

An aerial photograph of a city plaza in Fishers, Indiana. In the foreground, there is a large, circular fountain with a central monument topped by a golden eagle. The plaza is paved with a geometric pattern of red and grey tiles. To the left, there are modern multi-story brick and white buildings. To the right, there is a large, classical-style brick building with a prominent portico. The background shows a clear blue sky with scattered white clouds.

FY 2021

# ADOPTED ANNUAL BUDGET

City of Fishers, Indiana

[www.fishers.in.us](http://www.fishers.in.us)

SMART | VIBRANT | ENTREPRENURIAL

## Table of Contents

GFOA Distinguished Budget Award	2
<b>INTRODUCTION AND CITY OVERVIEW</b>	
Vision Statement	4
History of Fishers	6
Mayoral Budget Message	7
Significant Budget Items and Trends	10
2020 City Highlights	14
City Demographic Data	16
<b>FINANCIAL STRUCTURE, POLICY AND PROCEDURES</b>	
Fishers Government Structure	21
Fund Definitions and Structure	23
Financial Policies	30
Budget Process	34
<b>FINANCIAL SUMMARIES</b>	
City of Fishers Fiscal Plan	42
Revenue Overview	54
<b>CAPTIAL AND DEBT</b>	
Capital Expenditures	66
Debt Summary	78
<b>DEPARTMENTAL INFORMATION</b>	
Summary of Personnel and Positions	86
Departmental Operating Budgets	108
<b>SUPPLEMENTAL INFORMATION</b>	
Glossary of Terms	129
Abbreviations and Acronyms	140

# 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, 2020**

*Christopher P. Morrill*

Executive Director

## **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:

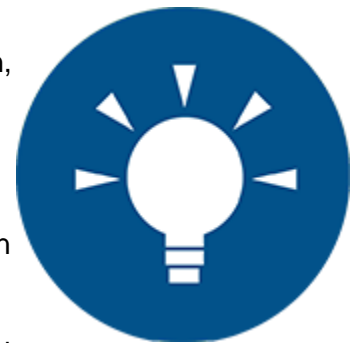
- Community traditions that foster connections among residents
- A strong community identity
- Neighborhoods and commercial districts that provide a strong sense of place
- Community gathering spaces that are engaging and accessible to all of our diverse citizenry
- A well-connected city that provides 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

### **STRATEGIC PLAN**

The full Fishers 2040 plan can be found on the City of Fishers website at the following link.

([https://www.fishers.in.us/DocumentCenter/View/20373/Adopted\\_Fishers2040\\_Amended\\_August2019](https://www.fishers.in.us/DocumentCenter/View/20373/Adopted_Fishers2040_Amended_August2019))

## 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 sawmill 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.

## **Mayoral Budget Message**

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

It is my privilege to present a balanced Fiscal Year 2021 Adopted Budget that protects and furthers the progress the City of Fishers, Indiana has made to enhance our smart, vibrant, and entrepreneurial community. This is a balanced plan that maintains the focus on prioritizing long-term financial sustainability of our community while delivering core community services such as road repair and road expansions, parks, public safety.

Despite well-documented reductions in revenues across the country, Fishers' outlook remains strong. The 2021 Adopted projects moderate increases in revenues, and growth continues its upward trend consistent with recent fiscal years and in line with Fishers 2040. Additionally, legislation requiring an adjustment to distributions of the LIT for Hamilton County was enacted in 2020, providing increased tax revenues for Fishers due to re-distribution across the county.

The Adopted Budget includes funding for programs and projects that make a positive impact in the lives of Fishers residents while adding to our cash reserves. This includes staying at the forefront of public safety, remaining desirable to businesses, enhancing play opportunities for all ages, and striving to build a sustainable infrastructure for the future.

The 2021 total Municipal Budget is \$115 million with a breakdown of \$93 million for operations and capital; as well as \$22 million in debt service. The City anticipates nearly \$37 million in all funds anticipated cash reserve.

The financial scenarios depicted in this budget have been carefully selected to ensure a 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 2020, careful review has been given to planned capital and operational expenditures.

### **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 2020, Fishers saw near-record growth despite the economic challenges faced by so many businesses. Companies announced new development and investment of more than 1,100 new jobs and \$121 million in private investment.

In addition to the physical improvements, in 2021 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 ([www.launchfishers.com](http://www.launchfishers.com)) and the Indiana Internet of Things Lab ([www.indianaiot.com](http://www.indianaiot.com)).

### STRONG SENSE OF COMMUNITY

Further efforts will be made in 2021 to build of 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 complete its first phase in 2021, bringing a dynamic linear park from 106<sup>th</sup> Street to 131<sup>st</sup> Street that honors the city's history while inspiring memory-making moments and active recreation through the heart of the community.

Additionally, Fishers Parks continues to expand recreational programs and special events for Fishers residents. The tradition carries on through 2021 with signature events like Spark!Fishers to the annual summer concert series to the 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, in 2020, the City's Engineering Department began a 3-year investment project for State Road 37, a congested thoroughfare that connects northern Hamilton County with Fishers. The first intersection was completed in 2020 as the second intersection launched its construction in fall of 2020.

### BUDGET OVERVIEW AND CONCLUSION

The 2021 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 2021, 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.

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, 2018, 2019, and 2020.

The adopted 2021 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

## Significant Budget Items and Trends

### 2021 Budget Summary – Major Funds and All Departments

	2020 Adopted	2021 Proposed	'20 to '21 Change
Personnel Services	55,323,180	55,952,948	629,768
Supplies	6,646,583	6,909,742	263,159
Services & Charges	15,744,798	15,356,449	(388,349)
Capital	3,715,000	735,000	(2,980,000)
Total	81,429,561	78,954,139	(2,475,422)

- Total budget increase excluding capital is \$504,578.00.
- The Health Department budget is new for FY 21 and has an estimated budget of \$898,120.00.
- Excluding the health department and capital changes the total overall budget decreased over \$393,000.00.
- Large capital amounts in the FY 20 budget are related to the wastewater capital project to expand capacity to 10MGD (10 million gallons per day).
- There were no changes in the FY 21 proposed and adopted budget.

### 2021 General Fund Summary – All Departments

	2020 Adopted	2021 Proposed	'20 to '21 Change
Personnel Services	46,269,081	47,019,531	750,450
Supplies	4,391,905	4,419,030	27,125
Services & Charges	10,730,492	10,644,992	(85,500)
Unused Appropriation	(500,000)	(500,000)	-
Total	60,891,478	61,583,553	692,075

The increase in overall payroll in the General fund is due to moving more personnel costs to the general fund to offset other major funds that are used to support payroll expenses.

