3,019,403	3,392,661
CAPITAL SEWER USES	2017	2018	2019	2020	2021	2022
Major Projects						
WWTP - Phosphorus Removal	248,000	1,500,000				
106th Street Force Main Construction	650,000	11,865,000				
Expand WWTP to 12 MGD			6,466,597	6,093,339	2,033,403	2,406,661
TOTAL MAJOR CAPITAL SEWER USES	898,000	13,365,000	6,466,597	6,093,339	2,033,403	2,406,661
CAPITAL SEWER GENERAL MAINTENANCE USES	2017	2018	2019	2020	2021	2022
Allison Road L.S. - General Maint.	60,000	60,000	60,000	60,000	60,000	60,000
Hague Rd. L.S. - General Maint.	45,000	45,000	45,000	45,000	45,000	45,000
Smock Creek L.S.-General Maint.	60,000	60,000	60,000	60,000	60,000	60,000
Winding Creek L.S. - General Maint.	45,000	45,000	45,000	45,000	45,000	45,000
106th F.M. - Oxygen System Upgrades						
106th F.M. General Maintenance	30,000	30,000	30,000	30,000	30,000	30,000
Cedar Grove Lift Station					25,000	25,000
Conner Prarie Lift Station			50,000			
Eller Run Lift Station				40,000		
Gatewood Lift Station	50,000					
Lantern Road Lift Station			50,000			
Northfield Estates Lift Station	50,000					
River Glen Lift Station			50,000			
Village Square Lift Station		50,000				
Wildwood Lift Station		50,000				
General Maintenance	30,000	30,000	30,000	30,000	30,000	30,000
River Glen Interceptor Lining	120,000					
106th St. Interceptor Lining				400,000		
Flow Metering Improvements		75,000	75,000	75,000	75,000	75,000
General I/I Reduction Program	200,000	200,000	200,000	200,000	200,000	200,000
Biosolids Dewatering Improvements	216,000	216,000	216,000	216,000	216,000	216,000
Barrington Estates WWTP Decommision						
WWTP - General Maintenance	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL CAPITAL SEWER GENERAL MAINTENANCE USES	1,106,000	1,061,000	1,111,000	1,401,000	986,000	986,000
TOTAL CAPITAL SEWER USES	2,004,000	14,426,000	7,577,597	7,494,339	3,019,403	3,392,661

Capital Improvement – Stormwater

CAPITAL STORMWATER SOURCES	2017	2018	2019	2020	2021	2022
Stormwater Fund	300,000	668,000	505,600	426,400	575,200	600,000
TOTAL CAPITAL STORMWATER SOURCES	300,000	668,000	505,600	426,400	575,200	600,000
CAPITAL STORMWATER USES	2017	2018	2019	2020	2021	2022
Pond Dredging		100,000	100,000			100,000
Windermere Phase III Storm Sewer Improvements		468,000				
Windermere Drainage Phase IV Area B			305,600			
Windermere Drainage Phase IV Area B				226,400		
Windermere Drainage Phase IV Areas C, D					275,200	
Sunblest Drainage Study					100,000	
136th Street Culvert Improvements			100,000			
106th Street and Cheeney Creek Flood Improvements						500,000
Sand Creek Floodplain Restudy				50,000		
Mud Creek Floodplain Restudy				50,000		
VAC Truck	150,000					
Street Sweeper	150,000					
Geist Master Plan Vegetative Swale		100,000				
Geist Master Plan or Other Quality Projects				100,000	200,000	
TOTAL CAPITAL STORMWATER USES	300,000	668,000	505,600	426,400	575,200	600,000

Capital Improvement – Fleet Management

CAPITAL FLEET MANAGEMENT SOURCES	2017	2018	2019	2020	2021	2022
Revolving Capital Lease	2,122,500	2,379,178	2,183,381	1,273,625	1,740,941	1,200,331
TOTAL CAPITAL FLEET MANAGEMENT SOURCES	2,122,500	2,379,178	2,183,381	1,273,625	1,740,941	1,200,331
CAPITAL FLEET MANAGEMENT USES	2017	2018	2019	2020	2021	2022
Fire Department	260,000	900,000	900,000	200,000	450,000	200,000
Police Department	617,500	710,178	724,381	731,625	738,941	746,331
Public Works	822,000	650,000	440,000	230,000	440,000	175,000
Community Development		28,000	63,000	56,000	112,000	28,000
Parks and Recreation		28,000				
Engineering			28,000	56,000		
Administration						
Fleet Management		35,000	28,000			35,000
Information Technology	173,000					
Streets	250,000	28,000				16,000
TOTAL CAPITAL FLEET MANAGEMENT USES	2,122,500	2,379,178	2,183,381	1,273,625	1,740,941	1,200,331

Capital Improvement – Parks

CAPITAL PARKS SOURCES	2017	2018	2019	2020	2021	2022
Park Impact Fees (Revenue)	500,000	500,000	500,000	324,000	500,000	500,000
Cumulative Capital Development	2,170,000	2,500,000	94,400		2,940,000	
Ampitheater Bond	7,500,000					
Geist Park - Land Acquisition	12,000,000					
Cash Reserves (Park Impact Fee)		1,025,200	300,000	150,000	150,000	
TOTAL CAPITAL PARKS SOURCES	22,170,000	4,025,200	894,400	474,000	3,590,000	500,000
CAPITAL PARK USES	2017	2018	2019	2020	2021	2022
Flat Fork Creek Park - Phase II	2,000,000					
Shelter, Small	40,000		40,000			
Shelter, Medium		107,700	110,400		116,000	
Trails	300,000	300,000	300,000	300,000	300,000	300,000
Off-Leash Area			150,000			
Safety Netting at Ball Fields	45,000					
Park Bleacher Replacement	20,000	20,000	20,000			
Riverside Fields Restroom		200,000				
Saxony Beach Restroom and Sand		300,000				
Cumberland Park - Redesign and Construction					3,000,000	
Ritchey Woods Habitat Restoration	95,000	47,500	24,000	24,000	24,000	
Security Lighting	50,000	50,000	50,000			
Heritage Meadows North Pocket Park			50,000			
Community Garden at Heritage Park	50,000					
Bike Share Program		150,000	90,000	90,000	90,000	90,000
Flat Fork Creek Park - Stormwater Outfall Rehabilitation		150,000				
Holland Park Irrigation		75,000				
Holland Park Basketball Court Resurfacing		15,000				
Irrigation at Olio/Hatcher Fields		30,000				
Brooks School Park Basketball Court Resurfacing		10,000				
School Athletic Field Renovations		20,000				
Cumberland Park Soccer Field Renovations (2/year)		20,000	20,000	20,000	20,000	20,000
Tree/Landscape Enhancement @ Various Parks		20,000	20,000	20,000	20,000	20,000
New Park Signs		15,000	15,000	15,000	15,000	15,000
Holland Park Volleyball Court Sand & Net Replacement		10,000				
Four Additional Pickleball Courts @ Cyntheanne Park		150,000				
Skatepark/Skate Trail		500,000				
Ampitheater Remodel	7,500,000					
Geist Park - Land Acquisition	12,000,000					
Lighting Controls at Mudsock Fields		43,000				
TOTAL CAPITAL PARKS USES	22,100,000	2,233,200	889,400	469,000	3,585,000	430,000

Capital Improvement – Information Technology

CAPITAL INFORMATION TECHNOLOGY SOURCES	2017	2018	2019	2020	2021	2022
Cumulative Capital Development	426,000	386,000	250,000	201,000	250,000	250,000
Cumulative Capital Improvement	160,000	150,000	200,000	100,000	51,000	51,000
Sewer/Stormwater Revenue	200,000	200,000	200,000	150,000	150,000	150,000
Fleet Vehicle Lease	65,000	75,000	75,000	50,000	50,000	50,000
COIT - One Time Distribution	2,113,000					
General Fund	350,000					
TOTAL CAPITAL INFORMATION TECHNOLOGY SOURCES	3,314,000	811,000	725,000	501,000	501,000	501,000
CAPITAL INFORMATION TECHNOLOGY USES	2017	2018	2019	2020	2021	2022
Financial Transformation	2,113,000					
Replacement Servers	20,000	20,000	20,000	30,000	30,000	30,000
Additional Storage	66,000	66,000	66,000	66,000	66,000	66,000
New Dark Fiber Installed (In Ground)			400,000	375,000	300,000	375,000
New Switches (replacements and new facilities)	15,000	15,000	15,000	25,000	25,000	25,000
Networking/Security: Sw defined Networking NSX		82,000				
New Wireless Controllers		80,000			80,000	
Rewire City Hall	150,000					
Access Control / security - migrate to new system		286,000				
AV Redesign in City Hall Auditorium		95,000				
Mobile AV Solution		75,000				
Data Auditing Tool	50,000					
TOTAL CAPITAL INFORMATION TECHNOLOGY USES	2,414,000	719,000	501,000	496,000	501,000	496,000

<u>FUNCTION / PROGRAM</u>	<u>2016</u>	<u>2015</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2010</u>	<u>2009 (A)</u>
Police								
Stations	1	1	1	1	1	1	1	1
Fleet	141	141	134	128	112	120	0	106
Fire								
Stations	7	7	7	7	5	5	5	5
Service Units	18	17	13	13	13	13	0	12
Other Public Works								
Streets (miles)	376	364	358.8	351.3	347.4	336.1	335.5	301
Parks and Recreation								
Parks	23	23	23	14	18	17	17	17
Acreage (Developed)	556	587	505	504	592	538	538	538
Trail Miles	107	110	102	83	83	87	65	65
Wastewater								
Sanitary Sewers (Miles)	110	110	110	110	110	110	120	110
Treatment Capacity (GPD)	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000

Capital Improvement Projects – Federal Grant Funding

Tentative Future Projects

2017-2019

- Extension of Nickel Plate Trail from Municipal Complex to Conner Prairie - \$878,550 federal funds
- 96th Street between Lantern Road and Cumberland Road, addition of travel lanes - \$5,888,000 federal funds
- 113th Street road rehabilitation from Ohio to Florida - \$1,825,600 federal funds
- 113th Street and Florida Road intersection improvement - \$1,710,000 federal funds
- 126th Street and Allisonville Road intersection improvement - \$2,691,000 federal funds
- 131st Street and Cumberland Road intersection improvement - \$1,920,000 federal funds
- 136th Street and Cyntheanne Road intersection improvement - \$2,136,000 federal funds
- Cumberland Road between 106th Street and 116th Street road rehabilitation - \$4,536,000 federal funds
- Cyntheanne Road rehabilitation - \$900,000 federal funds
- 116th Street pedestrian upgrades (crosswalks, HAWK, signals) - \$792,450 federal funds

2020

- 126th Street and Reynolds Drive intersection improvement - \$1,309,500 federal funds
- 126th Street to 146th Street from a signalized-intersection, divided highway to a separated-grade parkway. The traffic signals will be removed and replaced with roundabout interchanges at each local cross street similar to Keystone Parkway in the City of Carmel.

Project Name	CFDA	Grantor	Passthrough Number	Match	2018 Receipts	2018 Disbursements
96th & Lantern Added Travel Lanes	20.205	INDOT	#1383177	80/20	\$229,108.28	\$ 213,276.02
96th & Lantern -Construction Engineering	20.205	INDOT	#1173473	80/20	\$ 26,094.54	\$ 26,094.54
116th Crosswalk	20.205	INDOT	#1500481	90/10	\$ 59,979.62	\$ 57,203.68
136th & Cytheanne	20.205	INDOT	#1500348	80/20	\$209,921.60	\$ 249,898.00
126th & Reynolds	20.205	INDOT	#1592152	90/10	\$258,086.68	\$ 258,086.68
School Zone Flashers	20.205	INDOT	#1600651	90/10	\$ 39,714.96	\$ 43,827.10
Southeastern & Cyntheanne RAB	20.205	INDOT	#1700722	80/20	\$ 81,834.78	\$ 92,030.78
Forfeiture Funds	21.016	DOT		n/a	\$ 11,530.43	\$ -
PD Traffic safety/DUI Taskforce (DUI & OPO)	20.601	ICJI	D3-16-10224	100	\$ 15,976.58	\$ 28,707.63
PD Bullet Proof Vest Grant	16.607	BJA	n/a	50/50	\$ 11,859.50	\$ 12,212.00
Internet Crimes Against Children Task Force	16.543	ISP	A2-16-100-024	100	\$ 11,714.15	\$ 20,263.64
TOTAL					\$955,821.12	\$ 1,001,600.07

Capital Improvement – Project Summaries

113th Street & Florida Road

PROJECT SCOPE

Resurfacing, intersection improvement, and pedestrian walkway projects are scheduled for 113th Street over the next two construction seasons.

Phase 1 of the project will be beginning in 2017 with the resurfacing, widening, and striping of 113th Street from Olio Road to Florida Road.

In 2018, Phase 2 will include an intersection improvement project at the intersection of 113th Street and Florida Road which will change the current intersection into a roundabout.

Phase 2 will also include a pedestrian walkway which will be installed along the north side of 113th street from Olio Road to Florida Road

PROJECT STATUS:

- Phase 1: Construction Complete
- Phase 2: In Design

BID DATE:

- Phase 1 (Resurfacing of 113th Street) - February 2017
- Phase 2 (Intersection Improvement & Pedestrian Walkway) - 2018

ANTICIPATED CONSTRUCTION PERIOD:

- Phase 1 - 2017
- Phase 2 - 2018

DESIGN CONSULTANT: A&F Engineering

CONTRACTORS: TBD

ESTIMATED PROJECT COSTS:

- Phase 1 - Approximately \$2.1M (80% federally funded)
- Phase 2 - Approximately \$3.2M (90% federally funded)

PROJECT BENEFITS:

- Improved Pedestrian Safety and Connectivity
- Increased Motorist Safety
- Improved Traffic Flow

Allisonville Road. 126th Street & 131st Street

PROJECT SCOPE

Two intersection improvements will soon take place simultaneously along Allisonville Road. The intersections of Allisonville Road and 126th Street as well as Allisonville Road and 131st Street will both be changed from single lane signalized intersections to signalized intersections with multiple lane approaches. Westbound 126th Street will also have an added left turn lane for motorists wanting to turn south onto Allisonville Road. Multiple lane approaches on Allisonville Road at both of these intersections will help to ease traffic congestion in the area. Allisonville Road will also be resurfaced and striped from 126th Street to 131st Street. This project will include installation of new pedestrian walkways, storm drains, and additional lighting and landscaping to follow.

PROJECT STATUS: In design

BID DATE: February 2018

ANTICIPATED CONSTRUCTION PERIOD: 2018

DESIGN CONSULTANT: TBD

ESTIMATED PROJECT COSTS: Approximately \$6,500,000

- Allisonville Road and 131st Street intersection—80% federally funded
- Allisonville Road and 126th Street intersection—90% federally funded.

PROJECT BENEFITS:

- Improved pedestrian safety and connectivity
- Increased motorist safety
- Improved traffic flow

State Road 37 Improvements

STATE ROAD 37 CHALLENGES

SR 37 is a four-lane, north-south corridor serving the residents of Hamilton County, the City of Fishers and the City of Noblesville. It is currently owned and operated by INDOT. More than 50,000 vehicles travel the corridor each day, and they are regulated at each of the cross streets with traffic signals that are becoming more and more overloaded as time passes.

Unacceptable wait times on local cross streets. Because SR 37 moves 50,000 cars per day the traffic green lights are long for commuters on SR 37 and short on cross streets. Residents have expressed much frustration with having to sit through multiple lights before getting across SR 37.

Increased traffic. Hamilton County is a wonderful place to live. As Fishers and other areas of the county continue to develop, more and more commuters travel SR 37. This means that congestion will only get worse.

Unsafe for pedestrians and cyclists. Because of the traffic flow and short green lights on the cross streets, it is nearly impossible for pedestrians and cyclists to cross SR 37 safely. Residents have often commented on the lack of connectivity along this corridor.

Congestion on feeder roadways. During the PM peak hours, traffic on northbound I-69 is congested at Exit 205 (116th Street / SR 37 exit). Monday—Friday a high-volume of commuters exit I-69 on to SR 37 only to be stopped at the 126th Street intersection traffic signal. This creates congestion and stop-and-go traffic that backs up onto I-69 and typically results in travel delays and the occasional car accident.

PROJECT SCOPE

While a more detailed scope of the project will be developed as the design phase of each interchange is completed, the proposed improvement project will convert SR 37 from 126th Street to 146th Street from a signalized-intersection, divided highway to a separated-grade parkway. The traffic signals will be removed and replaced with roundabout interchanges at each local cross street similar to Keystone Parkway in the City of Carmel.

In addition, the roundabout interchanges will include sidewalks and crosswalks to allow for pedestrian and cyclist traffic.

FUNDING

The SR 37 improvement project will cost an estimated \$124,000,000 to complete. The breakdown of funds is as follows:

- INDOT to contribute \$100,000,000
- Hamilton County to contribute \$12,000,000
- City of Fishers to contribute \$12,000,000

City of Fishers Development and Redevelopment

The Yard

The Yard is a \$40 million project situated near the newly opened Ikea, Top Golf, and Portillo's at 116th Street. The existing property would be redeveloped into a culinary and entertainment center with 10-12 locations for restaurants and potentially a theater-dining establishment. The development is expected to provide approximately 148,000 square feet of space for restaurants, entertainment, service, and shops. In addition, The Yard will feature a central green and up to two buildings totaling 3,000 square feet for use as a shared culinary accelerator space to incubate new businesses, similar to the Launch Fishers initiative. This area would create a destination for up and coming chefs and outstanding local events while also providing a gathering place for the community.



Geist Waterfront Park

The Geist area is one of Fishers more distinct assets and the 70-acre waterfront park sets forth a momentum for the long term sustainability of Geist Reservoir. The “no wake zone” waterfront park would include amenities such as a waterside port for cardio competitions, hosting triathlons and obstacle course races. It may also include a fishing pier, a small marina and a look-out tower.



Debt Summary

FISHERS NET POSITION BY COMPONENT						
	2017	2016	2015	2014	2013	2012
Invested in Capital Assets	\$ 168,586,718.00	\$ 170,078,164.00	\$ 156,671,114.00	\$ 162,625,029.00	\$ 168,816,354.00	\$ 176,415,036.00
Restricted	\$ 44,709,192.00	\$ 25,469,210.00	\$ 48,225,702.00	\$ 43,989,521.00	\$ 27,409,451.00	\$ 23,923,498.00
Unrestricted	\$ 2,249,671.00	\$ 12,581,443.00	\$ (1,937,208.00)	\$ 3,148,108.00	\$ 25,963,628.00	\$ 28,218,327.00
Total Governmental Activities Net Position	\$ 215,545,581.00	\$ 208,128,817.00	\$ 202,959,608.00	\$ 209,762,658.00	\$ 222,189,433.00	\$ 228,556,861.00
Business-Type Activities						
Invested in Capital Assets	\$ 37,979,331.00	\$ 47,228,381.00	\$ 53,579,434.00	\$ 51,694,245.00	\$ 49,177,652.00	\$ 47,458,153.00
Restricted	\$ 27,300,011.00	\$ 12,054,578.00	\$ 3,887,929.00	\$ 4,996,865.00	\$ 5,033,191.00	\$ 5,033,191.00
Unrestricted	\$ 2,861,393.00	\$ 8,302,643.00	\$ 8,237,742.00	\$ 9,187,984.00	\$ 12,442,220.00	\$ 12,442,220.00
Total Business-Type Activities Net Position	\$ 68,140,705.00	\$ 67,585,602.00	\$ 65,705,105.00	\$ 65,879,094.00	\$ 64,933,564.00	\$ 64,933,564.00
Primary Government						
Invested in Capital Assets	\$ 206,556,049.00	\$ 217,306,545.00	\$ 210,250,548.00	\$ 214,319,274.00	\$ 217,994,006.00	\$ 223,873,189.00
Restricted	\$ 72,009,203.00	\$ 37,523,788.00	\$ 52,113,631.00	\$ 34,137,432.00	\$ 34,137,432.00	\$ 28,956,689.00
Unrestricted	\$ 5,111,034.00	\$ 20,884,086.00	\$ 6,300,534.00	\$ 34,655,055.00	\$ 34,655,055.00	\$ 40,660,547.00
Total Primary Government Net Position	\$ 283,686,286.00	\$ 275,714,419.00	\$ 268,664,713.00	\$ 286,786,493.00	\$ 286,786,493.00	\$ 293,490,425.00

Ratios of Outstanding Debt by Type

Governmental Activities						
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS		
2017	\$ 16,289,404.00	\$ 14,682,610.00	\$ 28,941,879.00	\$ -		
2016	\$ 17,660,000.00	\$ 15,210,000.00	\$ 28,800,000.00	\$ -		
2015	\$ 19,215,588.00	\$ 14,989,154.00	\$ 29,201,807.00	\$ 2,322,010.00		
2014	\$ 40,898,513.00	\$ 5,563,500.00	\$ 34,353,515.00	\$ 2,322,010.00		
2013	\$ 36,138,934.00	\$ 5,707,046.00	\$ 29,697,877.00	\$ 2,322,010.00		
2012	\$ 35,269,448.00	\$ 6,060,592.00	\$ 29,867,240.00	\$ 2,322,010.00		
FISCAL YEAR	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	REDEVELOPMENT AUTHORITY BONDS	BUILDING CORPORATION BONDS	CAPTIAL LEASES	NOTES & LOANS	
2017	\$ 52,679,042.00	\$ 83,601,084.00	\$ 10,195,438.00	\$ 8,448,047.00	\$ -	
2016	\$ 53,065,000.00	\$ 90,075,000.00	\$ 3,405,000.00	\$ 5,901,594.00	\$ -	
2015	\$ 34,357,009.00	\$ 73,756,608.00	\$ 3,585,000.00	\$ 5,987,558.00	\$ -	
2014	\$ 35,030,696.00	\$ 68,620,540.00	\$ 3,755,000.00	\$ 6,894,905.00	\$ -	
2013	\$ 15,001,531.00	\$ 61,632,785.00	\$ 4,484,951.00	\$ 5,319,129.00	\$ -	
2012	\$ -	\$ 53,117,713.00	\$ 5,184,823.00	\$ 4,881,320.00	\$ -	

Business Type Activities					
FISCAL YEAR	WASTEWATER WORKS REVENUE BONDS	CAPITAL LEASES	TOTAL PRIMARY GOVERNMENT	DEBT TO PERSONAL INCOME	DEBT PER CAPITA
2017	\$ 26,309,664.00	\$ 1,126,145.00	\$ 242,273,313.00	11.40%	\$ 2,688.00
2016	\$ 14,315,000.00	\$ 1,318,672.00	\$ 229,750,266.00	11.47%	\$ 2,591.00
2015	\$ 2,244,088.00	\$ 1,507,612.00	\$ 187,166,434.00	9.80%	\$ 2,168.00
2014	\$ 3,527,077.00	\$ 1,693,030.00	\$ 202,658,786.00	12.09%	\$ 2,416.00
2013	\$ 3,544,845.00	\$ 1,964,700.00	\$ 165,813,808.00	9.88%	\$ 2,007.00
2012	\$ 4,157,613.00	\$ -	\$ 140,860,759.00	10.46%	\$ 1,771.00

Ratios of General Bonded Debt Outstanding

GENERAL BONDED DEBT OUTSTANDING				
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS
2017	\$ 16,289,404.00	\$ 14,682,610.00	\$ 28,941,879.00	\$ -
2016	\$ 17,660,000.00	\$ 15,210,000.00	\$ 28,800,000.00	\$ -
2015	\$ 19,215,588.00	\$ 14,989,154.00	\$ 29,201,807.00	\$ 2,322,010.00
2014	\$ 40,890,000.00	\$ 5,545,000.00	\$ 34,415,000.00	\$ 2,322,010.00
2013	\$ 36,125,000.00	\$ 5,685,000.00	\$ 29,770,000.00	\$ 2,322,010.00
2012	\$ 35,300,000.00	\$ 6,035,000.00	\$ 29,950,000.00	\$ 2,322,010.00
FISCAL YEAR	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	BUILDING CORPORATION BONDS	TOTAL	
2017	\$ 52,679,042.00	\$ 10,195,438.00	\$ 214,837,504.00	
2016	\$ 53,065,000.00	\$ 3,405,000.00	\$ 208,215,000.00	
2015	\$ 34,357,009.00	\$ 3,585,000.00	\$ 177,427,176.00	
2014	\$ 35,096,426.00	\$ 3,755,000.00	\$ 189,278,436.00	
2013	\$ 15,070,000.00	\$ 4,485,000.00	\$ 153,487,010.00	
2012	\$ -	\$ 5,185,000.00	\$ 131,142,010.00	

FISCAL YEAR	FUNDS RESTRICTED FOR PRINCIPAL / INTEREST	NET DEBT, EXCLUDING RESTRICTED FUNDS	PERCENTAGE OF ACTUAL TAXABLE VALUE OF PROPERTY	DEBT PER CAPITA	POPULATION
2017	\$14,424,657	\$200,412,847	3.46%	2,224	90,127
2016	14,954,344	207,670,308	3.70%	2,342	88,658
2015	14,939,404	162,487,772	3.04%	2,168	86,325
2014	12,879,301	176,399,135	3.36%	2,311	83,891
2013	14,507,270	138,979,740	3.00%	1,763	81,833
2012	12,112,202	119,029,808	2.58%	1,514	79,127

Fishers Legal Debt Margin Information

	2017	2016	2015	2014	2013	2012
NAV as Certified for Tax Billing	\$ 5,800,730,882.00	\$ 5,608,997,595.00	\$ 5,399,045,989.00	\$ 5,243,966,541.00	\$ 5,013,231,755.00	\$ 5,068,376,236.00
Factored by 1/3**	\$ 1,933,576,961.00	\$ 1,869,665,865.00	\$ 1,799,681,996.00	\$ 1,747,988,847.00	\$ 1,671,077,252.00	\$ 1,689,458,745.00
Statutory Debt Limit Rate	2%	2%	2%	2%	2%	2%
Debt Limit	\$ 38,671,539.00	\$ 37,393,317.00	\$ 35,993,640.00	\$ 34,959,777.00	\$ 33,421,545.00	\$ 33,789,175.00
Amount of Debt Applicable to Debt Limit	\$ 28,057,014.00	\$ 32,870,000.00	\$ 34,204,742.00	\$ 23,402,377.00	\$ 26,360,000.00	\$ 32,835,000.00
Legal Debt Margin	\$ 10,614,525.00	\$ 4,523,317.00	\$ 1,788,898.00	\$ 11,557,400.00	\$ 7,061,545.00	\$ 954,175.00
Legal Debt Margin as Percent of Debt Limit	27.45%	12.10%	4.97%	33.06%	21.13%	2.82%

Note: Legal debt margin excludes lease rental bonds.

Fishers Redevelopment Commission (FRDC)

The FRDC is a body of five citizens that reviews and acts on redevelopment activities as defined by Indiana Code 36-7-14. These activities can include: acquiring real property; laying out and constructing public improvements such as infrastructure and parks; rehabilitating, maintaining or demolishing real property; disposing of property; and making payments required or authorized for bonds and redevelopment activities in Fishers (the “City”). In addition, the FRDC authorizes the issuance of bonds for redevelopment districts (The “District”), in the name of the City, in anticipation of revenues of the District and to use the proceeds of such bonds to acquire and redevelop property in the Economic Development Area (“EDA”). A redevelopment commission is charged with finding ways to address areas needing redevelopment in the manner that best serves the social and economic interests of the unit and its inhabitants. They also consider the authorization of Tax Increment Financing (“TIF”) districts.

As mentioned, five citizens are appointed to be members of the FRDC. Two members are appointed by the City Council and the remaining three members are appointed by the Mayor. There is an additional non-voting member that is appointed by the Hamilton Southeastern School Board. Each member’s term is one year in length and expires on January 1 of each year. The following are the 2019 members of the FRDC:

- Tony Bonacuse
- Dan Canan
- Brad Johnson
- Vacant
- Vacant

The daily operations of the FRDC are handled by City employees primarily from the Controller’s Department and Economic Development Department at no cost to the FRDC.

The FRDC was created in March 1989 out of a growing need for redevelopment. Fishers was a young community with strong economic growth potential. To turn Fishers into a strong and vibrant urban area, a commission was formed with the goal of redeveloping Fishers into a thriving area.

The FRDC is vital to the City’s development for its ability to create TIF districts to spur development activity in certain areas and to pledge TIF revenues toward the repayment of debt incurred for redevelopment purposes. The FRDC authorizes the issuance of debt in the redevelopment district. Statutory debt for the redevelopment district is based on the assessed value of the district which is the same as the City’s assessed value. In addition, the FRDC acts as an oversight committee for the City to investigate, study, and select areas that need redevelopment or economic development.

The FRDC’s jurisdiction is congruent with the City of Fishers’ city limits.

DEPARTMENTAL INFORMATION

Summary of Personnel and Positions

2019 Salary Ordinance

	<u>2019 Maximum Bi-Weekly Salary</u>	<u>Annual Hours</u>	<u>Status</u>
<u>ADMINISTRATION</u>			
Council Member	\$0.00	N/A	N/A
Mayor	\$0.00	N/A	N/A
City Clerk	\$0.00	N/A	N/A
Deputy Mayor	\$5,998.17	N/A	EX
City Attorney	\$5,998.17	N/A	EX
Assistant City Attorney	\$3,332.75	N/A	EX
Director of Economic Development	\$4,272.54	N/A	EX
Assistant Director	\$3,252.08	N/A	EX
Director of Public Relations	\$3,671.01	N/A	EX
Director of Human Resources	\$3,671.01	N/A	EX
Economic Development Specialist	\$2,548.58	1820	NE
Mayor's Executive Assistant	\$2,266.11	1820	NE
Marketing and Public Relations Manager	\$2,159.73	1820	NE
Communications Manager	\$2,159.73	1820	NE
Brand Coordinator	\$2,058.36	1820	NE
Website Coordinator	\$1,782.53	1820	NE
Human Resources Coordinator	\$2,675.44	1820	NE
Human Resources Assistant	\$2,159.73	1820	NE
Deputy Clerk	\$2,159.73	1820	NE
Office Manager	\$2,159.73	1820	NE
Administrative Assistant	\$1,782.53	1820	NE
Receptionist	\$1,619.76	1820	NE
Paralegal	\$2,266.11	1820	NE
<u>CONTROLLER'S OFFICE</u>			
City Controller	\$5,998.17	N/A	EX
Deputy Controller	\$3,252.08	N/A	EX
Program Manager	\$3,112.41	1820	NE
Senior Controller Staff	\$3,112.41	1820	NE
Budget Manager	\$2,548.58	1820	NE
Revenue Analyst	\$2,548.58	1820	NE
Debt and Financial Analyst	\$2,379.43	1820	NE
Controller Staff III	\$2,266.11	1820	NE
Business Process Coordinator	\$2,159.73	1820	NE
Budget Analyst II	\$2,159.73	1820	NE
Controller Staff II	\$1,961.87	1820	NE

Budget Analyst I	\$1,870.01	1820	NE
Controller Staff I	\$1,782.53	1820	NE

INFORMATION TECHNOLOGY

Director of Technology	\$4,272.54	N/A	EX
Assistant Director	\$3,252.08	N/A	EX
Chief Security Officer	\$3,252.08	N/A	EX
Network Engineer	\$3,112.41	1820	NE
Senior System Administrator	\$2,809.20	1820	NE
GIS Coordinator	\$2,809.20	1820	NE
Application & Process Coordinator	\$2,675.44	1820	NE
System Administrator	\$2,379.43	1820	NE
GIS Analyst	\$2,266.11	1820	NE
Office Manager	\$2,159.73	1820	NE

ENGINEERING

Director of Engineering	\$4,272.54	N/A	EX
Engineering Assistant Director	\$3,671.01	N/A	EX
Assistant Engineer	\$2,809.20	1820	NE
Traffic Technician	\$2,675.44	1820	NE
Chief Infrastructure Inspector	\$2,675.44	1820	NE
GIS Analyst	\$2,266.11	1820	NE
Infrastructure Inspector	\$2,159.73	1820	NE
Engineering Technician	\$1,961.87	1820	NE
Administrative Assistant	\$1,782.53	1820	NE
Clothing Allowance	\$370/year max.		

PERMITTING & INSPECTIONS

Building Commissioner	\$3,332.75	N/A	EX
Assistant Building Commissioner	\$2,548.58	1820	NE
Building Inspector II	\$2,379.43	1820	NE
Building Inspector I	\$2,058.36	1820	NE
Residential Plans Examiner	\$2,058.36	1820	NE
Utility Locator	\$2,058.36	1820	NE
Part-time Utility Locator	UP TO \$20.00/HOUR	N/A	NE
Code Enforcer	\$1,870.01	1820	NE
Part-time Zoning Enforcer	UP TO \$20.00/HOUR	N/A	NE
Permits Manager	\$1,961.87	1820	NE
Receptionist	\$1,619.76	1820	NE

FLEET MANAGEMENT

Assistant Director	\$3,252.08	N/A	EX
Director of Fleet	\$3,497.79	N/A	EX
Mechanic III	\$2,548.58	1820	NE

Mechanic II	\$2,058.36	1820	NE
Administrative Assistant	\$1,782.53	1820	NE
Clothing Allowance	\$345/year max.		

FIRE AND EMERGENCY SERVICES

Chief of Fire	\$5,998.17	N/A	EX
Deputy Chief	\$3,852.96	N/A	EX
Division Chief	\$3,497.79	N/A	EX
Battalion Chief	\$3,813.17	2904	NE
Captain	\$3,571.89	2904	NE
Lieutenant	\$3,337.37	2904	NE
External Affairs Officer	\$2,548.58	1820	NE
Firefighter	\$2,950.99	2904	NE
Firefighter/Medic	\$3,131.88	2904	NE
Fire Inspector	\$2,379.43	1820	NE
Fire Administrative Services Manager	\$2,548.58	1820	NE
Project Manager	\$1,961.87	1820	NE
Administrative Assistant	\$1,782.53	1820	NE
Clerk/Receptionist	\$1,619.76	1820	NE
Clothing Allowance	\$850/year max.		

POLICE

Chief of Police	\$5,998.17	N/A	EX
Assistant Chief	\$3,852.96	N/A	EX
Captain	\$3,497.79	N/A	EX
Special Projects Manager	\$3,252.08	N/A	EX
Lieutenant	\$3,112.41	2080	NE
Sergeant/USD	\$2,809.20	2080	NE
Sergeant/Investigations	\$2,809.20	2080	NE
Accreditation Manager	\$2,809.20	1820	NE
Intelligence Analyst II	\$2,548.58	2080	NE
Criminal Forensics Investigator	\$2,548.58	2080	NE
Police Officer	\$2,548.58	2080	NE
Detective	\$2,548.58	2080	NE
Humane Officer	\$2,548.58	2080	NE
Intelligence Analyst I	\$2,266.11	1820	NE
Office Manager	\$2,159.73	1820	NE
Property Room Officer	\$1,870.01	1820	NE
Administrative Assistant	\$1,782.53	1820	NE
Clerk/Receptionist	\$1,619.76	1820	NE
Records Clerk	\$1,619.76	1820	NE
Clothing Allowance	\$900/year max.		

PUBLIC WORKS

Director of Public Works	\$4,272.54	N/A	EX
Director of Water Quality	\$3,497.79	N/A	EX
Assistant Director	\$3,252.08	N/A	EX
Superintendent	\$2,809.20	1820	NE
Laboratory Manager	\$2,675.44	1820	NE
Laboratory Technician	\$1,961.87	1820	NE
Senior Wastewater Plant Operator	\$2,548.58	1820	NE
Wastewater Plant Operator	\$2,058.36	1820	NE
Engineer	\$3,112.41	1820	NE
Assistant Engineer	\$2,809.20	1820	NE
Utility Analyst	\$2,675.44	1820	NE
Stormwater Technician	\$2,058.36	1820	NE
Inspector	\$1,870.01	1820	NE
Assistant Maintenance Superintendent	\$2,548.58	1820	NE
Senior Maintenance Technician	\$2,675.44	1820	NE
HVAC Technician	\$2,266.11	1820	NE
Maintenance Technician II	\$2,266.11	1820	NE
Maintenance Technician I	\$1,619.76	1820	NE
Inventory Control Manager	\$2,675.44	1820	NE
Inventory Control Assistant Manager	\$2,379.43	1820	NE
Asset Management Coordinator	\$2,058.36	1820	NE
Safety Director	\$3,027.49	1820	NE
Project Manager	\$1,961.87	1820	NE
Foreman	\$1,961.87	1820	NE
Senior Laborer	\$1,782.53	1820	NE
Laborer	\$1,619.76	1820	NE
Clothing Allowance	\$340/year max.		

COMMUNITY DEVELOPMENT

Director of Community Development	\$5,998.17	N/A	EX
Director of Planning & Zoning	\$4,069.16	N/A	EX
Assistant Director	\$3,252.08	N/A	EX
Planner III	\$2,675.44	1820	NE
Planner II	\$2,548.58	1820	NE
Planner I	\$1,870.01	1820	NE
Project Analyst	\$2,159.73	1820	NE
Project Manager	\$1,961.87	1820	NE
Office Manager	\$2,159.73	1820	NE
Administrative Assistant	\$1,782.53	1820	NE
Clothing Allowance	\$370/year max.		

PARKS & RECREATION

Director of Parks & Recreation	\$3,671.01	N/A	EX
Assistant Director	\$3,252.08	N/A	EX

Parks & Recreation Manager	\$2,379.43	1820	NE
Parks & Recreation Coordinator	\$2,058.36	1820	NE
Part-time Parks & Recreation Coordinator	UP TO \$22.00/HOUR	N/A	NE
Naturalist	\$2,058.36	1820	NE
Administrative Assistant	\$1,782.53	1820	NE
Clerk/Receptionist	\$1,619.76	1820	NE
Clothing Allowance	\$250/year max.		

COURT

Judge	\$0.00	N/A	N/A
Deputy Clerk of the Court	\$2,159.73	1820	NE
Bailiff	UP TO \$18.00/hour	N/A	NE
Court Recorder	\$1,782.53	1820	NE
Clothing Allowance	\$50/year max.		