2021 Motor Vehicle Highway (MVH) Fund Summary – All Departments

	2020 Adopted	2021 Proposed	'20 to '21 Change
Personnel Services	1,651,705	1,706,402	54,697
Supplies	814,610	838,320	23,710
Services & Charges	1,208,983	878,108	(330,875)
Capital	100,000	390,000	290,000
Total	3,775,298	3,812,830	37,532

2021 Sewer Fund Summary – All Departments

	2020 Adopted	2021 Proposed	'20 to '21 Change
Personnel Services	4,613,091	3,776,877	(836,214)
Supplies	1,241,105	1,354,740	113,635
Services & Charges	2,711,688	2,636,101	(75,587)
Capital	3,615,000	345,000	(3,270,000)
Total	12,180,884	8,112,718	(4,068,166)

2021 Stormwater Fund Summary – All Departments

	2020 Adopted	2021 Proposed	'20 to '21 Change
Personnel Services	2,789,303	2,778,798	(10,505)
Supplies	198,963	201,872	2,909
Services & Charges	1,093,635	1,066,248	(27,387)
Capital	500,000	500,000	-
Total	4,581,901	4,546,918	(34,983)

## 2021 Capital Budget – Facilities and Parks

- Design and land acquisition for Fire Station 97 (Southeastern and Cyntheanne Vicinity)
- Cumberland Park – Lift Station Upgrade
- Cyntheanne Park Parking Lot Lights Replacements
- DPW Lift
- Holland Park Exterior Repairs
- Saxony Hall Interior Upgrades
- Ambassador House Furnace Replacement
- City Services Bay Door Operators
- Police Department Roll Up Door Replacement
- Fire Station 94 Replacement of Fire Suppression System

## 2021 Capital Budget – Utilities

- Strongbow Gate Pond Outlet Modification Project
- Hoosier Road South of S-Curve Ditch Improvements
- 121<sup>st</sup> Street between Crossroad Lane and Blue Springs Stormwater Improvements
- Centrifuge Project Loan Repayment
- Lantern Rd Interceptor Loan Repayment
- Dewatering Facility Improvements
- Sewer Bond Loan Payments

## 2021 Capital Budget – Engineering Projects

- State Road 37
- Geist Greenway
- Concrete road repairs
- Various overlay projects

## 2021 Capital Budget – Fleet Loan

The Fleet Loan is focused in FY 21 on the replacement of current equipment.

### Police

- 2 Medic Trucks
- 1 Detective Car and 1 K-9 Car
- 14 Patrol Cars

### Fire

- Standard Pumper

#### Wastewater

- 2 Crew Cab Flatbeds
- 2 2500HD

#### Facilities

- Transit Van

#### Parks

- 1 Crew Cab Pickup and 3 Crew Cab Flatbeds
- 1 Colorado, 12 Mowers, 1 Gator

#### Streets

- Tandem Dump, 1 Backhoe, 1 Skid Steer, Replacement parts for Salt Spreaders

#### Engineering

- 1 Ford Escape

#### Permits & Inspections

- 2 Explorers and 1 Equinox

## **2020 City Highlights**

### COVID-19 RESPONSE

When the first documented case of COVID-19 in Indiana landed in Fishers on March 6, 2020, the City of Fishers leapt into action. As COVID-19 cases began to spread across Indiana, Fishers took proactive steps to ensure its residents' and its business' interests were priorities:

#### **LAUNCH OF THE FISHERS ECONOMIC RECOVERY PLAN**

In May 2020, Mayor Scott Fadness shared with businesses and residents the launch of the Fishers Economic Recovery Plan. This included a concentrated effort to bring public health and economic resources to Fishers. This plan included the launch and funding of a Fishers Health Department, the funding of the Recovery Loan Program funded at \$505,000, and marketing and promotion resources to businesses hit the hardest.

#### **CREATION OF THE FISHERS HEALTH DEPARTMENT**

In Indiana, state law allows for second-class cities to host its own health department. Through careful research, the city administration identified that there was an opportunity to launch a health department to align with the City's long-range goals of creating a health-conscious community while immediately addressing three critical components of combatting COVID-19: testing, tracing, and eventually vaccinations. The Fishers Health Department was approved by the City Council on April 24, 2020.

COVID-19 testing for Fishers residents launched on April 30, 2020. Since that date, the Fishers Health Department has tested more than 40,000 Fishers residents and another 15,000 through its partnership with the Indiana Department of Health.

COVID-19 vaccinations are anticipated to begin in early January 2021 and the Fishers Health Department stands ready to maximize its ability to distribute those efficiently and effectively.

#### **ECONOMIC DEVELOPMENT**

The City of Fishers experienced near-record investments from firms in 2020 despite a well-documented slowdown in the economy. Nine companies selected Fishers to relocate to and five existing firms chose to expand operations in Fishers totaling 1,101 new jobs at an average salary of \$83,022 and capital investments of more than \$121 million. Fishers' Class-A Office vacancy rate dropped nearly 5% to 11.7% over the course of the year.

In addition to traditional economic development growth, Mayor Fadness launched the Fishers COVID-19 Recovery Program in April 2020. As part of that program, the City of Fishers loaned \$505,000 to 73 Fishers-based businesses to help cover operational costs as firms responded to business changes due to the pandemic.

Since Mayor Fadness took office in 2014, firms have added 7,135 new jobs, retained 1,045 jobs, and have committed to more than \$905 million in capital investment to catalyze the Fishers economy.

### Fishers 2040 Comprehensive Plan

The Fishers 2040 Comprehensive Plan is undergoing its five-year update with the help of City and community leadership. One of the action items of the Fishers 2040 plan is an update every 5 years. This is the first five-year update, and the goal is to analyze the current trends and conditions of the community and how they align with the projections of the 2040 plan. In addition, the update will focus on refining or adding new goals and action items, identify future land use designations for the 11 study areas identified in the plan, and consider any other future priorities including sustainability, public health, etc.

The update began in 2020 and will conclude in 2021.

### Fishers Arts & Culture

Building off the release of our Arts & Culture Master Plan released in 2019, the Fishers Arts & Culture Commission set to work to being implementation of key deliverables identified through that planning process. In 2020, the Commission created three goals to accomplish throughout the year. These goals were Brand Positioning of Arts and Culture, Build Awareness of Arts and Culture, and Engage Stakeholders and Community in Arts and Culture.