BUSINESS SOLUTIONS GROUP

Chief Information Officer	\$4,069.16	N/A	EX
Program Manager	\$3,112.41	N/A	EX
Business Analyst	\$2,809.20	1820	NE
Training Manager	\$2,675.44	1820	NE

Part-Time and Temporary Miscellaneous Positions

Part-Time Office Support	UP TO \$22.00/HOUR	N/A	NE
Part-Time Field Support	UP TO \$30.00/HOUR	N/A	NE

Incentive Pays

Annual Amount

Detective	\$1,500
Dive Team (Police)	\$1,000
Emergency Response Team (ERT) - PD Only	\$1,000
Evidence Technician (ET)	\$1,000
Field Training Officer (FTO)	\$80/shift
Paramedic (Police)	\$2,250
Systems Administrator	\$500
Data Base Administrator	\$500
Certified Network Engineer	\$500
Master ASE	\$1,000

Sworn Police & Fire Longevity Pay

\$200/year	\$4000/year max
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Authorized Position List

POSITION	APPROVED 2019		APPROVED 2018		APPROVED 2016		APPROVED 2015	
	FT	PT	FT	PT	FT	PT	FT	PT
<i>ADMINISTRATION</i>								
Mayor	1.00		1.00		1.00		1.00	
Deputy Mayor	2.00		1.00		1.00		1.00	
City Attorney	1.00		1.00		1.00		1.00	
Assistant Attorney	1.00							
PT Legal Assistant	1.00							
Executive Assistant to Mayor	1.00		1.00		1.00			
Administrative Assistant	1.00		1.00		1.00		1.00	
Office Manager							1.00	
Receptionist	1.00		2.00		1.00		1.00	
Director of Public Relations	1.00		1.00		1.00		1.00	
Assistant Director of Public Relations	1.00							
Brand Coordinator	1.00		1.00					
Website Design Coordinator					1.00		1.00	
Marketing and Public Relations Manager	1.00		1.00		1.00		1.00	
Communications Manager	1.00		1.00		1.00		1.00	
Human Resources Director	1.00		1.00		1.00		1.00	
Human Resources Assistant	2.00		2.00		2.00		2.00	

Document Management Employee (HR)								1.00
Director of Economic Development	1.00		1.00		1.00			
Assistant Director of Economic Development	2.00		2.00		2.00		1.00	
TOTAL	19.00		17.00		16.00		14.00	1.00

POSITION	APPROVED 2019		APPROVED 2018		APPROVED 2017		APPROVED 2016	
	FT	PT	FT	PT	FT	PT	FT	PT
<i>CITY CLERK</i>								
City Clerk (Formerly Clerk-Treasurer)	1.00		1.00		1.00		1.00	
Deputy Clerk of the Court	1.00							
Business Process Coordinator					1.00		1.00	
TOTAL	2.00		1.00		2.00		2.00	
<i>CONTROLLER'S OFFICE</i>								
Controller	1.00		1.00		1.00		1.00	
Deputy Controller	1.00		4.00		4.00			
Senior Controller Staff	3.00						1.00	
Controller Staff I	3.00		2.00		1.00		1.00	
Controller Staff II	1.00		3.00		1.00		1.00	
Controller Staff III					2.00		4.00	

Assistant Accountant						1.00		
Budget Manager							1.00	
Revenue Analyst					1.00			
Portfolio Manager					1.00			
Budget Analyst II	1.00		1.00		1.00		1.00	
Budget Analyst	1.00		1.00					1.00
Debt and Financial Analyst			1.00					
Business Process Coordinator	1.00			1.00			1.00	1.00
Intern		2.00		3.00				
TOTAL	12.00	2.00	13.00	4.00	12.00	1.00	11.00	2.00

POSITION	APPROVED 2019		APPROVED 2018		APPROVED 2017		APPROVED 2016	
	FT	PT	FT	PT	FT	PT	FT	PT
<i>COMMUNITY DEVELOPMENT</i>								
Director	1.00		1.00		1.00		1.00	
Assistant Director of Zoning			1.00		1.00		1.00	
Assistant Director of Planning	1.00		1.00		1.00		1.00	
Assistant Director of Redevelopment							1.00	
Office Manager	1.00		1.00		1.00		1.00	
Project Analyst			1.00					

Project Manager							1.00	
Senior Planner	1.00		1.00		1.00		1.00	
Planner I	1.00		1.00		1.00		1.00	
Planner II	3.00		4.00		6.00		4.00	
Associate Planner			1.00		1.00		1.00	
Code Enforcement Inspector		2.00		2.00		1.00		2.00
Building Commissioner	1.00		1.00		1.00		1.00	
Inspector							1.00	
Permits Manager	1.00		1.00		1.00		1.00	
Administrative Assistant	1.00		1.00		1.00		1.00	
Building Inspector I	3.00		3.00		2.00		2.00	
Building Inspector II	2.00		2.00		2.00		2.00	
Utility Locator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Infrastructure Inspector	1.00		1.00		1.00			
Code Enforcement Inspector	2.00	3.00	2.00	3.00	2.00	1.00		
Clerk-Receptionist	1.00	1.00	1.00		1.00			
Intern				3.00		3.00		4.00
TOTAL	21.00	8.00	24.00	8.00	24.00	8.00	27.00	6.00

POSITION	APPROVED 2019		APPROVED 2018		APPROVED 2017		APPROVED 2016	
	FT	PT	FT	PT	FT	PT	FT	PT

<i>CITY COURT</i>								
Judge	1.00			1.00		1.00		1.00
Clerk Recorder		1.00	1.00		1.00		1.00	
Court Bailiff	1.00			1.00		1.00		1.00
TOTAL	2.00	1.00	1.00	2.00	1.00	2.00	1.00	2.00
<i>ENGINEERING</i>								
Director	1.00		1.00		1.00		1.00	
Assistant Director	1.00		1.00		1.00			
Assistant Engineer	2.00		2.00		2.00		3.00	
Chief Inspector	1.00		1.00		1.00		1.00	
Infrastructure Inspector	3.00		3.00		3.00		3.00	
Engineer Technician	1.00		1.00		1.00		1.00	
Administrative Assistant	1.00		1.00		1.00		1.00	
Intern		1.00		1.00		3.00		3.00
TOTAL	10.00	1.00	10.00	1.00	10.00	3.00	10.00	3.00
<i>FIRE & EMERGENCY SERVICES</i>								
Chief	1.00		1.00		1.00		1.00	
Deputy Fire Chief	1.00		1.00		1.00		1.00	
Fire Marshal	1.00		1.00		1.00		1.00	

Division Chief	3.00		4.00		4.00		4.00	
Staff Captain	1.00						1.00	
Staff Lieutenant							1.00	
Station Captain/Captain	9.00		7.00		7.00		6.00	
Battalion Chief	3.00		3.00		3.00		3.00	
Lieutenant/Shift Lieutenant/Station Lieutenant	21.00		27.00		26.00		20.00	
Firefighter / Medic	97.00		92.00		88.00		92.00	
Project Manager	1.00		2.00		2.00		2.00	
Office Manager	1.00						0.00	
Administrative Asst	1.00		1.00		1.00		1.00	
Inspector	2.00		1.00		2.00		2.00	
Receptionist							1.00	
Public Education		2.00						
Laborer	1.00							
TOTAL	130.00	2.00	140.00		136.00		136.00	
<i>FLEET MANAGEMENT</i>								
Director of Fleet Management	1.00		1.00		1.00		1.00	
Assistant Director	1.00		1.00		1.00		1.00	
Administrative Assistant	1.00		1.00		1.00		1.00	

Mechanic III	2.00		2.00		2.00		2.00	
Mechanic II	4.00		6.00		6.00		4.00	
Mechanic I							2.00	
Laborers	1.00			3.00				3.00
Field Support		1.00						
Laborer		1.00						
Superintendent		1.00						
TOTAL	10.00	3.00	11.00	3.00	11.00		11.00	3.00
<i>INFORMATION TECHNOLOGY</i>								
Director of Information Technology	1.00		1.00		1.00		1.00	
Assistant Director	1.00		1.00		1.00			
Business Analyst			1.00		1.00		1.00	
Application and Process Coordinator			1.00		1.00		1.00	
Senior System Administrator	1.00		1.00		1.00		2.00	
System Administrator	5.00		4.00		4.00		4.00	
Network Engineer	1.00		1.00		1.00		1.00	
Office Manager	1.00		1.00		1.00		1.00	
GIS Coordinator	1.00		1.00		2.00		2.00	
Intern / Office Support	1.00	1.00		4.00		2.00		2.00
TOTAL	12.00	1.00	12.00	4.00	13.00	2.00	13.00	2.00

POSITION	APPROVED 2019		APPROVED 2018		APPROVED 2017		APPROVED 2016	
	FT	PT	FT	PT	FT	PT	FT	PT
<i>PARKS AND RECREATION</i>								
Director of Parks and Recreation	1.00		1.00		1.00		1.00	
Assistant Director of Parks and Recreation	1.00							
Administrative and Operations Manager	1.00		1.00		1.00		1.00	
Administrative Assistant	1.00		1.00		1.00		1.00	
Community Engagement Coordinator	1.00		1.00		1.00		1.00	
Recreation Manager	1.00		1.00		1.00		1.00	
Chief Naturalist	1.00		1.00		1.00		1.00	
Recreation Program Coordinator	1.00		1.00	2.00	1.00	2.00	1.00	1.00
Special Events Manager	1.00		1.00		1.00			
Recreation Intern		1.00		1.00		1.00		
Environmental Ed. Prog. Instructor		1.00		1.00	1.00			
Recreation Programmer—Softball Leagues		1.00		1.00	1.00			
Start Smart Assistant		1.00		1.00	1.00			
Events Coordinator	3.00	1.00	1.00	3.00	1.00	1.00	1.00	
Saxony Beach Seasonal Staff		3.00		3.00		3.00		3.00

Head Summer Camp Counselors		3.00		3.00		3.00		2.00
Summer Camp Counselors		17.00		17.00		17.00		15.00
TOTAL	12.00	28.00	9.00	31.00	8.00	30.00	8.00	23.00

POSITION	APPROVED 2019		APPROVED 2018		APPROVED 2017		APPROVED 2016	
	FT	PT	FT	PT	FT	PT	FT	PT
<i>POLICE DEPARTMENT</i>								
Support Division								
Chief	1.00		1.00		1.00		1.00	
Assistant Chief	1.00		1.00		1.00		1.00	
Captain	1.00		1.00		1.00		1.00	
Lieutenant	2.00		2.00		2.00		1.00	
Sergeant	2.00		2.00		2.00		5.00	
Officers							6.00	
Patrol Division								
Captain	1.00		1.00		1.00		1.00	
Lieutenant	3.00		5.00		5.00		5.00	
Sergeant	14.00		12.00		12.00		11.00	
Officers	65.00		62.00		58.00		53.00	
Reserve Officers								
Investigations Division								

Captain	1.00		1.00		1.00		1.00	
Lieutenant	2.00		2.00		2.00		3.00	
Sergeant	2.00		2.00		2.00		4.00	
Detectives	11.00		6.00		6.00		11.00	
Operations								

Captain	1.00		1.00		1.00			
Lieutenant	1.00		1.00		1.00			
Detectives	5.00		5.00		5.00			
Sergeant	3.00		3.00		3.00			
Civilian								
Office Manager	1.00		1.00		1.00		1.00	
Administrative Assistant	3.00		3.00		3.00		3.00	
Clerk	2.00		2.00		2.00		2.00	
Receptionist							1.00	
Accreditation Coordinator	1.00		1.00		1.00		1.00	
Property Officer	1.00		1.00		1.00		1.00	
Civilian Intelligence Analyst	2.00		2.00		2.00		1.00	
Humane Officer	1.00		1.00		1.00			
TOTAL	122.00		119.00		115.00		114.00	

<i>PUBLIC WORKS</i>								
Director	1.00		1.00		1.00		1.00	
Assistant Director	2.00		2.00		2.00		2.00	
Safety Coordinator	1.00		1.00		1.00		1.00	
Project Manager	1.00		1.00		1.00		1.00	

Streets								
Superintendent	1.00		1.00		1.00		1.00	
Foreman	5.00		5.00		4.00		4.00	
Laborer	15.00		15.00		17.00		17.00	
Senior Laborer	5.00		4.00		4.00		2.00	
Seasonal Laborers		30.00		30.00	20.00			20.00
Seasonal Snow Plow Personnel		50.00		50.00		36.00		36.00
Seasonal Snow Backhoe Operators		8.00		8.00		8.00		10.00
Parks								
Superintendent	1.00		1.00		1.00		1.00	
Foreman	4.00		4.00		5.00		3.00	
Laborer	11.00		11.00		10.00		13.00	3.00
Senior Laborer	2.00		2.00		3.00		2.00	
Seasonal Laborers		45.00		45.00		27.00		24.00
Facilities Maintenance								

Superintendent	1.00		1.00		1.00		1.00	
Assistant Superintendent	1.00		1.00		1.00			
Maintenance Tech III							2.00	
Maintenance Tech II	5.00		5.00		5.00			
Maintenance Tech I					1.00		5.00	

HVAC Technician	1.00		1.00		1.00		1.00	
Asset Manager	1.00		1.00					
Laborers	3.00		3.00		2.00		4.00	
Seasonal Laborers		6.00		6.00		4.00		4.00
Water Quality Division								
Superintendent	1.00		1.00		1.00			
Senior Operator	1.00		1.00		1.00		1.00	
Laboratory Mgr.	1.00		1.00		1.00		1.00	
Laboratory Tech.	1.00		1.00		1.00		1.00	
Operator	3.00		2.00		2.00		2.00	
Laborer	6.00	5.00	6.00	5.00	4.00	2.00	6.00	2.00
Senior Laborers	3.00		3.00		3.00		3.00	
Senior Maintenance Tech	2.00		2.00		2.00			
Maintenance Tech II	1.00		1.00		1.00			
Foreman					1.00			

Supervisor							1.00	
Inventory Control Manager	1.00		1.00		1.00		1.00	
Inspector							1.00	
Seasonal Laborers (PT)	3.00	2.00		3.00		2.00		2.00
Assistant Engineer	1.00		1.00		1.00		1.00	

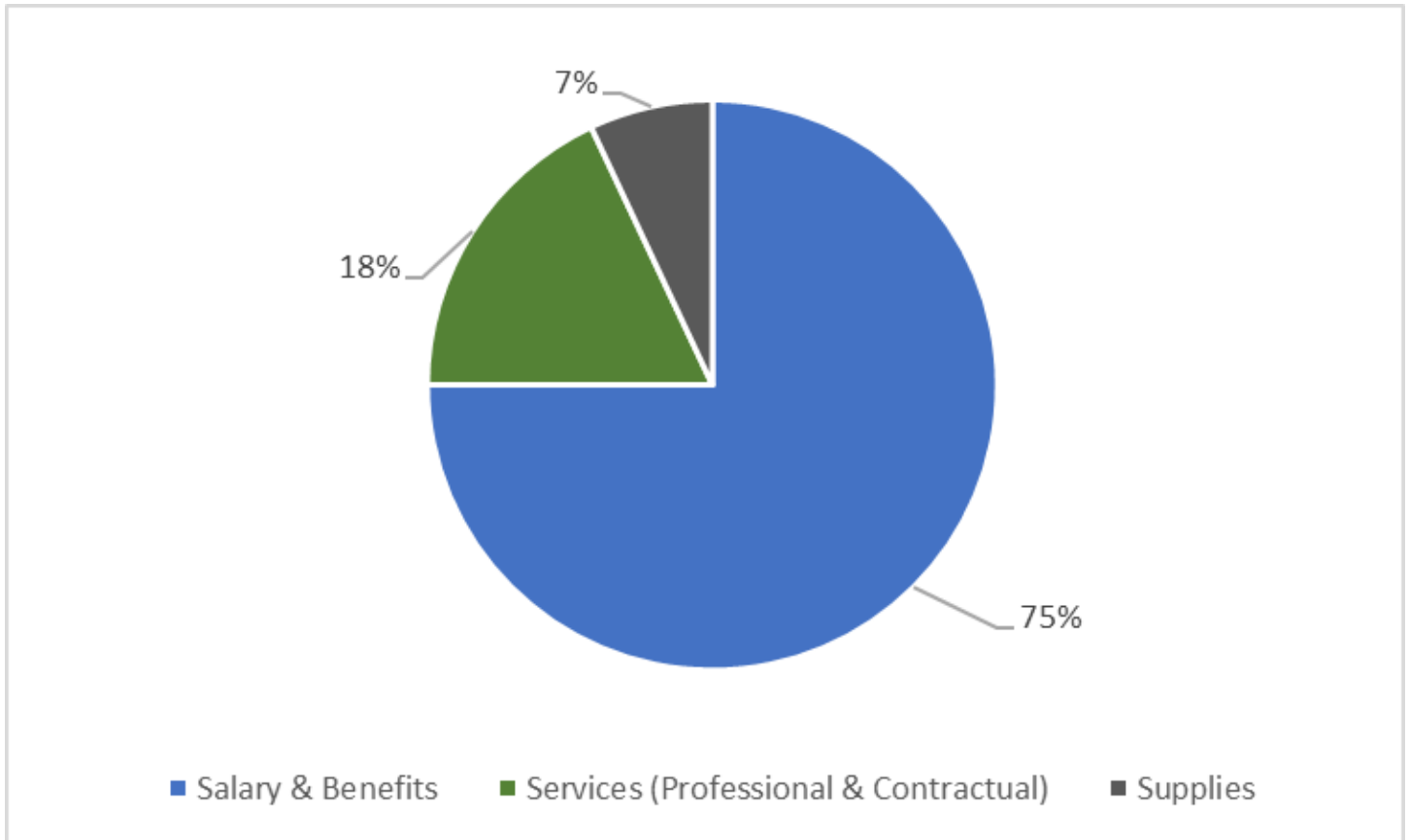
Stormwater Technician	1.00		1.00		1.00		1.00	
Utility Analyst	1.00		1.00		1.00		1.00	
PT Admin for Garage		1.00		1.00				
TOTAL	86.00	147.00	82.00	148.00	82.00	99.00	81.00	101.00
TOTAL FOR ORGANIZATION	438.00	193.00	440.00	198.00	432.00	147.00	429.00	145.00

In 2019 the City will add the following positions

- 2 School Resource Officers
- 3 Sworn Police Officers
- 3 Firefighters
- 1 Part time Paralegal to Full Time Paralegal (carry over from FY 2018)
- 1 Sewer Utility Swing Shift Operator

Department Operating Budgets

The General Fund supports the majority of expenses related to the overall operations of the City of Fishers. Of the General Fund budget, personnel and benefits, is the biggest cost within the budget.



The 2019 budget makes a significant investment in the personnel of the City and for additional staff.