The Commission awarded \$450,000 in public art projects in 2020, made possible through the reimbursement of economic development funding through an economic development agreement with Meyer Najem when they constructed their headquarters in Fishers. The proceeds from the sale of their building allowed for the funding of the Commission's first projects which include:

- \$275,0000 for a gateway feature on 116th Street at I69
- S100,000 for the Nickel Plate Trail pedestrian entrance plaza in partnership with the Hamilton East Public Library
- \$85,000 for quick-action projects to include: Black History mural, Edge Banners, Police Station Mural, Holland Park Art, Electrical box art

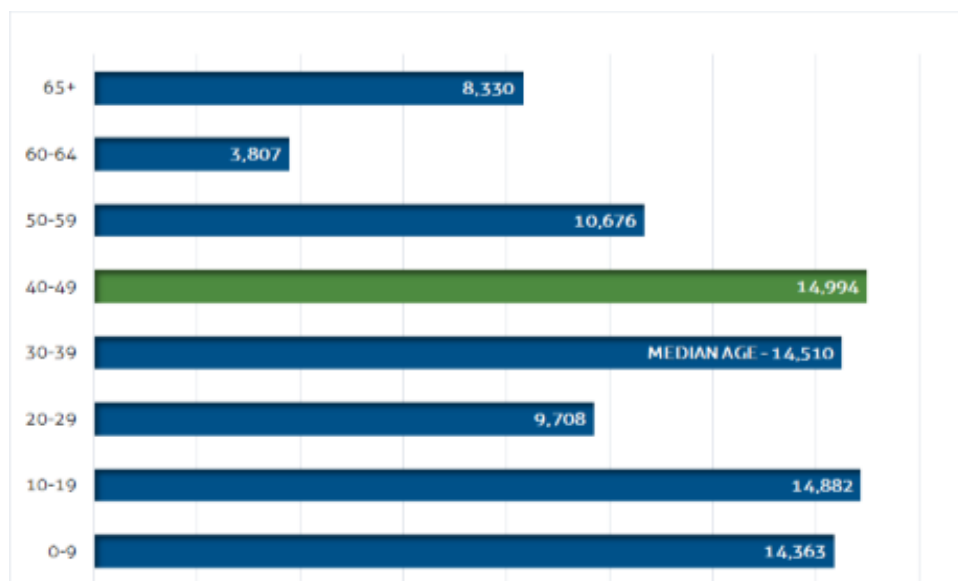
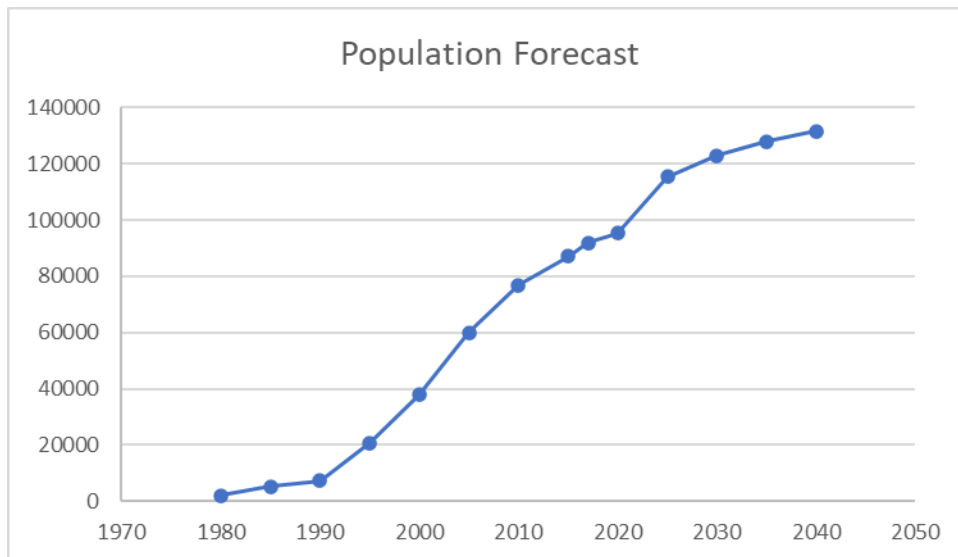


## City Demographic Data

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.

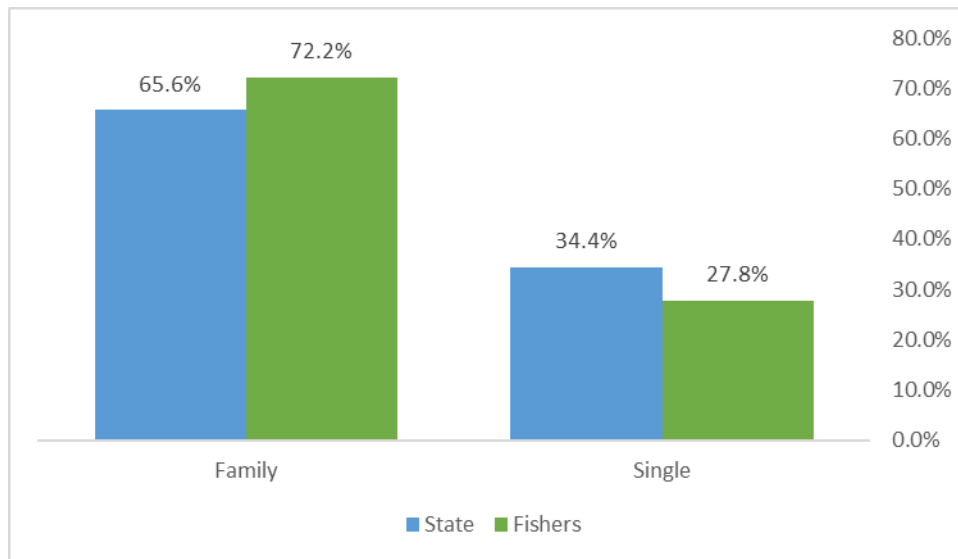
The City's population is aging. The over-age-65 demographic will more than double as a proportion of the total population between now and the year 2040.



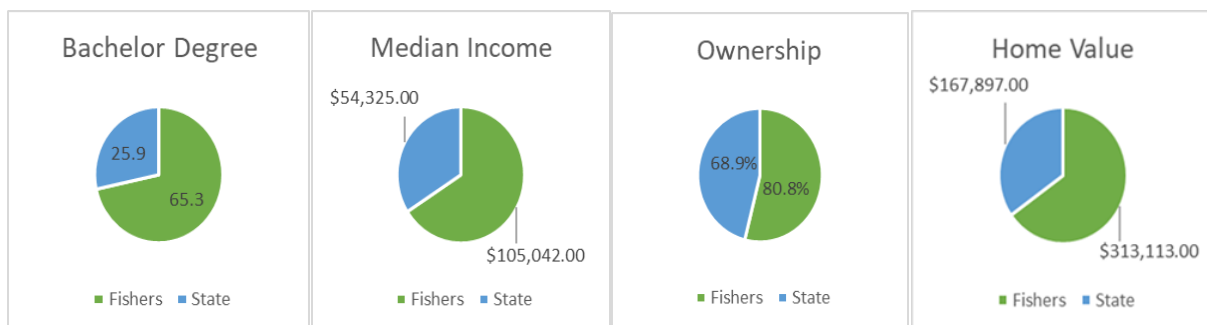
75 percent of households in Fishers reported being a family according to the 2013 Census, and 25 percent of households live alone.

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 incorporate 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 is 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	Alternate Learning Centers
13	13	4	4	2	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	1,722	24
Ball State University—Muncie, Indiana & Fishers Center at Saxony’s Bonn Building	21,884	43
Butler University—Indianapolis, Indiana	5,495	15
Indiana University—Bloomington, Indiana	43,503	70
Indiana University-Purdue University Indianapolis (IUPUI)—Indianapolis, Indiana	29,579	22
Indiana Wesleyan University—Marion, Indiana	3,188	11
Purdue University—West Lafayette, Indiana	44,474	70
University of Indianapolis—Indianapolis, Indiana	5,935	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 – Cancelled due to COVID-19
- Summer Concert Series – Cancelled due to COVID-19
- Summer Movie Series – Cancelled due to COVID-19
  
- Festivals
- Spark!Fishers – Cancelled due to COVID-19
- Fishers Renaissance Faire – Cancelled due to COVID-19
- Oktoberfest in Saxony – Cancelled due to COVID-19
- Blast on the Bridge at Geist – Cancelled due to COVID-19

#### Conner Prairie Interactive History Museum

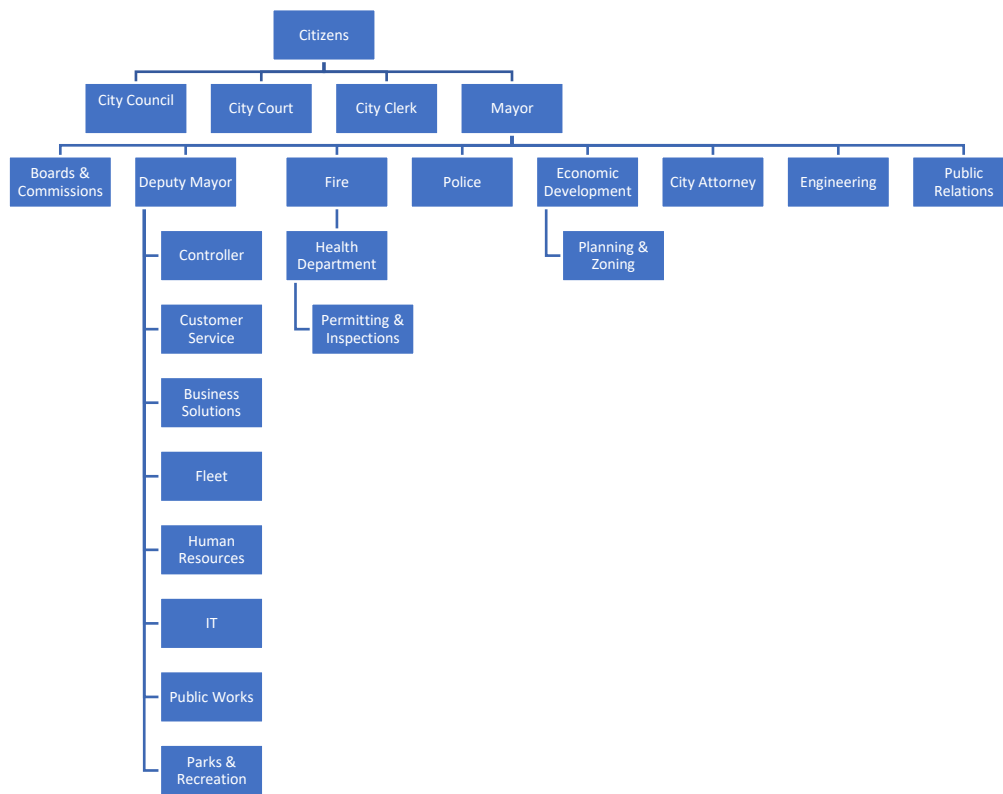
- Symphony on the Prairie – Cancelled due to COVID-19
- Festival of Machines
- Headless Horseman
- Holidays on the Prairie