- 3% raise to all non-elected & elected employees
- City will continue to match up to \$1,000 for all eligible employees who contribute at least \$2,000 to their 457 account

Public Safety Investment:

- 3 sworn Police Officers mid-year
- 3 Firefighters mid-year
- 2 Sworn Police Officers (School Resource Officers in January)

Additional City Staff:

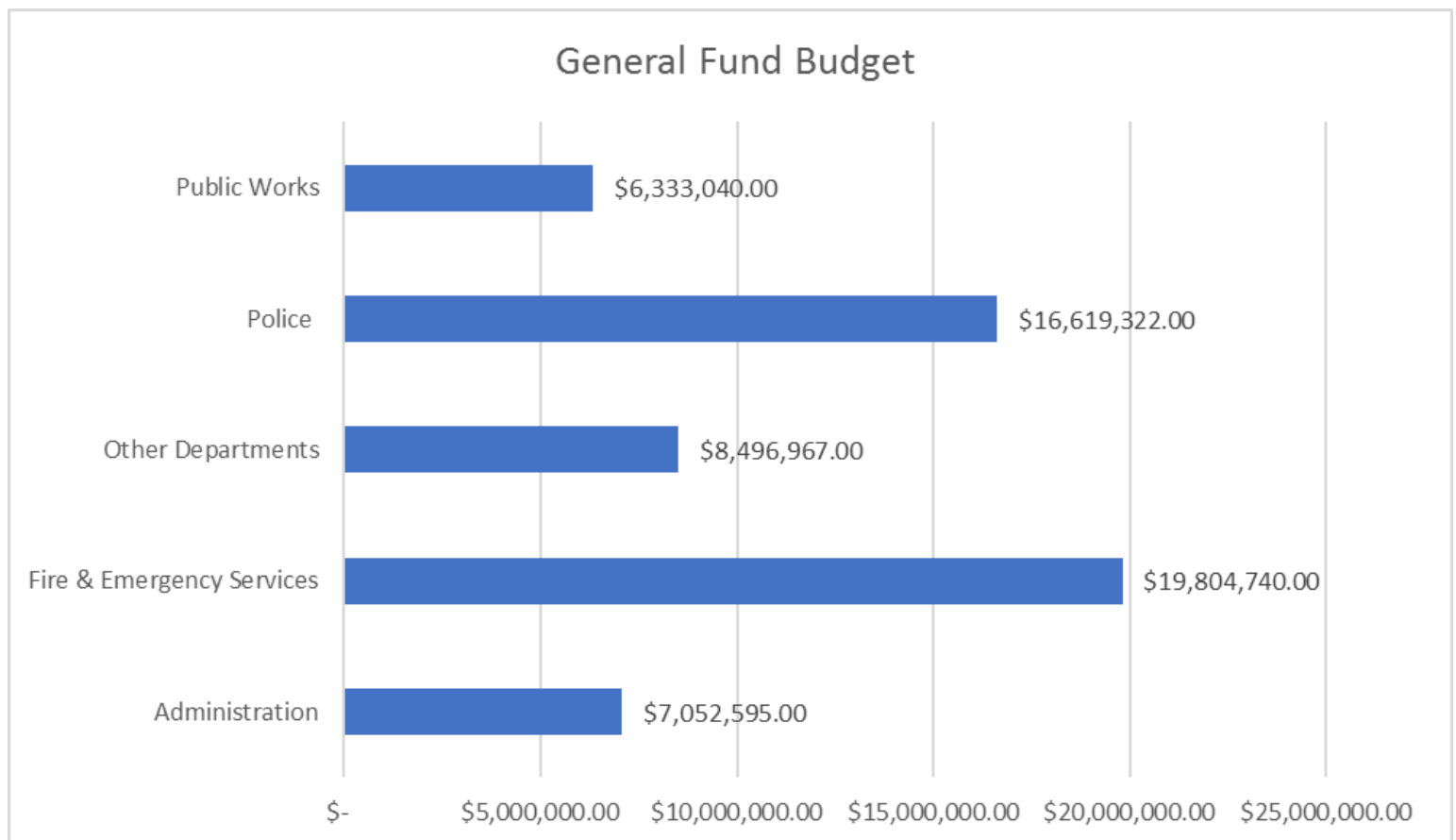
- Part-time Paralegal to Full Time Position
- Sewer Swing Shift Operator

Within the General Fund, Public Safety constitutes 62% of the overall 2019 proposed budget. The Administration Department is made up of multiple divisions including:

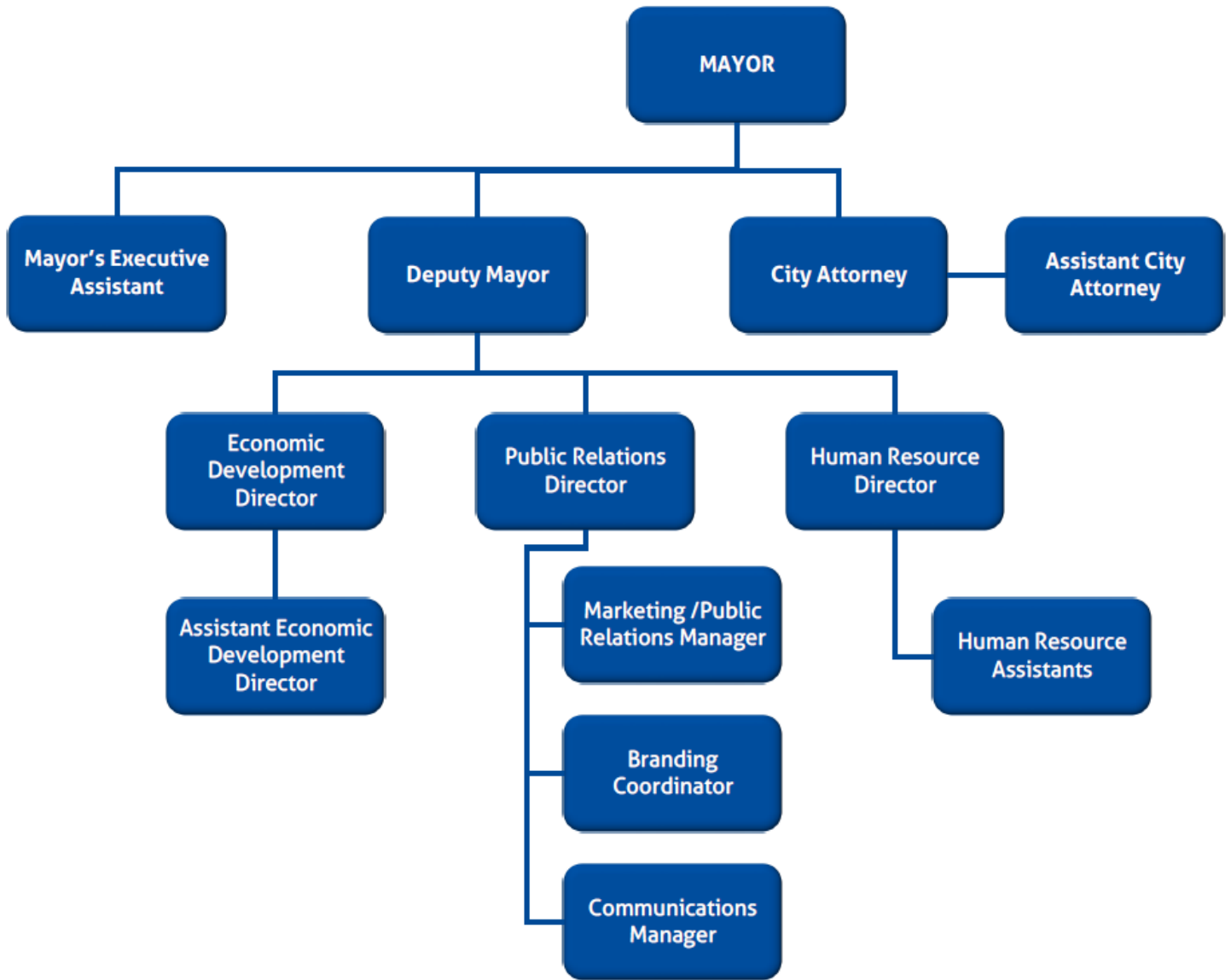
- Human Resources
- Legal Department
- Public Relations
- Business Solutions Group
- Controller's Office

While the Public Works Department budget may seem low in the General Fund that is due to the department being fund by multiple funds, including:

- General Fund
- Motor Vehicle Highway Fund
- Sewer Fund
- Stormwater Fund



Administration



The City of Fishers Administration Department, led by the Mayor, is responsible for internal operations, human resources, and public relations. Included in the Administration operating budget are several city - wide provided costs paid for by the General Fund, including: city attorney retainer, insurance costs, and the city's share of the emergency 911 services provided by Hamilton County. Many unbudgeted, unplanned major expenses that arise throughout the year are paid by the Administration Department.

Human Resources

The Human Resource division recruits and conducts interviews for all positions hired throughout the year. HR maintains the city's Personnel Manual and provides training for each department. Additionally, the HR budget covers all costs associated with the city's tuition reimbursement. The Human Resource division recruits and conducts interviews for all positions hired throughout the year. HR maintains the city's Personnel Manual and provides training for each department. Additionally, the HR budget covers all costs associated with the city's tuition reimbursement.

2018 Accomplishments

- Onboarded a New HR Director
- Onboarded a new HR Assistant Director
- Implemented electronic new hire and termination forms
- Expanded access to the onsite clinic to part time employees
- Assisted with the research and selection of a new insurance provider

2019 Objectives

- Institute a new employee orientation schedule
- Start a meet and greet program for new and promoted employees
- Update and develop new HR processes eliminating paper forms

Fund	General	Sewer	Stormwater	TOTAL
Total	\$376,155.00	\$ 82,715.00	\$56,615.00	\$515,485.00

Object	Description	Amount
41113	FT Salaries	\$ 216,162.00
41114	PT Salaries	\$ -
41300	Employee Benefits	\$ 122,938.00
42200	Operating Supplies	\$ 2,250.00
43100	Professional Services	\$ 122,355.00
43200	Comms And Transportation	\$ 51,780.00

Public Relations

The Public Relations staff works to provide communications to Fishers residents. This division maintains the city's website, social media accounts, and provides public outreach for city projects. Their operating expenses include website costs, promotional material, marketing consulting, and cost associated with the city's newsletter.

2018 Accomplishment

- Implemented new email communications software and strategy to increase level of service to residents and subscribers.
- Completed design and implementation of fishersecondev.com.
- Modernized social media efforts and tracking to increase data-driven decision making and responsiveness.

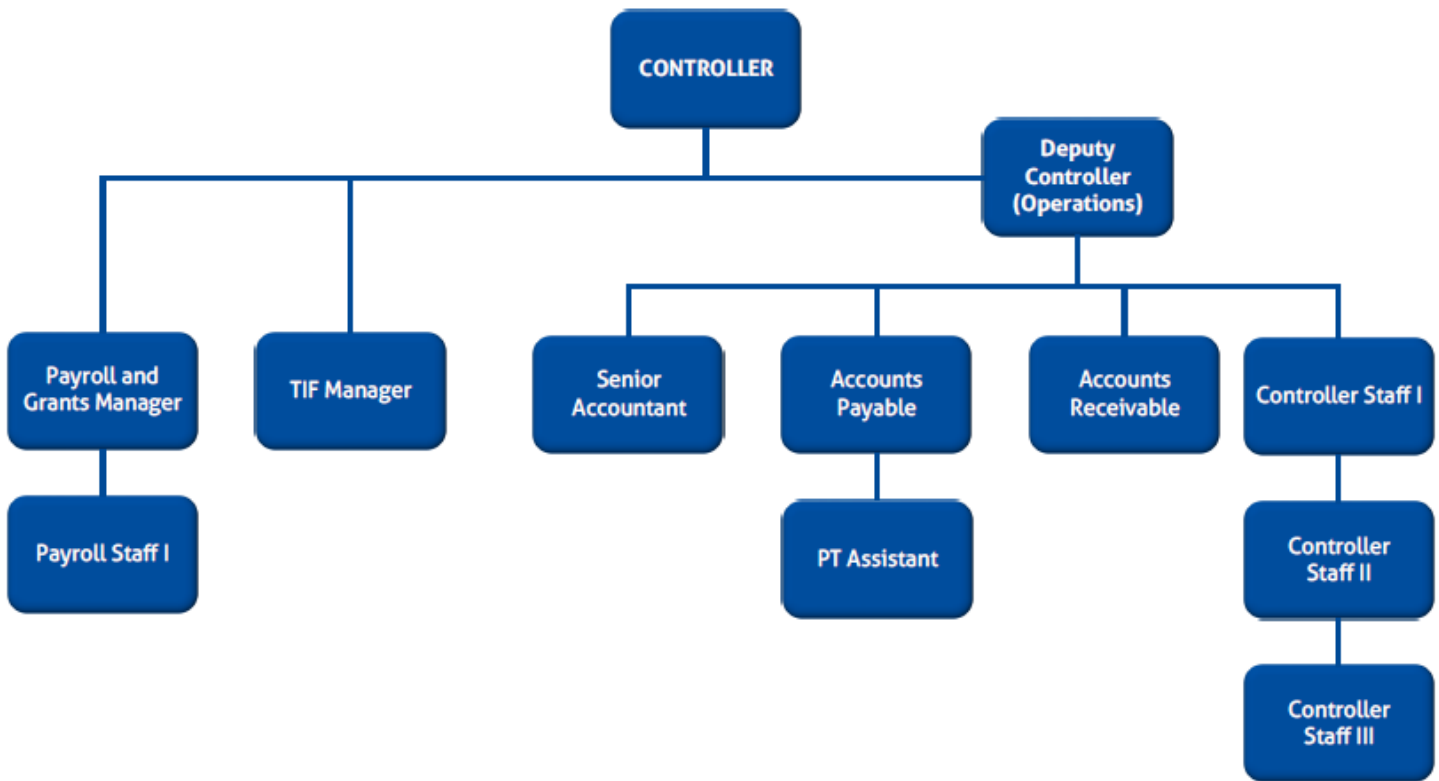
2019 Objectives

- Continue to enhance the City's communications with residents, community leaders and staff.
- Share the news and accomplishments of Fishers' departments with the media and public at large.
- Complete website refresh project.

Fund	General	Sewer	Stormwater
Total	\$ 716,994.00	\$ 68,449.00	\$ 47,976.00

Object	Description	Amount
41113	FT Salaries	\$287,820.00
41300	Employee Benefits	\$121,639.00
42200	Operating Supplies	\$2,500.00
43100	Professional Services	\$411,360.00
43200	Comms And Transportation	\$10,100.00

Controller's Office



The Controller's Office acts as Chief Fiscal Officer for the City and the City Utilities. This department provides oversight of fiscal policies, revenues, purchases, managed assets, pensions, budgetary analysis, audits, and fiscal accountability to city agencies. Operation expenditures specific to the Controller's Office are paid using the General Fund, and it should be noted the Controller's Office is responsible for appropriating all monies to all funds and ensuring the accuracy of financial records. The Controller's Office manages the financial aspects of payroll and benefits, utilizing fund specific to salaries and benefits (fund 700's).

2018 Accomplishment

- AAA Credit Rating by Standard Poor for second consecutive year.
- Bolstered financial transparency and fostered additional engagement with the newly rebuilt financial transparency portal.

- Implemented the first phase of a financial management system.
- Achieved the Associate of Distinguished Budget Presentation & Financial Reporting awarded by GFOA.

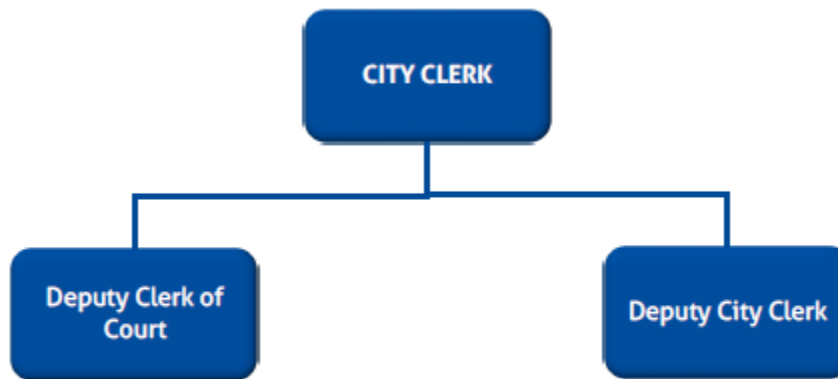
2019 Objectives

- Successfully implement second phase of the new financial management system.
- Continue ensuring taxpayer's money is being used effectively and efficiently.
- Continue providing and enhance financial transparency to residents.
- Streamline and modernize processes.
- Write policies, including internal control policies.

Fund	General	Sewer	Stormwater
Total	\$ 1,100,754.00	\$ 244,101.00	\$ 137,901.00

Object	Description	Amount
41113	FT Salaries	\$770,201.00
41114	PT Salaries	\$26,096.00
41300	Employee Benefits	\$357,709.00
42200	Operating Supplies	\$24,500.00
43100	Professional Services	\$273,250.00
43200	Comms And Transportation	\$31,000.00

City Clerk



The City Clerk is an official elected by residents of the City of Fishers. This position was created with the transition of Fishers from a Town to a City on January 1, 2015. In general, this position oversees City records and operates through the General Fund. The City Clerk is an official elected by residents of the City of Fishers. This position was created with the transition of Fishers from a Town to a City on January 1, 2015. In general, this position oversees City records and operates through the General Fund.

- Manage and secure city records.
- Conduct research and assist others in obtaining information that supports public safety and economic development.

- Respond to requests for public information from citizens, business owners, public - interest groups, the news media, and directors of city departments, city employees, community organizations and representatives of township, county and state governments.
- Maintain city ordinances and the minutes of the City Council and other official bodies.
- Maintain the Municipal Code.
- Secure the city seal.
- Maintain records of ordinances and other legislation through the City Council, committees of the City Council, the Board of Public Works, the Board of Parks & Recreation, the Fire Merit Commission, the Fire Pension Board, the Police Merit Commission and the Police Pension Board.
- Present ordinances, orders, resolutions to the city executive under section 15 of chapter IC 36-4-6-9.
- Administer oaths when necessary, taking depositions, taking acknowledgement of instruments that are required by statute to be acknowledged, without charging a fee.
- Serve as the clerk of the city court or appointing a clerk of the city court.

2018 Accomplishments

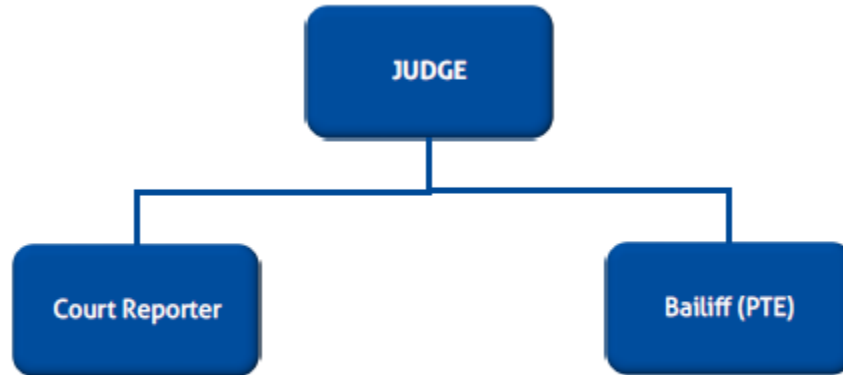
- Digitally distributed all City Council packets with the provision of iPads to minimize paper waste.
- Digitized all resolutions and ordinances.
- Aligned City Court and City Clerk staff goals to create an efficient working relationship.

2019 Objectives

- Continue working with the City Court Judge to make sure all his needs are met.
- Continue streamlining.
- Begin automating city records, beginning with the Clerk's Office.
- Provide completely paperless Board of Public Works Packets.
- Work with the Development Department to streamline and begin digitizing all records.