**FINANCIAL STRUCTURE, POLICY  
AND PROCEDURES**

# 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**  
**Samantha Delong**

**District NE**  
**Brad DeReamer**

**District SW**  
**David George**

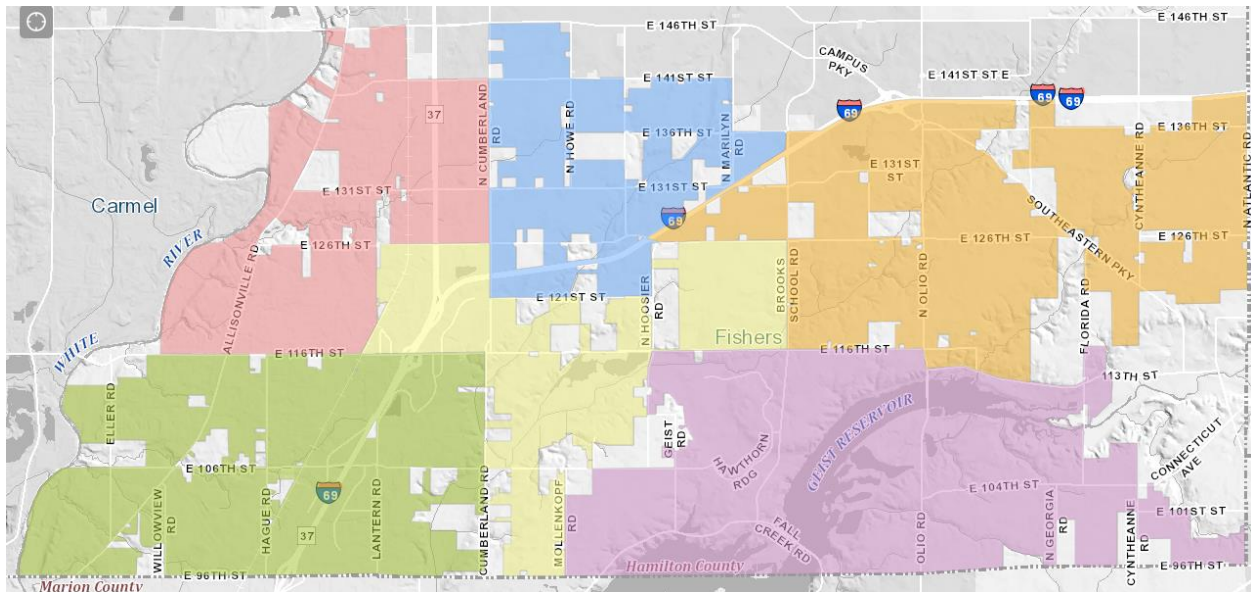
**District SC**  
**John Weingardt**

**District SE**  
**Pete Peterson**

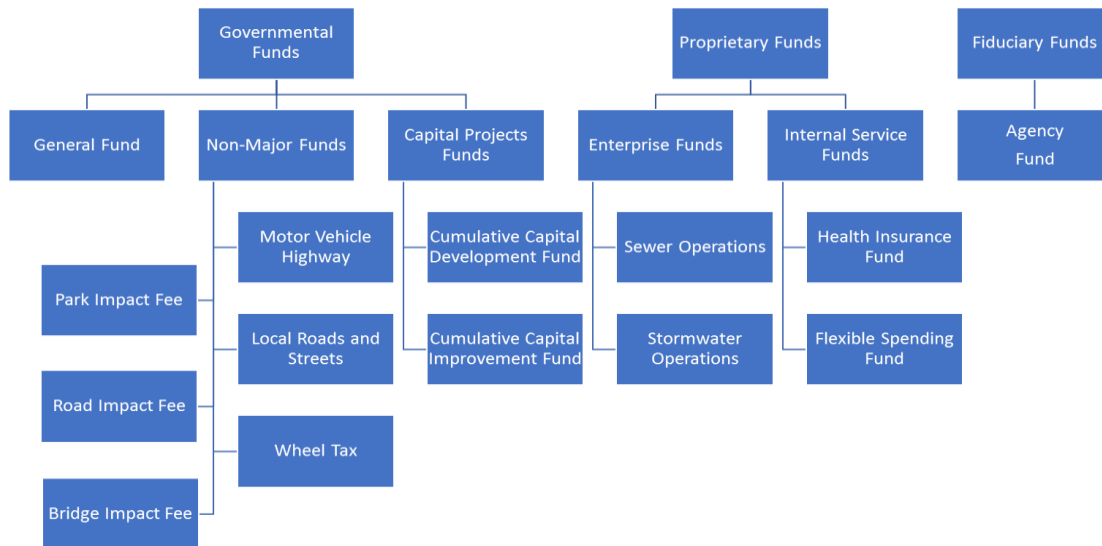
**District At Large**  
**Jocelyn Vare**

**District At Large**  
**Cecilia Coble**

**District At Large**  
**Todd Zimmerman**



## Fund Definitions 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. The basis of accounting and budgeting are different from each other depending on the type of fund.

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 the 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 2020. The development of an Accounting Manual will be completed by the end of 2020.

### **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 Construction. 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 meets twice a month and the docket of payments is 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 heading 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

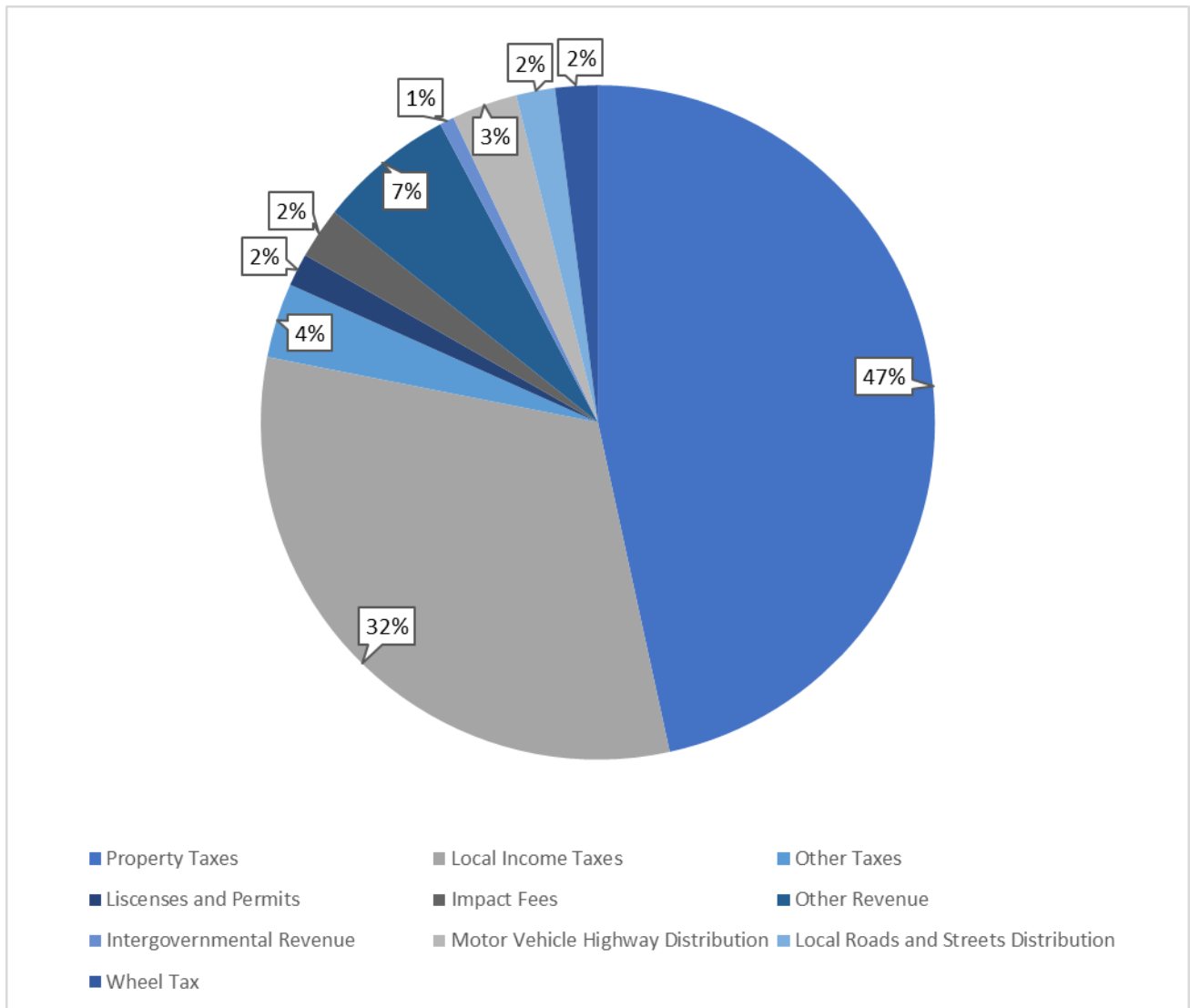
approved by the Controller's Office and the City Council prior to updating entries being made in the financial system.