Object	Description	Amount
41113	FT Salaries	\$191,703.00
41114	PT Salaries	\$0.00
41300	Employee Benefits	\$114,801.00
42200	Operating Supplies	\$1,500.00
43100	Professional Services	\$8,000.00
43200	Comms And Transportation	\$1,500.00

City Court



The City Court constitutes the judicial branch of the City government and is a court of limited jurisdiction. The City Court handles city ordinance violations, parking violations, and infraction violations. The court's budget includes General Fund operating costs and deferral program expenses.

2018 Accomplishments

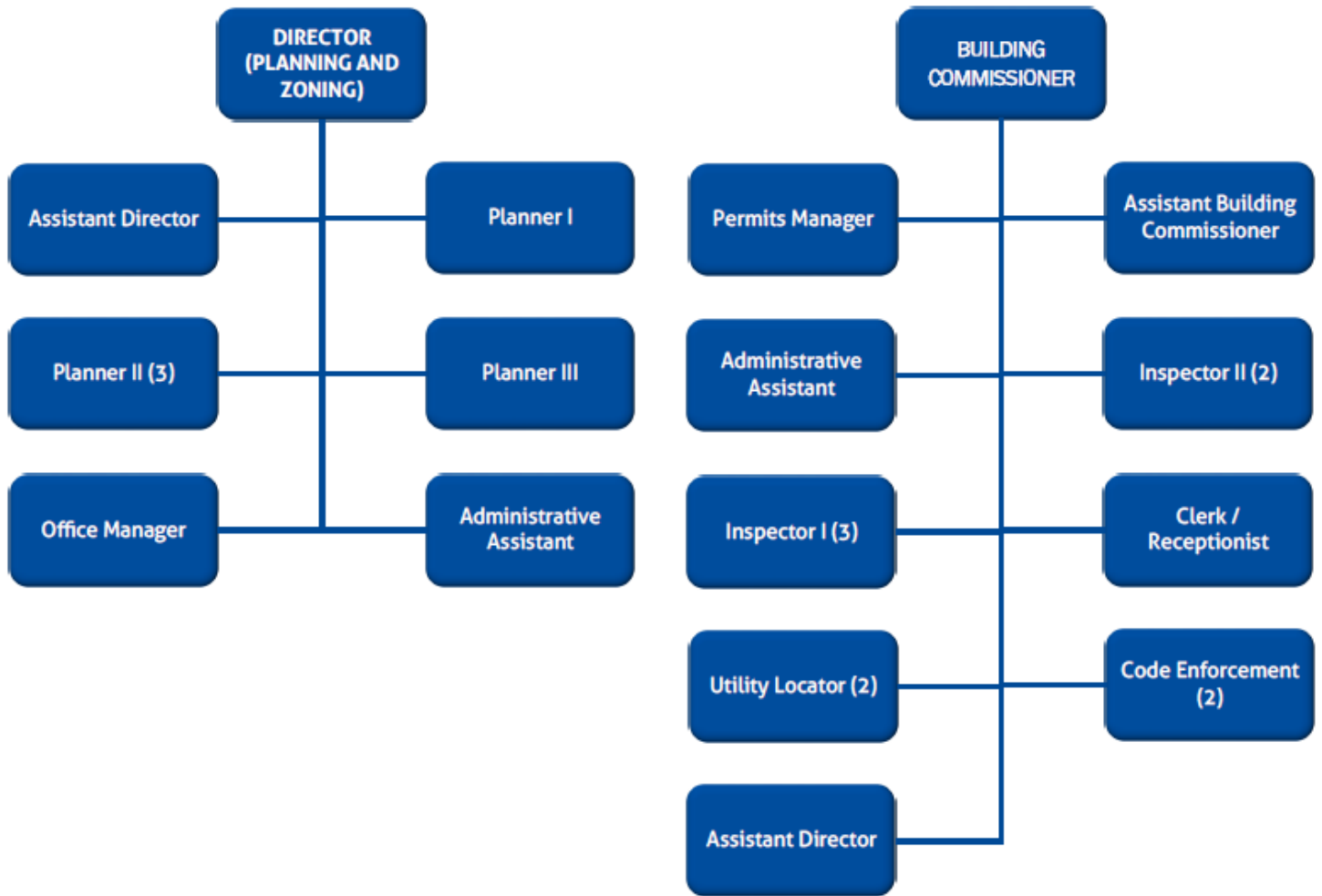
- Implemented cohesive collaboration with the City Clerk's office.
- Transferred over 950 pending cases without necessity of additional staff.
- Maintained pace to accept over 6,000 new case filings.
- Handled increased "unsafe structure" violations.

2019 OBJECTIVES

- Handle all ordinance violation bureau cases and payments.
- Enhance code enforcement filings.
- Adopt State Court e-filing for all pleadings to minimize paper waste.

Object	Description	Amount
41113	FT Salaries	\$0.00
41114	PT Salaries	\$78,600.00
41300	Employee Benefits	\$6,390.00
42200	Operating Supplies	\$5,000.00
43100	Professional Services	\$5,000.00
43200	Comms And Transportation	\$0.00

Community Development



The Department of Community Development’s staff is dedicated to administering the polices, programs, and regulations that manage Fishers growth and development. These responsibilities include economic development, development review, downtown redevelopment, long range planning, permitting, and inspections. The General Fund pays and receives monies befitting administrative endeavors.

Economic Development: The economic development team works to maintain a strong business atmosphere within a community that boasts an exemplary quality of life, which has been recognized by Money magazine, Forbes, and Business week over the last 10 years. Funds covering costs associated with development vary depending on the nature of the project. Large-scale projects are typically covered in a 900 Fund designated for bonds and TIF.

Permitting and Inspections: Provides great, prompt service to residents in need of permitting and inspection information. The division’s commitment extends to technical knowledge and continual modification of procedures to best serve the building community and Fishers residents. Primary responsibilities of permitting and Inspections include Permit processing, review/approval of construction plans, contractor registration, contractor education, and performance of field inspections. Revenues received for Permits and Inspections impact multiple funds, such as the General Fund, Bridge Impact Fees, Park Impact Fees, Road Impact Fees, MVH, Sewer, and Stormwater.

Long Range and Current Planning

Renamed from the previous Planning and Zoning divisions, Long Range and Current Planning are the two reorganized departments responsible for reviewing petitions for new development and redevelopment within Fishers' planning area. The planning area includes both the incorporated and unincorporated Fall Creek Township as well as the historic center of Fishers in Delaware Township.

2018 Accomplishments

- Initiated projects which align with the Fishers 2040 Comprehensive Plan, including but not limited to Open Space standards, new zoning districts, etc.
- Hired and trained three new Planning & Zoning staff members.
- Began to update the Fishers Unified Development Ordinance.

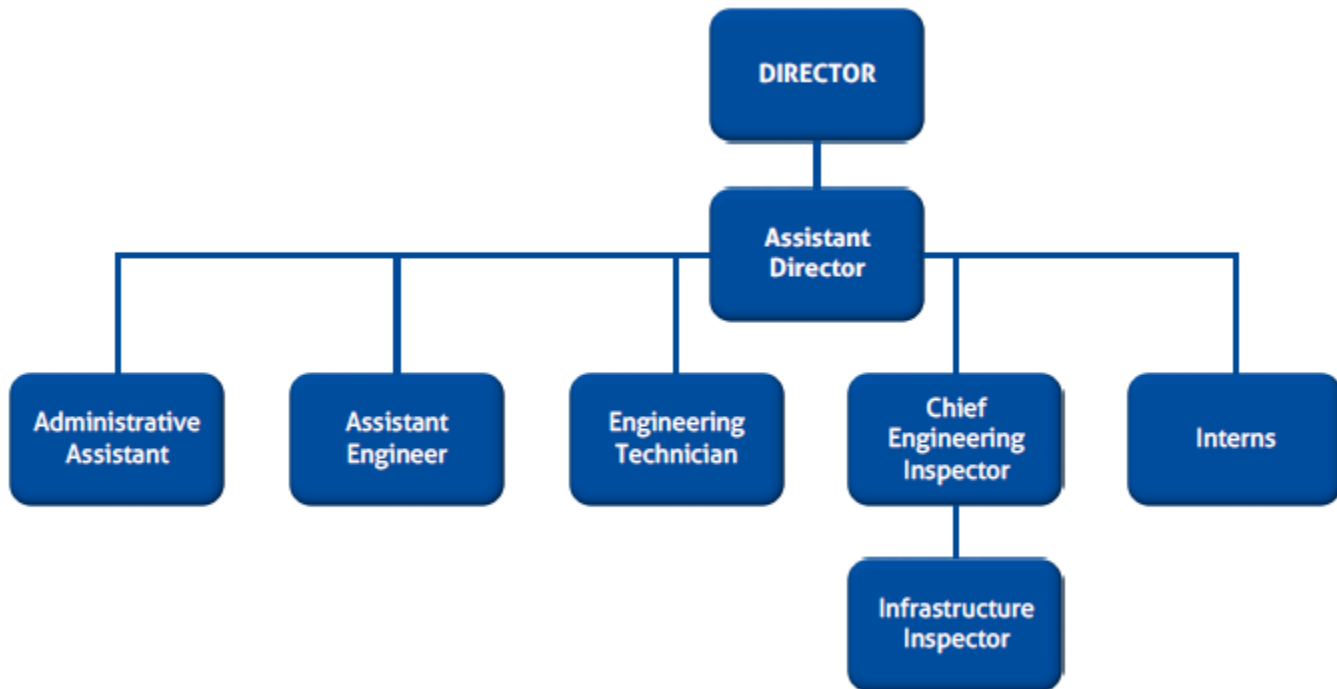
2019 Objectives

- Continue to improve project and permit review to ensure Fishers develops in a purposeful and thoughtful way.

Fund	General	Sewer	Stormwater
Total	\$ 1,514,564.00	\$ 337,437.00	\$ 3,349,937.00

Object	Description	Amount
41113	FT Salaries	\$1,146,358.00
41114	PT Salaries	\$48,578.00
41300	Employee Benefits	\$642,952.00
42200	Operating Supplies	\$26,500.00
42231	Uniforms	\$650.00
43100	Professional Services	\$297,400.00
43200	Comms And Transportation	\$21,000.00
43901	Refunds, Awards, Indemnities	\$3,500.00

Engineering



The Engineering Department devotes its efforts to managing the quality and efficiency of new and existing infrastructure for maximum use by the community. A qualified multi-functional agency, the Engineering Department is responsible for the infrastructure planning, design, inspection, and care of the City's physical built environment including over 370 centerline miles of roadways, 102 miles of paved trails, and in conjunction with Public Works, the 440 miles of sewer and stormwater lines. Just as Development utilizes the General Fund for administrative-based purposes, the department also utilizes various funds, bonds, and TIF for financing projects.

2019 ACCOMPLISHMENTS

- Construction completion of 116th Street, IKEA Way, USA Parkway and improvements to relieve I-69 traffic.
- Continued support to the Mayor's office regarding legislative efforts to change road and street funding mechanism for a long-term solution.
- 116th Street corridor resurfacing, ADA ramp reconstruction, street light rehabilitation and path repaving.
- Successful traffic management plan deployment for grand opening of IKEA, TopGolf and Portillo's.
- Award of \$3 million in new federal and state grants for future projects.
- Construction completion of the intersection improvement at 96th Street and Lantern Road.

2019 OBJECTIVES

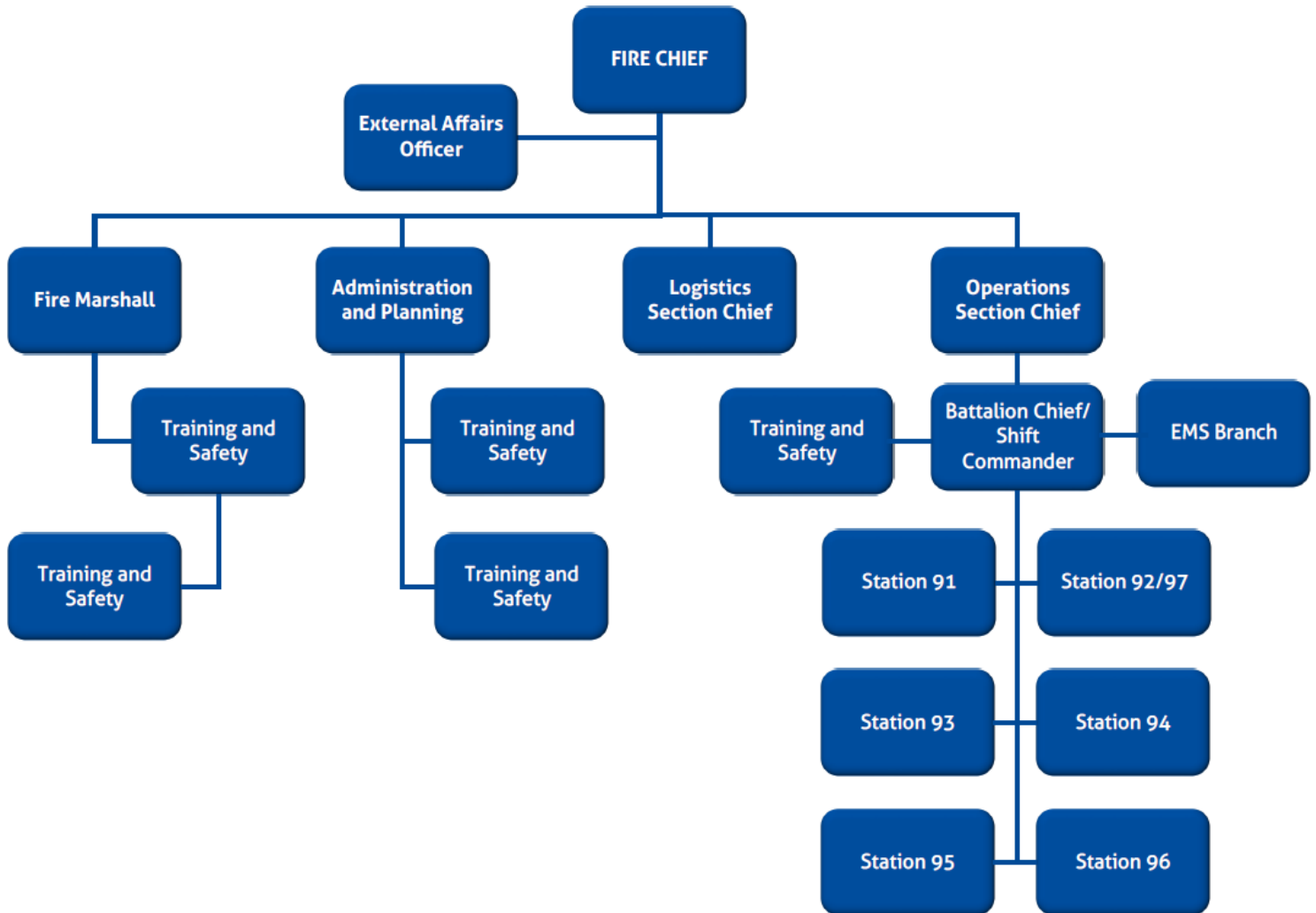
- Initiation of trails of regional significance in the community. Bidding of SR 37 drainage lines and 126th Street interchange.
- Completion of revisions to the Fishers construction specifications and standard drawings.
- Construction of: 113th Street/Florid Road, 131st Street/Cumberland Road intersection improvement.
- Award of \$6 million in new federal and state grants for future projects.

- Full integration of web-based PASER ratings for Fishers Pavement Management system.
- Arterial and Collector corridor sign inventory completion to reduce sign clutter.
- Completion of \$3 million in new resurfacing to invest in new Wheel Tax funds.

Fund	General	MVH	Sewer	Stormwater
Total	\$600,000.00	\$531,489.00	\$717,084.00	\$21,700.00

Object	Description	Amount
41113	FT Salaries	\$781,824.00
41114	PT Salaries	\$21,000.00
41300	Employee Benefits	\$377,649.00
42200	Operating Supplies	\$18,000.00
42231	Uniforms	\$800.00
43100	Professional Services	\$48,500.00
43200	Comms And Transportation	\$7,500.00
43901	Refunds, Awards, Indemnities	\$0.00
44920	Capital Expenses	\$615,000.00

Fire and Emergency Services



The Fishers Fire Department (operating under the General Fund) began the transition to a full - career department in 1989. In that time, the department has progressed from an all - volunteer organization to having more than 120 career firefighters, EMT personnel, and paramedics. Service is provided to more than 50 square miles of single and multiple - family dwellings, as well as clean industrial and high - end technology parks. These services include emergency medical services, performance of non - emergency calls for services, fire prevention and investigation, fire suppression/rescue Services, urban rescue/recovery, confined space/technical rescue, and public education.

The Fishers Fire and Emergency Services Department has the distinction of being one of the first nationally accredited fire departments in the state of Indiana. Additionally, the Fishers Fire Department has been accredited by The Commission on Fire Accreditation International since 2004. The Fishers Fire Department (operating under the General Fund) began the transition to a full - career department in 1989. In that time, the department has progressed from an all - volunteer organization to having more than 120 career firefighters, EMT personnel, and paramedics. Service is provided to more than 50 square miles of single and multiple - family dwellings, as well as clean industrial and high - end technology parks. These services include emergency medical services, performance of non - emergency calls for

services, fire prevention and investigation, fire suppression/rescue Services, urban rescue/recovery, confined space/technical rescue, and public education.

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2018 ACCOMPLISHMENTS 2017 ACCOMPLISHMENTS

- New training trailer to protect investment of training cache.
- Upgraded gear specifications and replaced one-fifth of the departments gear.
- Recruited class of 30.
- Continue to enhance firefighter physicals/screenings to address increasing firefighter cancer rates.
- Contract awarded for beginning of new fire training area.
- Completed Dedicated SCBA Test-Compressor Installation.
- Mold remediation at Station 392.
- Received and distributed additional air cylinders to allow for no less than 15 spares on station. This allows for the concept of district ready air.
- Switched from tablet computers to iPads on all Apparatus for EMS patient reporting, substantially reducing the cost of hardware.
- Received the American Heart Association Gold Award for excellence in Cardiac and Stroke Care for 2016.
- ACLS and PALS recertification provided to all Paramedics.
- Improved ISO rating by 2 points, now rated at a 2. Instructors provided CPR /AED training to over 500 individuals.
- Completed State of Indiana recertification of all Paramedics and EMT's through 2019.
- Completed Active Assailant SOG's; purchased protective armor and rescue taskforce equipment for engines and ambulances.
- Updated MCI Operations manual to include Active Assailant section.
- Developed Special Needs database / mapping to identify locations of citizens that may need assistance in a large-scale event.
- Installed systems for internal TSU response.
- Nearly doubled the followers of social media.
- Fire Corps trained to do Victim Assistance.
- Created and implemented summer program for water safety.
- Successfully completed Accreditation Annual Compliance Report.