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 2021 budget presented and adopted by the City Council was just over \$115 million.



## Fiscal Year 2021 Budget Instructions

### Budget Timeline (Timeline is tentative and subject to change)

April 1-30, 2020	Work with HR and departments to gather complete list of authorized positions for all departments	Controller's Office / HR / BSG
April 1-30 2020	Create operating budget projection and capital budget projection in Munis	Controller's Office
April 27-May 8, 2020	Start building salary workbook	Controller's Office
April 30, 2020	Last day to submit a proposed capital cumulative fund to DLGF for approval	Controller's Office / Legal
May 14-May 25, 2020	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 2021 budget. This will not incorporate any 2021 personnel requests.	Department Heads / Controller's Office
May 18-29, 2020	Budget training for department heads and designated staff members in Munis test environment	Department Heads and applicable staff / BSG
June 1-26, 2020	Departmental entry of capital budgets into Munis	All Departments
June 1-26, 2020	Departmental entry of operating budgets into Munis	All Departments
June 29, 2020	Roll operating budget projection and capital budget projection to the Department Level in Munis for Department Head review	Controller's Office
June 29, 2020	Deadline to submit the Pre-Budget report via Gateway (Due July 2nd - Monday)	Controller's Office
July 1-24, 2020	Departmental budget meetings	Mayor / Department Heads / Controller's Office
July 11, 2020	Initial tentative budget discussion with finance committee and discussion of council requests	Finance Committee / Controller
July 16, 2020	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, 2020	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 27, 2020	Roll operating budget projection and capital budget projection to Controller's Office level in Munis for Controller's Office to make updates.	Controller's Office
July 31, 2020	Nonprofit committee - Give proposed donation amount	Mayor / Controller
August 5, 2020	Budget discussion at Finance Meeting	Mayor / Controller

August 13-17, 2020	Proposed additional finance committee budget discussion or full council	Mayor
August 17, 2020	Budget discussion at City Council Work Session	Mayor
August 1-31, 2020	Budget entry into Gateway, updating accordingly for any changes	Controller's Office
September 1, 2020	Deadline for Budget to be input into Gateway - PRELIM BUDGET	Controller's Office
September 3, 2020	Last day for units to submit proposed 2021 budgets, tax rates, and tax levies to County fiscal body for binding adoption, as applicable.	DLGF
September 6, 2020	Publish the proposed 2021 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 7-11, 2020	Provide budget information to PR for Think Fishers and for website publication	Controller's Office
September 9, 2020	Update finance committee on any budget updates and changes	Controller
September 21, 2020	Public hearing of budget and City Council suggested changes (Adoption of appeal)	Mayor
October 7, 2020	Finance Committee Meeting if further discussion necessary	Controller
October 12, 2020	Last day to post notice to taxpayers of proposed 2021 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.	Controller's Office
October 19, 2020	Adoption of the 2021 Budget	City Council
October 19, 2020	Adoption of the 2021 Salary Ordinance (including employees and elected officials)	City Council
October 15-31, 2020	Roll operating budget projection and capital budget projection to Mayor's Office level in Munis. No other changes will be made	Controller's Office
October 21, 2020	Certify budget adoption in Gateway (48 hours after adoption)	Controller
October 19, 2020	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	Controller's Office
October 22, 2020	Last <b>possible</b> day for taxing units to hold public hearing on 2021 budgets. In second class cities, public hearing may be held any time after introduction of 2021 budget.	
October 29, 2020	Last <b>possible</b> 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, 2020	Deadline to adopt ordinance modifying local income tax rates effective in the ensuing year	
November 1, 2020	Deadline for all taxing units to adopt 2021 budgets, tax rates, and tax levies.	
November 1, 2020	Deadline for second and third class cities to adopt salary ordinances for employees other than elected officials. <b><i>**Due to Council schedule, Fishers will need to adopt at same time as Budget adoption.</i></b>	
November 2, 2020	Soft post operating budget and capital budget in Munis for Departments to begin processing requisitions again next year's budget.	Controller's Office
November 5, 2020	Last day for units to submit 2021 budgets, tax rates, and tax levies through Gateway	
December 14, 2020	Last day for DLGF to accept additional appropriation requests for 2020 budget year	
January 17, 2021	Completion and submission to GFOA for Distinguished Budget Award or request an extension for submission if necessary	Controller's Office
April 1, 2021	Close previous fiscal year and hard post the current year budget in Munis	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 2021 budget.

### Mayor's Office Policy Instructions

These instructions outline the Mayor's expectations 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

### Capital Budgets

The Chart of Accounts includes expense accounts that are specifically for capital purchases. Those objects should be used for all capital purchases. All capital requests should be entered in the 2021 City Capital Budget projection.

- 44100 – Land
- 44200 – Infrastructure
- 44300 – Buildings

- 44400 – Improvements Other Than Buildings
- 44500 – Machinery and Equipment
- 44905 – Capital Lease Payments: To be used for Fleet loan payments.
- 44910 – Non-Infrastructure Related Assets
- 44920 – Capital Expenses: To be used for potential unknown expenses at the time of budgeting with the understanding that a budget transfer will be necessary when purchasing decisions have been made.

## **Uniforms**

The uniform object should not be used for next year's budget. Uniform purchases should be made from the operating supplies object. This will reduce the need for transfers between the uniforms and operating supplies object budget categories. If your department has a need to track uniform expenses, please contact the Controller's Office and we can work with you to set up the account needed for tracking.

## **Mayor's Office FY 2021 Budget Policy Instructions**

This year will be very unorthodox year for budgeting. No one has a clear understanding of the long-term economic impacts of COVID-19. We will all need filter our requests given that reality. These unusual times will require a level of creativity and grit that our city and specifically our departments have not been asked to do before. Like so many other challenges we have faced, I have a high degree of confidence that we will tackle it. Additional instructions will be provided to the departments as we navigate the budget process this year.

## **FY 2021 Controller's Office Technical Instructions**

### **Instructions**

Budget entry will begin for all departments on June 1<sup>st</sup>. This will include the operating budget and the capital budget. All budgets for each department must be completed no later than COB June 26<sup>th</sup>. The Munis system will lock the budget entry module on June 27<sup>th</sup> and no additional entry will be allowed by departments.