2019 Objectives

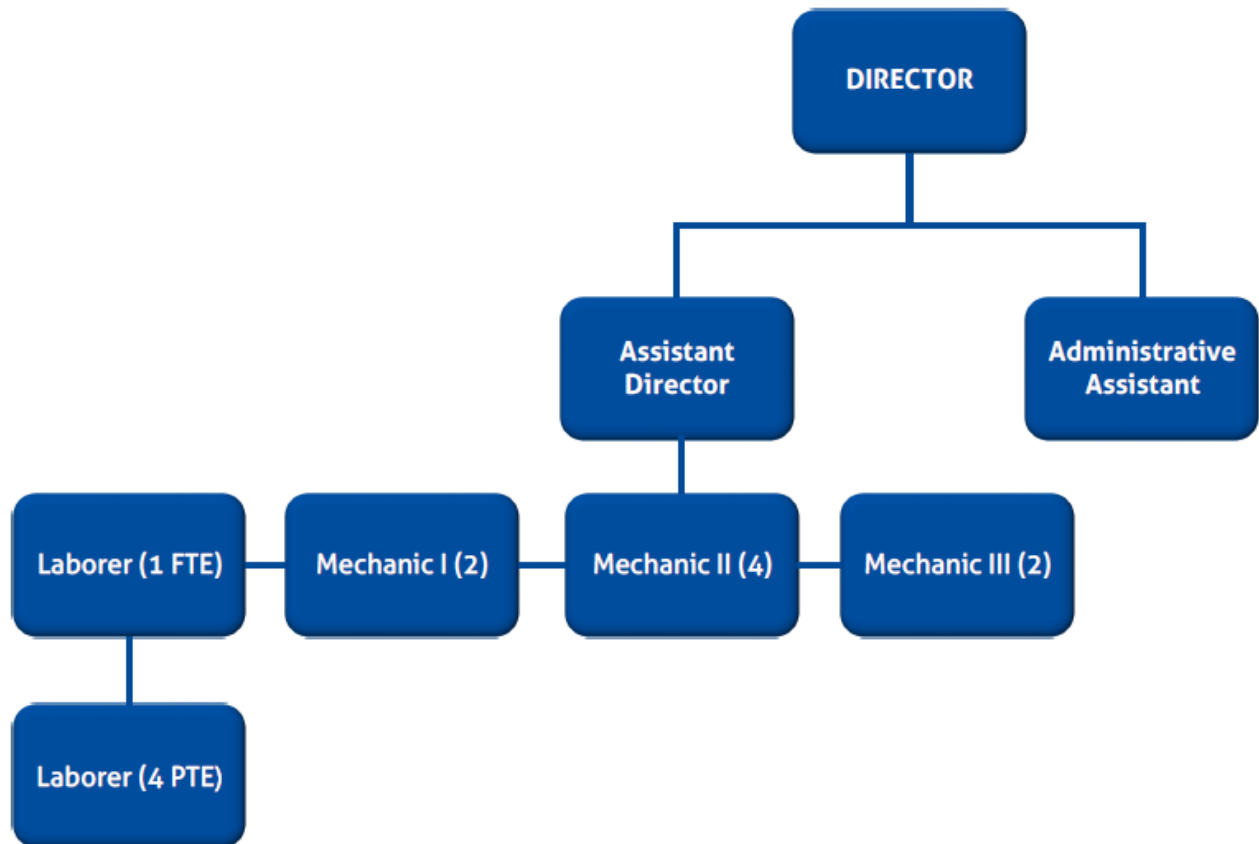
- The department will maintain a smart, vibrant, progressive, and innovative organization.
- The department will study and analyze staffing levels needed for safe and efficient operations and make recommendations for staffing while still being fiscally responsible.
- The department will continue to manage and control incidents consistent with nationally recognized standards such as the National Incident Management System and National Fire Protection Association and coordinate the activities of the various city departments responsible for operations during disasters.
- The department will provide for a planned and systematic procedure for the acquisition and replacement of department apparatus and equipment.

- The department will provide the most up to date technology for data collection, network connectivity and communications available within our means for day to day operations including emergency incidents. The department will preserve the assets of the city and protect the physical well-being of its members through a comprehensive risk management program for employee health and safety.
- The department will provide comprehensive training opportunities and educational programs designed to foster organizational effectiveness and individual career development.
- The Department will continue to mitigate the risk of injury and property loss to our citizens, visitors and firefighters through code enforcement and public education activities.
- The Department will prepare and present factual information for the media and the community at large, collect positive and negative information, and distribute accordingly for recognition and mitigation as needed.
- The department will utilize citizens through its Fire Corps Program to give back to their community by providing non-emergency assistance to the department.

Fire and Emergency Services is funding fully from the General Fund

Object	Description	Amount
41113	FT Salaries	\$2,658,997.19
41114	PT Salaries	\$0.00
41300	Employee Benefits	\$666,876.28
42200	Operating Supplies	\$65,754.72
42231	Uniforms	\$8,573.20
43100	Professional Services	\$109,649.32
43200	Comms And Transportation	\$6,689.12
43901	Refunds, Awards, Indemnities	\$246.22
44910	Non Infrastructure Rltd Assets	\$21,072.10

Fleet Management



The City's Fleet Management Department oversees the maintenance of all City owned vehicles and large equipment. This department runs a fully functioning maintenance garage with 7 full time technicians and one mechanic's helper to provide services to each of the departments. Additionally, the Director of Fleet Management plays a critical role in obtaining financing each year for the City's vehicle and equipment purchases. Fleet operates through the General Fund.

2018 ACCOMPLISHMENTS

- Success of the implementation of onsite Fire Pump Testing
- Successful redesign of the equipment shop to provide better customer service Continue to improve our long range asset replacement plan by better utilizing the data and analytics of our asset management system (INFOR EAM) with the goal of establishing a real-time replacement plan.

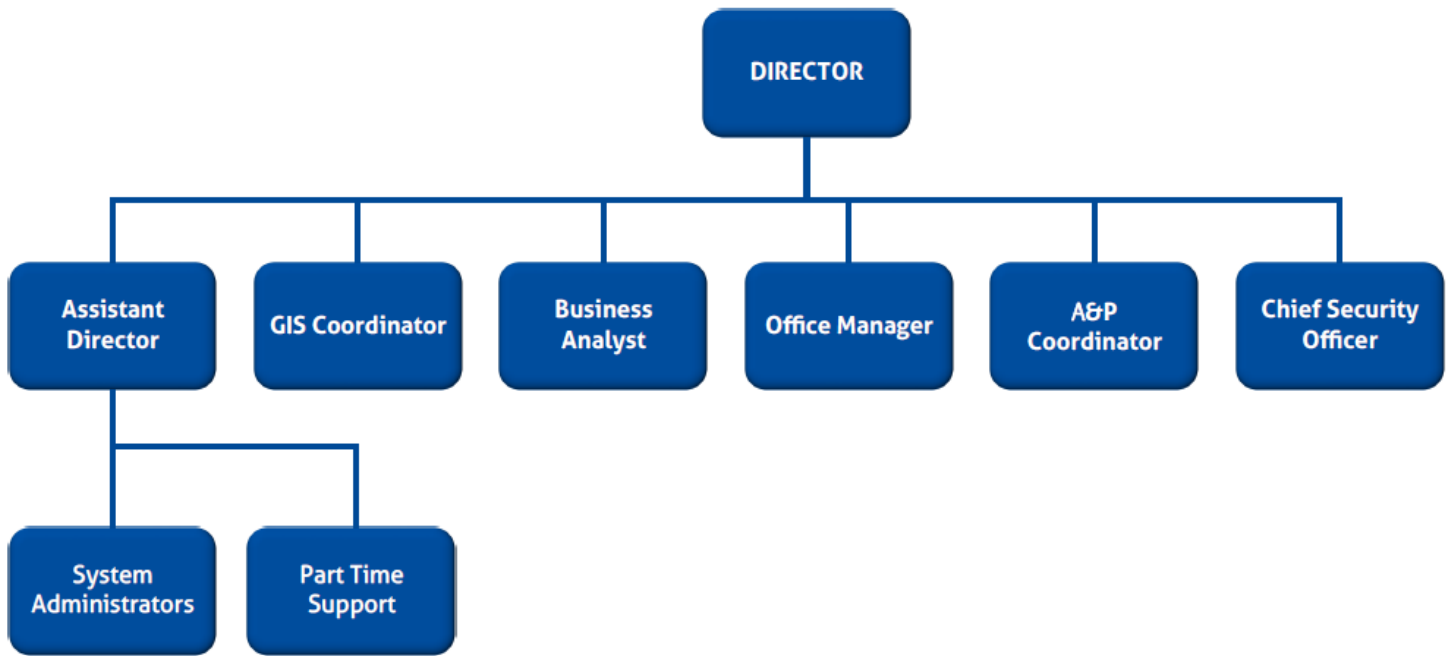
2019 OBJECTIVES

- Continue to improve our high level of customer service to the city departments by developing transparent key performance indicators, such as prioritization, asset class up-time, and available front-line and reserve assets.
- Investigate opportunities to implement EV/PHEV (electric/plug-in hybrid electric) vehicles within our non-public safety fleet in order to lead the way in energy savings and green initiatives.
- Continue to build our relationship with the City's public school system to formalize and maintain our high school student internship program.

Fund	General	MVH	Sewer	Stormwater
Total	\$ 1,635,181.00	\$ 825,440.00	\$ 288,050.00	\$ 248,380.00

Object	Description	Amount
41113	FT Salaries	\$497,255.00
41114	PT Salaries	\$41,502.00
41300	Employee Benefits	\$322,932.00
42200	Operating Supplies	\$1,695,815.00
42221	Fuel	\$189,185.00
42231	Uniforms	\$1,502.00
43100	Professional Services	\$244,160.00
43200	Comms And Transportation	\$4,700.00
43804	Lease Payment	\$0.00
44920	Capital Expenses	\$0.00

Information Technology



The Information Technology Department manages all computers and automated business enterprise systems for the entire City. Operating through the General Fund, the IT department serves as network engineers, systems administrators, and in a variety of other information technology customer service based roles.

2018 ACCOMPLISHMENTS

- Provided city-wide support 24/7.
- Replaced access control citywide.
- Consolidated city cellular devices.
- Moved PD into new facility.

- Provided 64 bit Windows 10 environment.

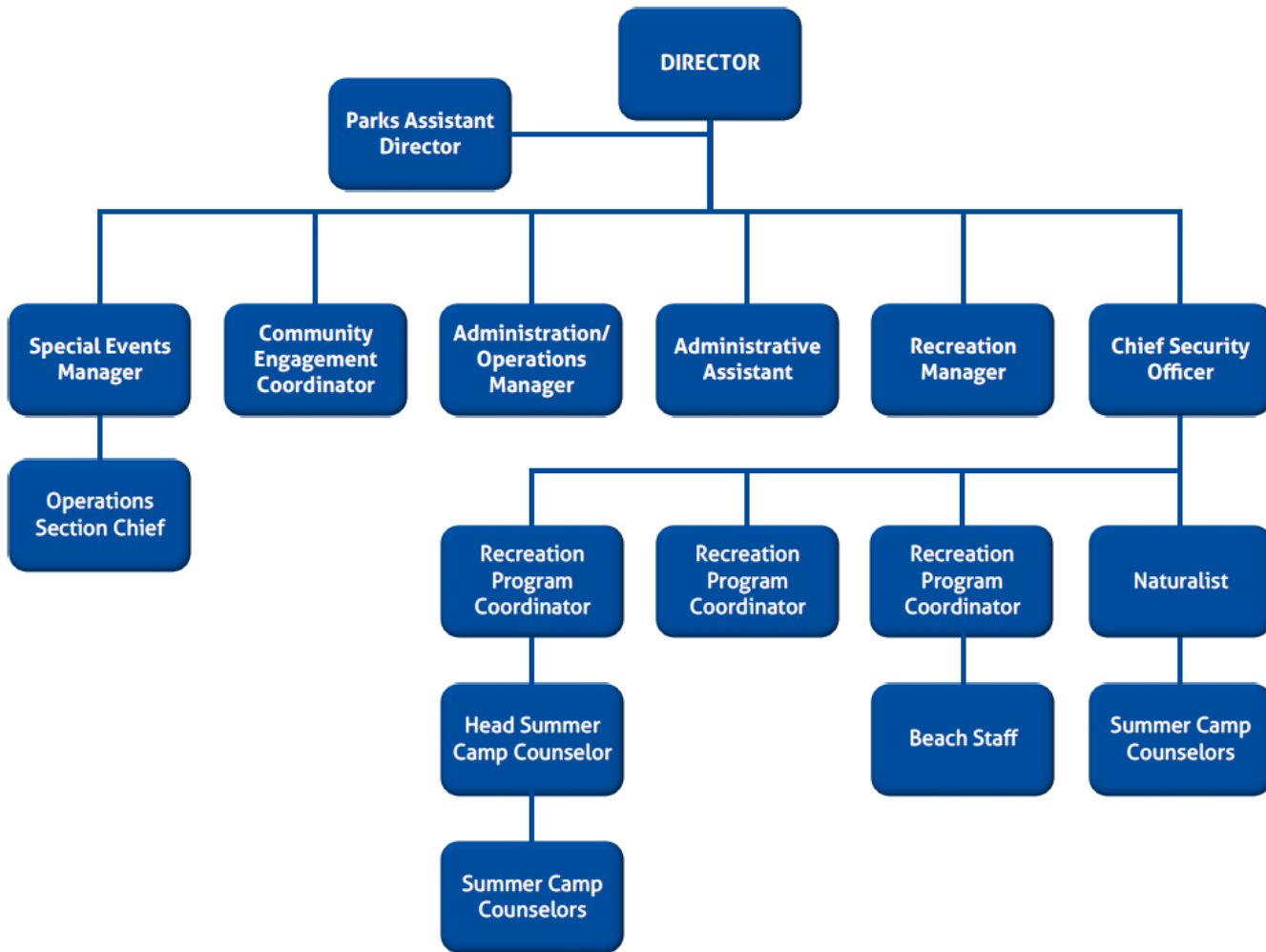
2019 Objectives

- GIS and Content Management are ongoing enterprise - wide initiatives and will include services and infrastructure updates.
- The Enterprise Asset Management (EAM) project, initiated in 2014 continues to enhance asset management and accountability. Other technology initiatives were also completed in 2017 leading to a more capable city government technologically.

Fund	General	Sewer	Stormwater
Total	\$ 2,490,153.00	\$ 412,364.00	\$ 301,613.00

Object	Description	Amount
41113	FT Salaries	\$639,016.00
41114	PT Salaries	\$43,199.00
41300	Employee Benefits	\$291,762.00
42200	Operating Supplies	\$362,202.00
43100	Professional Services	\$1,827,951.00
43200	Comms And Transportation	\$40,000.00
44910	Non Infrastructure Rltd Assets	\$0.00

Parks and Recreation



Each year, the Fishers Parks and Recreation Department conducts hundreds of music concerts, youth programs, summer camps, senior activities, intramural sporting activities, and other community enriching events. The General Fund, Grants, and Donations support the Parks Department that maintains 15 public park facilities and several multi-use trails. In 2018, the Parks & Recreation department plans to increase the number of community-wide events and focus heavily on utilizing the renovated Nickel Plate District Amphitheater.

This department is separated into Recreation Programs and Nature Programs. The Recreation program staff work to provide residents with sporting activities, summer camps for children, and a variety of other recreation based events. The Nature Program division is based at Ritchey Woods Nature Preserve (RWNP), the City’s nature preserve, and provides the community with opportunities to get involved with the environment and nature-related activities.

2018 ACCOMPLISHMENTS

- o Welcomed over 163,000 to the Nickel Plate District Amphitheater. The added foot traffic generated by the Parks and Recreation department to the Nickel Plate Amphitheater showcases the community’s need for an enhanced amphitheater renovation.

- Over 6,400 Hamilton Southeastern first grade students participated in the Nature First program facilitated by the Environmental Education and Outdoor Recreation division of Parks and Recreation.
- The department successfully implemented a new 4-person “Face of Fishers” team,
- Earned Kaboom! Playful City of the year.
- Earned AIM 2017 Green Community of the year.
- Inaugural Spark!Fishers Festival
- Implemented a new electronic management system for parks activities.

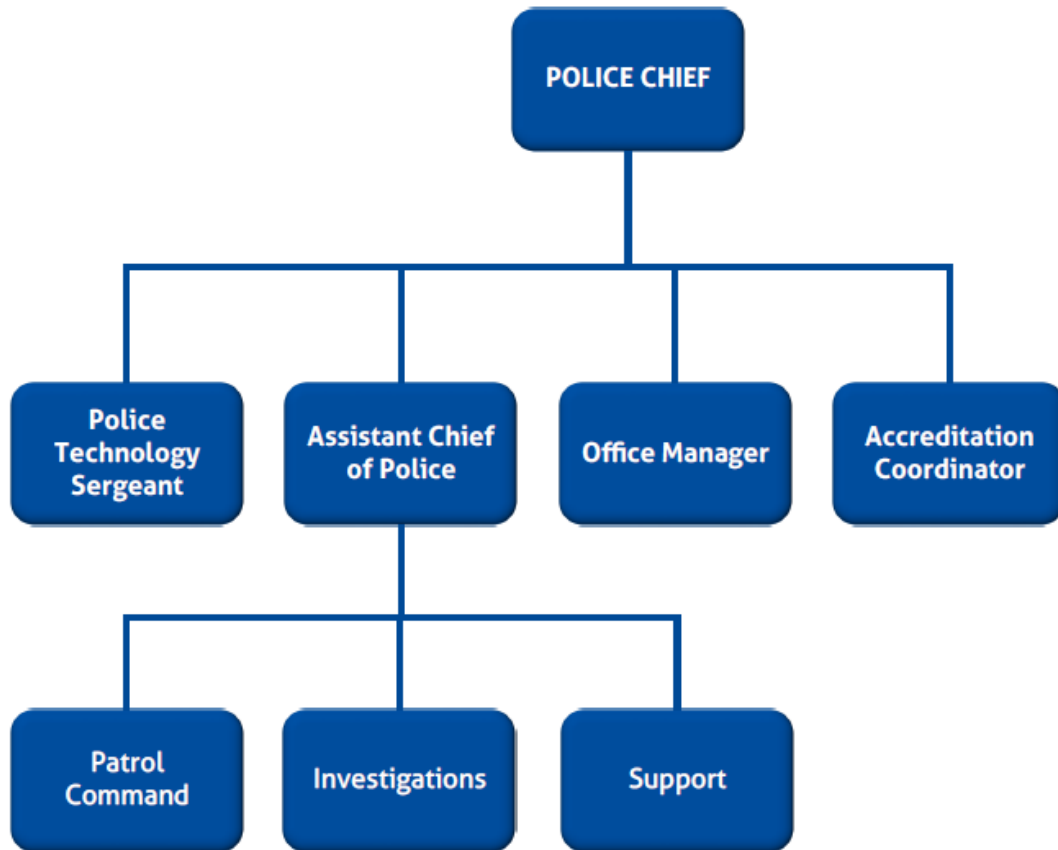
2019 Objectives

- Seek accreditation through the National Recreation and Park Association and Commission for Accreditation of Park and Recreation Agencies.
- Revitalize the Nickel Plate District Amphitheater and expand upon its current potential offering of special events it can host.
- Become a more modernized, automated operation by capturing, analyzing, and utilizing data in our department’s day-to-day operations.

The Parks and Recreation Department is funded using the General Fund.

Object	Description	Amount
41113	FT Salaries	\$629,222.00
41114	PT Salaries	\$242,700.00
41300	Employee Benefits	\$402,168.00
42200	Operating Supplies	\$157,420.00
42231	Uniforms	\$5,445.00
43100	Professional Services	\$965,542.00
43200	Comms And Transportation	\$12,730.00
43901	Refunds, Awards, Indemnities	\$12,500.00
44920	Capital Expenses	\$0.00

Police



With over 100 sworn officers, the Fishers Police Department is dedicated to community safety. The department operates through the General Fund and is made up of three policing divisions: Patrol, Investigations, and Support Command. All divisions are based out of the department headquarters located in the Municipal Complex.

Administration/Support

2018 Accomplishments

- Market and complete a competitive hiring process – 11 new/replacement hires completed.
- Advanced special events training for an additional Lieutenant to help manage the various Fishers events
- Update the records retention schedule to make the current plan more efficient
- Developed a job description and implemented a new IT public safety staff member
- Opened and moved into new headquarters.
- Implemented a new hiring testing company

2019 Objectives

- Identify new roles and responsibilities with our additional hire in 2018.
- Implement the new residential & commercial alarm permit process with a goal of reducing false alarms.
- Produce video public service announcements for social media.

-
- Website - Add Animal Control page on the website. Include educational information from domestic animals to coyotes, etc. Create PD Memorial page. Create Cops and Kids page.

Patrol

The Patrol Division operates 24 hours a day with dispatching services provided by the Hamilton County Communications Center. Patrol officers are dispatched for calls relating to traffic accidents, ordinance violations, and other calls for assistance.

The division primarily concentrates on responding to crimes against persons and property. When feasible the division works to prevent crimes by maintaining a highly visible presence and enforcing proactive community enforcement measures.

2018 ACCOMPLISHMENTS

- Conducted three tabletop exercises with supervision.
- Trained and implemented a new/additional Retail Enforcement Officer.
- Implemented a fourth police K9 team.

2019 Objectives

- Implement new pursuit review practices and procedures.
- Implement a response booklet for officers involved in critical incidents (collaborate with Investigations Division).
- Review manpower allocation for the 7 new hires exiting field training in 2018.
- Instruct national "Below 100" techniques (officer safety training designed to reduce officer fatalities to less than 100 per year) at leadership training in 2018 to all patrol leadership.

Investigations

The mission of the Investigations Division also operates through the General Fund and provides protection for the community, uncovering crimes before they are committed, and bringing criminals to justice.

2018 ACCOMPLISHMENTS

- Implemented the Unmanned Aerial Systems program.
- Established follow-up procedures for Suspicious Activity Reporting, Tips, Leads and Field Investigation cards through temporary file management.
- Conducted in-person roll call briefings on intelligence topics.
- Updated and implemented polygraph operations for criminal investigations and hiring.
- Obtained certification in Analytics and Intelligence for Intelligence Analysts through Police Technical.

2019 Objectives

- Conduct critical incident training officer involved shootings expectations (collaborate with Patrol).
- Establish a public-private partnership model for investigation of cybercrimes.
- Implement Intelligence software.
- Implement mental health professional into Emergency Response Team training and operations (Crisis Negotiations Team).

Operations

The Operations and Support Division operates through the General Fund and is responsible for handling the day - to - day operations of the department. The division focuses on interacting with other city staff and managing policy, budgets, personnel, fleet, and technology.

2018 ACCOMPLISHMENTS

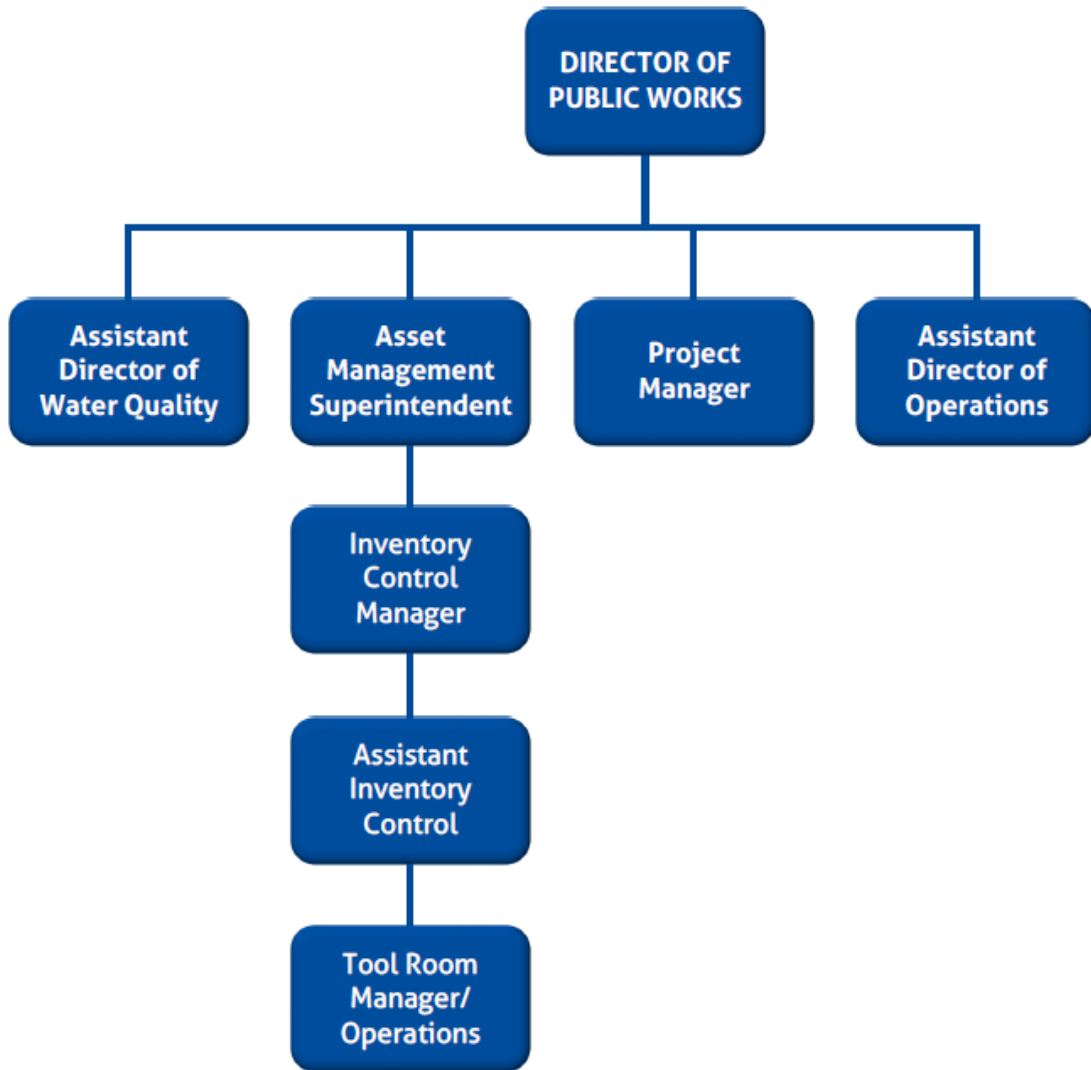
- Replace computer forensic recovery machines
- Added and trained a new narcotics detective
- Completed training and certification of a new computer forensics examiner
- Completed basic training of new Emergency Response Team members
- Initiated the new PD building project.

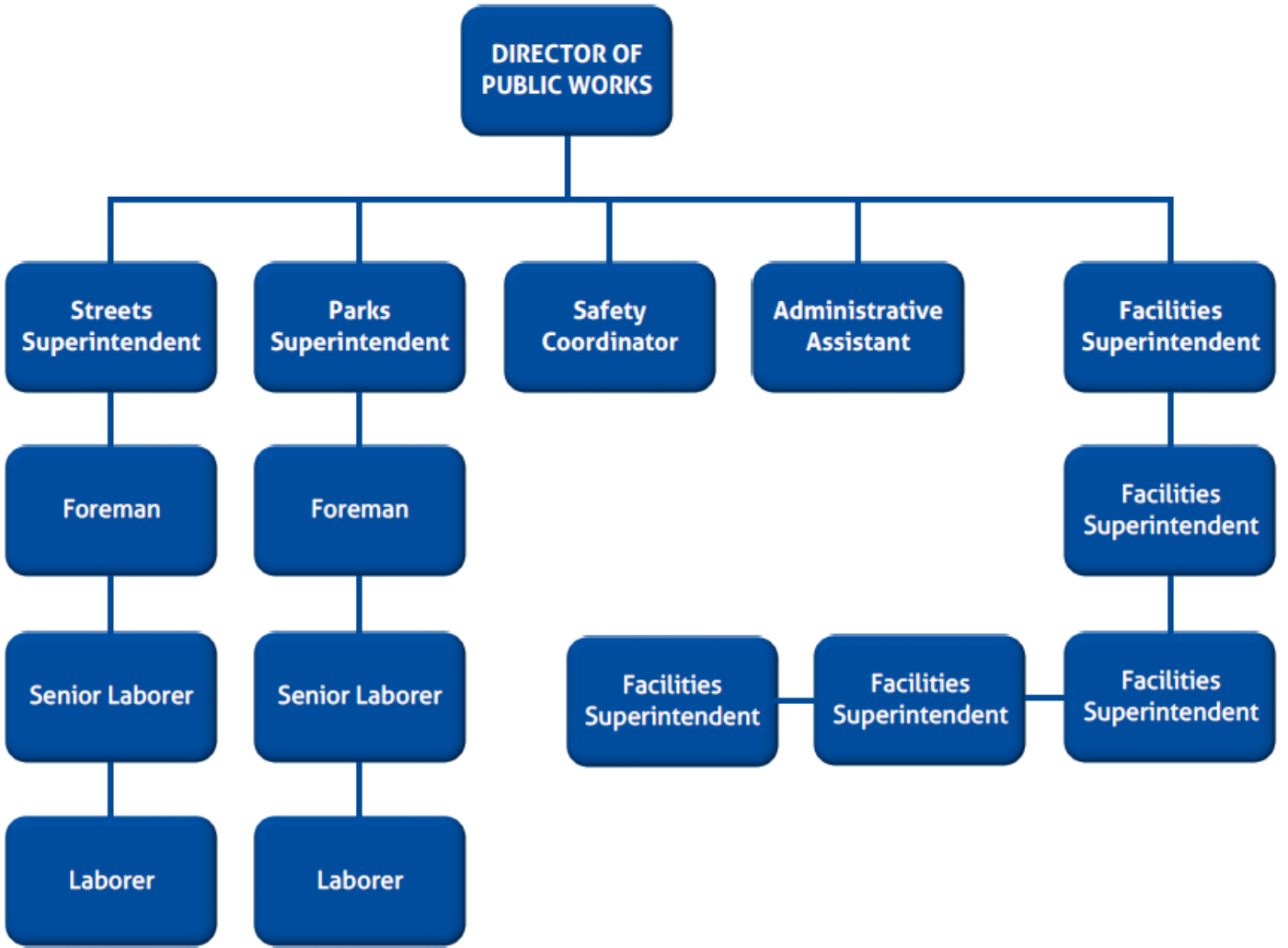
2019 Objectives

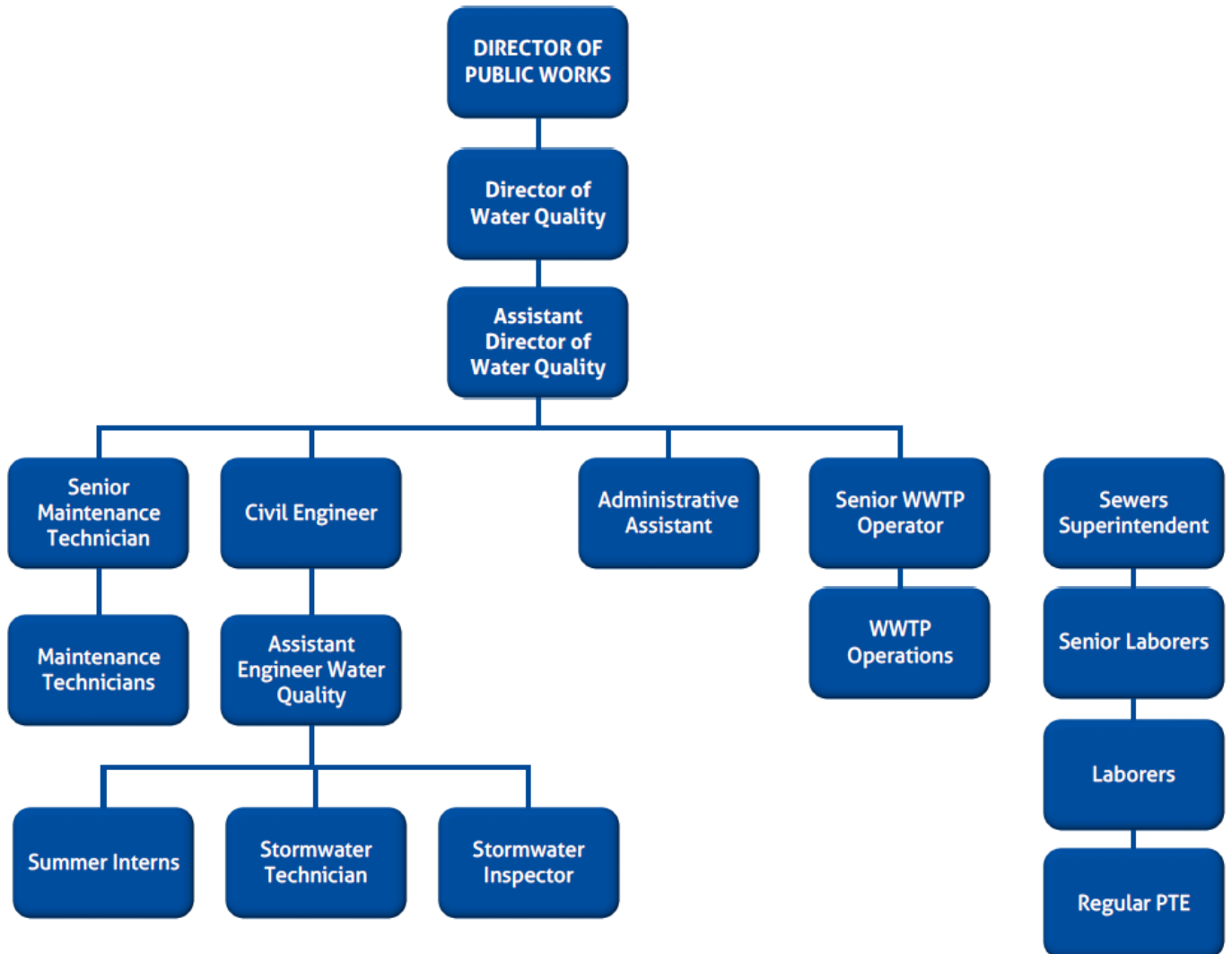
- Finalize City Public Safety Response to Active Assailant Standard Operating Guide.
- Collaborate with multiple agencies to conduct County wide Active Shooter Training.
- Implement case tracking software for the computer crimes division.
- Implementation new training curriculum to include Emergency Vehicle Operation, Active Shooter Command leadership, and pursuit driving training.

The Police Department is funded using only the General Fund.

Object	Description	Amount
41113	FT Salaries	\$9,891,740.00
41300	Employee Benefits	\$5,455,587.00
42200	Operating Supplies	\$480,800.00
42231	Uniforms	\$31,000.00
43100	Professional Services	\$520,345.00
43200	Comms And Transportation	\$239,850.00
43901	Refunds, Awards, Indemnities	\$0.00
44910	Non Infrastructure Rltd Assets	\$0.00







Fishers Public Works operates under the General Fund. The department is responsible for the maintenance and upkeep of all municipal assets. Department staff conducts a high level of interaction with residents. During most community events, from concerts to 5K runs, public works is on site to make sure all things run as smoothly as possible. This department’s responsibilities are varied and include:

Caring for 340 center lane miles of roads and associated right - of - way which involves snow removal, crack sealing, patching, Christmas lights, irrigation needs, traffic signals, striping, and street cleaning

Running the waste water treatment plant that averages 6.2 million gallons per day, 22 lift stations and over 14,000 storm and sanitary sewer structures

Maintaining 1300 acres of parks and school grounds that include over 60 baseball/softball fields, over 60 athletic fields, and over 500 acres of common area

Partnering with Hamilton Southeastern School Corporation to handle all grounds maintenance and snow removal for their facilities

Working with Hamilton East Public Library for their grounds maintenance and Fall Creek Township for their grounds and cemetery maintenance needs. In addition to funding all of the above duties, the Public Works department's budget includes utility cost of all Town owned properties.

2018 STREET MAINTENANCE ACCOMPLISHMENTS

- Completed work orders in EAM: 3,139; averages out to 130 per FTE .
- Total number of annual flowers planted : 24,455.
- Tons of asphalt creating new paths: 1530 tons.
- Tons of asphalt filling pot holes: 65 tons.
- Total number of filled pot holes: 2,500 pot holes.
- Gallons of paint used to stripe roads: 660 gallons.
- Fence removal.
- 512 new signs made in-house.
- Snow totals for 2016/17 season:
 - 106,156 gallons of bine used
 - 2,579 tons of salt applied to roads
 - 193 bag of salt
 - 2,861 labor hours
 - 56,529 miles treated/plowed
 - 2,040 yards of debris hauled to the landfill.
 - 169 enhancements include tree removal and installed berms.

2018 PARK MAINTENANCE ACCOMPLISHMENTS

- Completed 3,564 work orders in EAM, which averages to 209/FTE.
- Total numbers of acres mowed: 15,638 acres = 24 square miles.
- 125,209 pounds of fertilizer applied, 27% organic.
- Setup and managed 75 events in parks.
- Planted over 50 new trees.
- MRTF (Midwest Regional Turf Foundation) Field of the year for Cyntheanne Fields
- Projects included:
 - New irrigation system at HSE Varsity Baseball
 - 14 ball field renovations
 - New basketball court Harrison Thompson Park
 - Tent pad Ambassador House
 - New entrance to City Hall
 - Landscaping projects at Park entrances

2018 FACILITY MANAGEMENT ACCOMPLISHMENTS

- Replaced 20 damaged street light poles.
- Completed 5,622 work orders in EAM, averages to 511/FTE with 25% dedicated to preventive maintenance.
 - 274 meeting setups.
 - Completed 85% of work requests.
 - Short list of projects include:

- Reverse Osmosis Drinking Fountains at City Hall, Flat Fork Annex and DPW Main Shop
- Cumberland Road Park – new countertops, restroom painting, flooring replacement
- City Hall Audio Visual project – electrical and construction need
- Fire Station 92 hydrant rebuild
- Liberty Plaza Fountain light replacement
- Fire Station 93 Transfer Switch Replacement
- Saxony Beach Restroom Facility Additions
- Launch Skylight Replacement
- Launch Main Sprinkler Pipe Replacement
- Mold Remediation and remodel of Fire Station 92
- City Hall Admin Office remodel
- Exterior Painting of Fire Stations 91, 93,94, 95
- New Storz connections – DPW Main Shop, Fire Stations 91, 92, 93, Police Department
- New Patio Doors at Fire Station 94 and 95
- New Bollards on Allisonville by the Airport

2018 SAFETY / TRAINING ACCOMPLISHMENTS

- 7 external trainings to over 250 employees
- 12 internally conducted trainings to over 460 employees
- Total number of training hours 1,500
- % Decreased injures vs. 2016
 - Streets – 33%
 - Parks - 15%
 - Facilities 70%
 - Water Quality – 50%
 - 3 new safety policy's
 - MSDS on-line
 - Lockout Tagout software
 - Audiograms for all DPW employees
 - Arc Flash Surveys of FS 91, City Hall, and WWTP
 - Creation of DPW Safety Committee
 - Certified OSHA 501 Course Trainer

2019 OBJECTIVES

- Decrease snow removal costs by 10% compared to a comparable winter.
- Increase work efficiencies—get to a point via EAM where 75% of our work is preventative through all DPW Operations Divisions. Since we don't have a bench mark currently, this one is hard to judge and will create the baseline for future PM volumes. Create accurate analytical data showing cost to perform frequent tasks/events with transparency to staff, coworkers, and residents.
- Decrease reportable injury's from 2017.
- Create SOP's for all Division streamlining work process.
- Increase communication from DPW to stakeholders and vise versa.