Departments can access the approved budget for FY 20 via the instructions provided. Please make sure to use the Revised budget column when reviewing the FY 20 budget. Changes have been to budgets as a result of the COVID-19 response. Those changes in most cases will be carried over into the FY 21 budget.

- 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

Includes all professional services and contracts.

- There are also object codes for different types of professional services and those objects should be used accordingly:
- 43100 – Professional Services
- 43101 – Legal Services: Expenses related to legal services. (Does not include lobbying expenses)
- 43910 – IT Contracts: Expenses related to contracts with IT professionals to provide services.

### Comms and Transportation

Comms and Transportation will include travel and training budget items as well as communication items such as magazine subscriptions.

- 43200 – Comms and Transportation: Includes all expenses related to travel and training activities, including: registration, airfare, lodging, mileage, rental cars, parking, per diem, etc.
- 43202 – Postage: Includes expenses related to postage or shipping.
- 43300 – Printing and Advertising: Expenses related to printing of city materials or advertising as required by state or city code.

### Capital Budgets

The capital budget is a separate budget projection in Munis.

- All capital expenses should be entered into the capital projection and not the City Operating budget projection.

## **FINANCIAL SUMMARIES**

# City of Fishers Fiscal Plan

Data includes historical, present, and future revenues and expenditures dating from 2014 through 2022. 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 26, 2020.

## Combined Funds

CITY OF FISHERS  
Combined Funds  
Projected Revenues and Expenditures  
Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$29,440,006	\$27,730,708	\$29,058,670	\$30,201,651	\$30,237,915	\$31,525,215	\$27,394,315	\$27,732,547	\$23,145,774
<b>REVENUES:</b>									
Property tax - All Funds	33,478,211	35,347,903	37,716,351	39,308,068	43,717,463	47,508,412	50,388,016	51,905,641	53,471,765
Loss from circuit breaker	(1,836,096)	(1,713,962)	(1,725,926)	(2,009,263)	(2,083,819)	(2,712,086)	(2,248,401)	(2,340,965)	(2,424,501)
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	2,674,121	3,023,227	3,488,286	3,252,018	3,388,167	3,498,412	3,586,161	3,620,229	3,654,846
CVET	50,937	45,376	43,995	42,675	51,947	49,402	49,086	48,035	47,010
COIT - Special	0	0	0	2,396,373	2,554,061	2,288,595	3,975,183	356,936	1,344,799
COIT - Regular - All Funds	17,672,690	21,034,097	20,191,733	22,314,303	21,834,303	23,683,442	22,665,950	20,396,954	20,928,288
Licenses and permits - General Fund Only	1,694,139	2,040,710	1,874,282	1,991,566	1,868,438	1,710,178	1,697,000	1,868,438	1,868,438
Intergovernmental revenue - General Fund Only	706,185	711,674	737,831	754,488	747,757	763,455	746,922	758,572	755,902
Charges for services - General Fund Only	3,559,115	4,670,138	4,510,901	4,084,499	3,716,507	4,353,715	4,512,681	4,588,516	4,648,412
Fines and forfeits - General Fund Only	111,127	109,210	140,306	9,012	212,922	170,449	170,000	170,000	170,000
Cigarette tax state - CCI	192,886	195,727	210,260	202,107	197,531	186,602	160,000	202,030	202,030
State distribution - Local Roads and Streets Fund	1,090,893	1,095,505	1,434,691	1,987,701	2,053,406	2,012,889	2,012,889	2,012,889	2,012,889
State distribution - Motor Vehicle Highway Fund	2,853,914	2,822,783	3,130,676	4,033,932	3,722,165	3,412,971	3,412,971	3,412,971	3,412,971
Wheel tax and Surtax	0	0	0	0	0	0	0	0	0
Park impact fees - Park Impact Fund	566,266	633,541	547,287	633,001	530,056	699,080	600,000	600,000	600,000
Road impact fees - Road Impact Fund	2,751,352	1,956,504	1,872,776	2,478,187	1,954,971	1,971,014	1,900,000	1,900,000	1,900,000
Bridge impact fees - Bridge Impact Fund	127,417	120,547	194,289	115,106	131,534	166,856	150,000	150,000	150,000
Wheel Tax	0	0	0	1,987,241	2,063,849	2,322,232	2,300,000	2,348,000	2,392,920
Certified Tech Park revenue	0	0	449,255	964,850	1,082,488	950,000	950,000	950,000	950,000
All other revenue - All Funds	1,477,034	6,467,710	4,850,644	1,949,078	3,957,375	6,923,269	1,451,000	1,451,000	1,451,000
<b>Total revenues</b>	<b>67,170,097</b>	<b>78,580,690</b>	<b>79,467,637</b>	<b>86,492,742</b>	<b>91,701,101</b>	<b>99,958,887</b>	<b>98,509,456</b>	<b>94,397,246</b>	<b>97,536,789</b>
<b>EXPENDITURES:</b>									
Personal services	36,225,625	36,788,632	39,384,387	42,584,563	44,084,379	48,008,984	49,194,053	51,881,283	54,764,604
Supplies	3,647,406	3,509,037	3,661,264	3,831,574	5,339,612	6,631,478	6,368,795	5,606,350	5,606,350
Other services and charges	20,199,703	22,305,134	24,978,334	25,329,450	30,610,366	37,880,101	33,900,051	35,055,775	35,008,952
Capital outlay	8,806,661	14,629,926	10,324,113	14,698,859	10,379,444	6,918,965	9,178,328	6,940,611	7,090,951
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation	0	0	0	0	0	(1,100,000)	(500,000)	(500,000)	(500,000)
<b>Total expenditures</b>	<b>68,879,395</b>	<b>77,232,729</b>	<b>78,348,098</b>	<b>86,442,446</b>	<b>90,413,801</b>	<b>98,339,528</b>	<b>98,171,227</b>	<b>98,884,019</b>	<b>101,970,557</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(1,709,298)</b>	<b>1,327,961</b>	<b>1,119,539</b>	<b>50,296</b>	<b>1,287,300</b>	<b>1,619,359</b>	<b>338,232</b>	<b>(4,586,773)</b>	<b>(4,434,088)</b>
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers	0	0	13,228	0	0	0	0	0	0
Adjustments/Transfer to Health Fund	0	0	10,214	(14,032)	0	(500,000)	0	0	0
Encumbrances	0	0	0	0	0	(5,250,258)	0	0	0
<b>ENDING CASH BALANCE</b>	<b>\$27,730,708</b>	<b>\$29,058,670</b>	<b>\$30,201,651</b>	<b>\$30,237,915</b>	<b>\$31,525,215</b>	<b>\$27,394,315</b>	<b>\$27,732,547</b>	<b>\$23,145,774</b>	<b>\$18,711,686</b>