The Water Quality Division operates under the Sewer and Stormwater Funds, the Water Quality Division, Public Works Department operates and maintains the City’s wastewater and stormwater utilities. The City’s infrastructure consists of the 8 MGD Cheeney Creek Wastewater Treatment Facility, 22 wastewater lift stations. There are 100 miles of sanitary sewer pipe and approximately 2,200 sanitary structures. There are approximately 350 miles of stormwater pipe and 22,000 stormwater structures.

The Division has a staff of 21 full time employees. The wastewater and stormwater utilities operate under environmental permits issued by the Indiana Department of Environmental Management and the U.S. EPA.

2018 ACCOMPLISHMENTS

- Treated approximately 2.48 million gallons of wastewater generated by the City.
- Processed and dewatered 8,865 wet tons of biosolids for beneficial reuse on agricultural land application or bio-gas production.
- Cleaned all 8-12 inch diameter sanitary sewer within the City of Fishers Sewer District.
- Repaired over 300 storm and sanitary structures.
- Swept all neighborhood, curbed public road at least twice.
- Swept all main arterial roads eight times.
- Established the Water Quality and Drainage Matching Grant Program.
- Procured new Vac-Truck and Street Sweeper.
- Conducted recycling, Geist and White River clean up days.
- Over 1,500 construction site inspections performed.
- Over 300 rain barrel pledges made.
- 20 public education events held.
- Rain garden constructed in Cumberland Park.
- Developed new rates for a Capital program.
- Completed design of a new sewer maintenance fleet garage and office.
- Completed design of new phosphorus treatment chemical storage and feed facility.
- Completed design of I69 to Cheeney Creek WWTP force main extension.

2019 OBJECTIVES

- Establish in-house CCTV inspection program for sewer inspection and illicit discharge investigation.
- Expand the Water Quality and Drainage Matching Grant Program.
- Develop key performance indicators and train staff on usage.
- Further develop the Infor EAM asset management tools to improve efficiency and accountability.
- Capital program.
- Purchase CCTV inspection vehicle. Recommission the biosolids storage/blending tank at the Cheeney Creek WWTP.
- Finish construction of the new sewer maintenance fleet garage and office.
- Completed construction of the new phosphorus treatment chemical storage and feed facility.
- Construct the I69 to Cheeney Creek WWTP force main extension
- Design biosolids dewatering improvements.

Fund	General	MVH	LRS	Sewer	Stormwater
Total	\$ 6,333,040.00	\$ 2,406,489.00	\$ 1,591,916.00	\$ 5,131,316.00	\$ 3,218,996.00

Object	Description	Amount
41113	FT Salaries	\$4,376,302.00
41114	PT Salaries	\$1,048,533.00
41300	Employee Benefits	\$2,429,294.00
42200	Operating Supplies	\$3,188,854.15
42231	Uniforms	\$4,750.00
43100	Professional Services	\$5,827,586.00
43151	Sludge Removal	\$439,999.00
43200	Comms And Transportation	\$75,000.00
43500	Utility Services	\$626,439.35
44910	Non Infrastructure Rltd Assets	\$500,000.00
44920	Capital Expenses	\$165,000.00

Fishers Performance Measures

ENGINEERING

- City wide, 13.1 miles of roadways were resurfaced in 2017

FIRE DEPARTMENT

- 650 Trained in CPR / AED by EMS
- 298 Flu vaccines to Fishers team

PARKS & RECREATION

- \$91,876 generated revenue for park buildings and shelters rentals
- 280,000 visits to park events and programs
- \$111,361 generated revenue for all parks and recreation programs

PUBLIC RELATIONS

- 14,638,314 impressions (views on content)
- 173,417 engagements (actions on content)
- 66,426 fans (up 16%)

POLICE DEPARTMENT

- 50,324 calls for service to FPD
- 1,293 arrests
- 5,056 tickets
- 11,560 traffic stops

PUBLIC WORKS

- 2,500 pot holes filled, that's 65 tons of asphalt
- 15,638 acres mowed
- 384 road patches
- 2.48 million gallons of wastewater treated
- Repaired over 300 storm and sanitary structures

CONTROLLER'S OFFICE

- Awarded the 2017 GFOA Distinguished Budget Presentation Award
- General Obligation Debt Credit Rating – AAA

SUPPLEMENTAL INFORMATION

Glossary of Terms

Abbreviations/Acronyms—List of abbreviations and acronyms follow Glossary

Accrual Basis of Accounting—a method of bookkeeping in which income and expenses are allocated to periods to which they apply, regardless of when they are actually received or paid. For example, when an invoice is rendered, its value is added to income immediately, even though it has not been paid.

Actuarial—An adjective that describes statistical elements, assumptions, and techniques used by actuaries. An “actuary” is an expert who computes insurance or pension risks and plan costs based upon plan membership, experience, and other factors. Actuaries determine the level of funding required to provide the benefits.

Ad Valorem Taxes—Property taxes computed by applying the approved millage rate to the taxable assessed value of real or personal property.

Amortization—The reduction of debt by regular payments of principal and interest sufficient to pay off a loan by maturity.

Annual Budget—Budget applicable to a single fiscal year, and a financial plan for the City’s allocation of resources to provide services, accomplish City goals and objectives.

Appropriation—An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is limited in amount and to the time when it may be expended.

Arbitrage Rebate—Difference between interest earned and interest paid on a tax exempt bond that must be paid to the federal government.

Assessed Valuation—The County Property Appraiser’s estimation of the Fair Market Value of real estate or other property. This valuation is used to determine taxes levied upon the property.

Asset—Resources owned or held by a government which has monetary value.

-B-

Balance Budget—A budget in which estimated revenues and other receipts are equal to or exceed appropriations.

Base Budget—The amount programmed in the budget year for conducting the same program and performing the same services as are planned for the current year.

Beginning Fund Balance—The unexpended amount in a fund at fiscal year-end which is available for appropriation at the start of the next fiscal year.

Bond—A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, street, and water and sewer systems.

Bond Proceeds—Money acquired by the sale of municipal bonds.

Budget—A statement of the financial position of an administration for a definite period of time based on estimates of expenditures and proposals for financing expenditures during specified period of time.

Budget Amendment—The process by which unanticipated changes in revenue or expenditures are made a part of the budget, thereby amending it. These changes may be between funds or departments and require City Council approval.

Budget Calendar—The schedule of key dates or milestones that the City follows in the preparation, adoption, and administration of the budget.

Budget Document—The official written statement prepared in order to present a comprehensive financial program of an organization. A budget document serves as a policy document, operations guide, financial plan, and as a communications device.

Budget Message—The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

Budget Transfer—The process of reallocating approved budget dollars between line item expenditures within the same fund and department to cover unforeseen expenses. These require approval by the director or designee of the department requesting the transfer. Transfers between departments or funds require City Council approval.

-C-

Capital Improvement Program (CIP)

Capital Outlay—Expenditures resulting in the acquisition of or addition to fixed assets; any purchase of a capital item that has a life expectancy of less than five years and a total price of less than \$15,000.

Capital Project—Any purchase of a capital item that has a life expectancy of more than five years and a total price of less than \$15,000.

Cash Basis—Method that recognizes revenues when cash is received and recognizes expenses when cash is paid out.

Chart of Accounts—A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

Comprehensive Annual Financial Report (CAFR)—A report prepared by the Controller's Office containing financial and operating information for the City's activities for the year.

Connection Fees—Fees charged to join or extend an existing utility system.

Contingency—A budgetary reserve set aside for emergencies, unforeseen expenditures, or as directed by City Council.

-D-

Debt Service—The amount of interest and principal that the City must pay each year on long-term and short-term debt.

Debt Service Funds—Used to account for the accumulation of financial resources for, and payment of, general long-term debt principal, interest and related costs.

Deficit—The excess of an entity's liabilities over its assets of expenditures or expenses over revenues during a single accounting period.

Department—A major administrative organizational unit of the City which indicates overall management responsibility of a functional area.

Disbursement—The expenditure of monies from an account.

-E-

Efficiency (Performance Measures)—Is a ratio of output measures to resources, typically either budgeted funds or personnel.

Encumbrance—Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances when paid or when the actual liability is set up.

Enterprise Funds—Used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditure—The use of appropriated funds to purchase an item, service, or other object. Note: Expenditures are not considered encumbrances.

Expenses—Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges presumed to benefit the current fiscal period.

-F-

Fiscal Period—Any period at the end of which a governmental unit determines its financial condition and the results of its operations and closes its books.

Fiscal Year—A twelve-month period of time to which the annual budget applies and at the end of which the City determines its financial position and results of operations. The City of Fishers fiscal year is January 1st to December 31st.

Fixed Assets—Assets of long-term character that are intended to continue to be held or used, such

Full-Time Equivalent (FTE)—An authorized position of the City has an estimated annual number of hours worked. The total scheduled work hours of City employees divided by the total work hours available annually provides number of FTE employees. A full-time employee working 35 hours per week equals one FTE, and a part-time employee working 20 hours per week equals .5 FTE.

Function—A group of related activities aimed at accomplishing a major service or regulatory program for which the city is responsible. For example, public safety is a function.

Fund—An accounting term referring to a self-balancing set of accounts recording all financial resources together with corresponding liabilities and residual equities or balances, and changes. Funds are segregated for the purpose of carrying out a specific purpose or activity.

Fund Appropriations—A nine digit number referring to the fund, department and category that the money will be spent from in the upcoming fiscal year.

Fund Balance—The excess of the assets of a fund over its liabilities, reserves, and carryover.

Fund Type—In the governmental accounting, all funds are classified into generic fund types.

-E-

General Fund—The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

General Ledger—The file that contains a listing of the various accounts necessary to show the financial position and results of City operations.

General Obligation Bonds—Bonds that finance a variety of public projects such as streets, buildings, and capital improvements. The repayment of these bonds is usually made from the General Fund. They are backed by the full faith and credit of the City. Voter approved.

General Obligation Debt (GO)—The supported bonded debt, which is backed by the full faith and credit of the City.

Goal—A long-term, attainable target for an organization, its vision of the future.

Governmental Fund—Refers to the General Fund, all Special Revenue Funds, and the Debt Service Fund.

Grant—Contributions or gifts of cash or other assets from another government to be used for a specific purpose, activity or facility.

-H-

Homestead Exemption—A tax deferral for homeowners whose permanent residence is in Indiana, and is designed to protect the value of the homes of residents from property taxes, creditors, and circumstances arising from the death of the homeowner spouse.

-I-

Impact Fee—A fee to fund the anticipated cost of a new development's impact on various city services as a result of growth. This fee is charged to those responsible for the new development.

Indirect Cost—A cost necessary for the functioning of the organization as a whole, but cannot be directly assigned to one service.

Infrastructure—The physical assets of a government, i.e. streets, water, sewer, public buildings, and parks.

Interfund Transfers—During the course of normal operations, the City records numerous transactions between funds including expenditures and transfers of resources to provide services, subsidize operations and service debt. The Governmental Fund Types and Enterprise Funds financial statements generally reflect such transactions as transfers.

Intergovernmental Revenue—Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes, i.e. earmarks, grants, reimbursements, and aid.

Internal Control—A plan of organization for purchasing, accounting and other financial activities which, among other things, provides that the duties of employees are subdivided so that no single employee handles a financial action from beginning to end; proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and, records and procedures are arranged appropriately to facilitate effective control.

Internet of Things—network of physical objects—devices, vehicles, buildings, washing machines, etc.—embedded with electronics, software, sensors, and network connectivity that enables these objects to collect and exchange data.

Investments— Most commonly, securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in government operations.

-L-

Levy—To impose taxes, special assessments, or service charges for the support of city activities.

Long-Term Debt—Debt with a maturity of more than one year after the date of issuance.

-M-

Major Funds—Governmental fund or enterprise fund reported as a separate column in a governmental entity's basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Materials and Supplies—Expendable materials and operating supplies necessary to conduct departmental operations.

Maturities—The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Modified Accrual Accounting—A basis of accounting in which expenditures are recognized when the related fund liability is incurred, but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting, since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or available and measurable. This type of accounting basis is a conservative financial approach and is recommended as the standard for most governmental funds.

Municipal Tax Rate—The amount (usually a percentage) that the City collects based on the value of the property.

-N-

Non-Recurring Revenues—One time or intermittent revenues received, often from short-term grants, insurance recoveries, donations, etc.

-O-

Objective—A specific measurable and observable result of an organization’s activity that advances the organization toward its goal.

One-Time Cost—Non-recurring costs budgeted for one year and then removed.

Operating Budget—The portion of the budget that pertains to daily operations which provide basic governmental services.

Operating Expenses—Those expenses from a fund which are directly related to accomplishing the fund’s primary functions. Payroll would be one example of an operating expense.

Operating Revenue—Funds that the government receives as income to pay for ongoing operations that pay for day-to-day services, i.e. taxes, fees from specific services, interest earnings, and grant revenues.

Ordinance—A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, usually require ordinances.

Organizational Strategies—The Mayor develops short-term annual strategies that each department should use during their annual budget and planning process.

Other Services—Includes professional and contractual services, such as communication, legal services, and engineering consultants.

-P-

Performance Measure—Accomplishments of a particular activity in relation to desired standards, workload, effectiveness, and efficiency. These measures must be meaningful to the tasks of the activity involved, and verifiable.

Personnel Services—Expenditures for full-time and part-time salaries, health benefits, pensions, long term disability, overtime, City contributions to social security, and vacation buy-back.

Policy—A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

Prior-Year Encumbrances—Obligations from previous fiscal years in the form of purchase orders, contracts of salary commitments that are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program—A group of related work tasks or activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible. An example of a program is the Public Safety Program.

Program Budget—A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

Projected Unexpended Appropriations—Based on previous fiscal year trends, a certain percentage of the General Fund budget is estimated to remain unspent.

Property Tax—An ad valorem tax levied on both real and personal property according to the property's valuation and tax rate.

Proprietary Funds—Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

Purchase Order—A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated price. Outstanding purchase orders are called encumbrances.

-R-

Reappropriation—Appropriations, which are not expended at the end of a fiscal year, that are an encumbrance of the County or for a specific purpose are funded for in the subsequent fiscal year.

Receipts—Actual cash received.

Reconciliation—A detailed analysis of changes in actual revenue or expenditure balances within a fund.

Recurring Costs—Costs incurred on a recurring and generally regular basis throughout a facility's economic life, typically for operation, normal maintenance, and anticipated repair or replacement of components or subsystems.

Recurring Revenues—Revenues that can be expected to be received each year unless specific action is taken to eliminate the source.

Referendum—A vote by the people.

Reserve—That portion of a fund's assets that are set aside for a specific purpose and, therefore, anticipated to be available for future re-appropriation by action of City Council.

Resolution—A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Revenue—Funds that the government receives as income, i.e. tax payments, fees from specific services, receipts from other governments, fines, forfeitures, share revenues, and interest income.

Risk Management—An organized effort to protect the City's assets against loss, utilizing the most economical methods.

-S-

Source of Revenue—Revenues are classified according to their source or where they originate.

Special Assessment—A levy against a property to pay for all or part of the cost of an improvement benefiting that property.

Special Revenue Funds—Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specific purposes.

State Board of Accounts (SBOA)—Entity that is responsible for the oversight with local government finance.

Supplies—Material goods that are not included with a service provider, and items that do not meet the capital outlay dollar criteria.

Surplus—Assets with no future benefits or values to the organization.

-T-

Tax Abatement—A percentage of taxes to be waived on new or expanded businesses based on number of new jobs and wages paid provided by the City as an economic development incentive for a set period of time.

Tax Base—Taxable property value from which the City receives tax dollars.

Taxes—Compulsory charges levied by a government to finance services performed for the common benefit.

Tax Increment Financing (TIF)—An economic development mechanism available to local governments to finance public infrastructure improvements and, in certain circumstances, residential rehabilitation. A TIF works by locking-in the taxable worth of real property at the value it holds at the time the authorizing legislation was approved. Payments derived from the increased assessed value of any improvement to real property beyond that amount are directed towards a separate fund to finance the construction of public infrastructure defined within the TIF legislation.

Tax Rate—The amount of tax stated in terms of a unit of the tax base; for example, dollars per \$1,000 of assessed valuation.

Transfers—Involves the movement of money between City funds.

Trust and Agency Funds—Funds used to account for assets held by the government in a trustee capacity, for individuals or other groups associated with the government. Agency monies or assets are held by a government acting as an agent for others, i.e. economic development state loans.

-U-

Unencumbered Balance—The accumulated cash balance less encumbrances. The term is used interchangeably with free balance.

Unreserved Fund Balance—The amount of money left in a fund after appropriations have been made and all obligations have been paid.

User Fees—Charges for specific services rendered only to those using such services, i.e. sewer service charge.

Use—The transfer of budgeted funds that is not an expenditure.

Abbreviations and Acronyms

BIF	Bridge Impact Fees
CAFR	Comprehensive Annual Financial Report
CAGIT	County Adjusted Gross Income Tax
CDBG	Community Development Block Grant
CEDIT	County Economic Development Income Tax
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation Air Quality
COBRA	Consolidated Omnibus Budget Reconciliation Act
COIT	County Option Income Tax
DRC	Development Review Committee
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
FD	Fire Department
FTE	Full Time Equivalent
FRDC	Fishers Redevelopment Commission
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	General Accounting Standards Board
GO	General Obligation (Bond)
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
HSIP	Highway Safety Improvement Program
HUD	Housing and Urban Development

IACT	Indiana Association of Cities and Towns
IC	Indiana Code
IDEM	Indiana Department of Environmental Management
INDOT	Indiana Department of Transportation
IoT	Internet of Things
IT	Information Technology
LIT	Local Income Tax
LOIT	Local Option Income Tax
MGD	Millions Gallons per Day
MOU	Memorandum of Understanding
NASRO	National Association of School Resource Officers
NPC	Nickel Plate Code
PD	Police Department
PIF	Park Impact Fees
RFP	Request for Proposal
RFQ	Request for Quote
RIF	Road Impact Fees
ROI	Return on Investment
ROW	Right of Way
STP	Surface Transportation Program
TIF	Tax Increment Financing
UDO	Unified Development Ordinance
WWTP	Wastewater Treatment Plant