# General Fund

CITY OF FISHERS  
 0101 General Fund  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Rate Increase or (decrease) in cents					0.0200	0.0100	0.0000	0.0000
	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	<b>\$14,585,566</b>	<b>\$14,361,647</b>	<b>\$14,555,317</b>	<b>\$15,866,665</b>	<b>\$16,850,188</b>	<b>\$16,069,387</b>	<b>\$15,486,698</b>	<b>\$16,272,069</b>	<b>\$9,498,148</b>
<b>REVENUES:</b>									
Property tax	22,577,536	23,170,769	24,067,232	25,031,903	25,881,230	26,795,679	27,930,288	29,126,046	30,189,031
Loss from circuit breaker	(1,525,884)	(1,401,706)	(1,427,898)	(1,724,146)	(1,847,033)	(2,411,611)	(1,955,120)	(2,038,823)	(2,113,232)
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	1,803,587	1,981,744	2,225,915	2,071,194	2,003,992	1,971,058	2,013,428	2,057,834	2,090,074
CVET	34,355	29,744	28,074	27,179	30,725	27,894	27,592	27,334	26,915
LIT - Special Distribution	0	0	0	2,396,373	2,554,061	2,288,595	3,975,183	356,936	1,344,799
LIT - Regular Distribution	17,175,598	17,755,919	19,620,988	21,834,303	21,504,303	23,353,442	22,630,950	20,398,954	20,928,288
Licenses and permits	1,694,139	2,040,710	1,874,282	1,991,556	1,898,438	1,710,178	1,897,000	1,888,438	1,888,438
Intergovernmental revenue	706,185	711,674	737,831	754,488	747,757	763,455	746,922	758,572	755,902
Charges for services	3,559,115	4,670,138	4,510,901	4,094,499	3,716,507	4,353,715	4,512,681	4,588,516	4,648,412
Fines and forfeits	111,127	109,210	140,306	9,012	212,922	170,449	170,000	170,000	170,000
Miscellaneous revenue	588,006	3,052,969	2,550,520	1,450,243	2,296,513	1,138,836	620,000	620,000	620,000
<b>Total revenues</b>	<b>46,703,762</b>	<b>52,121,171</b>	<b>54,328,163</b>	<b>57,926,594</b>	<b>58,969,415</b>	<b>60,161,660</b>	<b>62,368,924</b>	<b>57,931,607</b>	<b>60,528,627</b>
<b>EXPENDITURES:</b>									
Personal services									
Base pay and other	23,267,326	23,505,652	25,176,744	27,012,635	27,613,324	30,360,913	30,776,987	30,776,987	31,742,456
Inflation adjustments								615,539	634,851
Added personnel								349,930	356,930
Employee benefits	11,113,298	11,085,046	11,931,296	13,233,773	14,554,019	15,908,168	16,242,544	17,866,799	19,653,480
Total personal services	34,380,624	34,590,698	37,108,040	40,246,408	42,167,343	46,269,081	47,019,531	49,609,255	52,387,717
Supplies	2,997,167	3,008,878	3,180,330	3,144,783	3,927,698	4,391,905	4,419,030	4,419,030	4,419,030
Other services and charges	8,441,198	9,415,412	9,682,770	9,875,644	12,072,542	10,730,492	10,644,992	11,177,243	11,736,106
Capital outlay	1,118,692	4,912,513	3,055,889	3,662,204	82,633	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(1,100,000)	(500,000)	(500,000)	(500,000)
<b>Total expenditures</b>	<b>46,937,681</b>	<b>51,927,501</b>	<b>53,027,029</b>	<b>56,929,039</b>	<b>58,250,216</b>	<b>60,291,478</b>	<b>61,583,553</b>	<b>64,705,528</b>	<b>68,042,853</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(233,919)</b>	<b>193,670</b>	<b>1,301,134</b>	<b>997,555</b>	<b>719,199</b>	<b>(129,818)</b>	<b>785,371</b>	<b>(6,773,921)</b>	<b>(7,514,226)</b>
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers Rainy Day	0	0	0	0	(1,500,000)	1,500,000	0	0	0
Adjustments/Transfer to Health Fund	0	0	10,214	(14,032)	0	(500,000)	0	0	0
Encumbrances						(1,452,871)			
<b>ENDING CASH BALANCE</b>	<b>\$14,361,647</b>	<b>\$14,555,317</b>	<b>\$15,866,665</b>	<b>\$16,850,188</b>	<b>\$16,069,387</b>	<b>\$15,486,698</b>	<b>\$16,272,069</b>	<b>\$9,498,148</b>	<b>\$1,983,922</b>
Rainy Day Cash	\$0	\$2,378,178	\$1,731,678	\$1,113,371	\$1,716,303	\$0	\$0	\$0	\$0
<b>Total Rainy Day and General Fund Cash</b>	<b>\$14,361,647</b>	<b>\$16,933,495</b>	<b>\$17,598,343</b>	<b>\$17,963,559</b>	<b>\$17,785,690</b>	<b>\$15,486,698</b>	<b>\$16,272,069</b>	<b>\$9,498,148</b>	<b>\$1,983,922</b>

# Motor Vehicle Highway Fund

CITY OF FISHERS  
**0708 Motor Vehicle Highway Fund**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$2,113,758	\$2,318,847	\$2,421,871	\$3,043,592	\$711,492	\$1,026,430	\$736,394	\$737,535	\$662,094
<b>REVENUES:</b>									
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	2,853,914	2,822,783	3,130,676	4,033,932	3,722,165	3,412,971	3,412,971	3,412,971	3,412,971
Fees	37,228	228,399	528,143	243,004	368,665	431,085	400,000	400,000	400,000
Sale of property	0	0	0	0	0	0	0	0	0
Insurance reimbursements	17,756	72,195	140,404	39,353	0	0	0	0	0
Miscellaneous	109,093	2,517	702	104,707	0	1,000	1,000	1,000	1,000
<b>Total revenues</b>	<b>3,017,991</b>	<b>3,125,894</b>	<b>3,797,625</b>	<b>4,420,996</b>	<b>4,090,830</b>	<b>3,845,056</b>	<b>3,813,971</b>	<b>3,813,971</b>	<b>3,813,971</b>
<b>EXPENDITURES:</b>									
Personal services									
Base pay and other	1,414,697	1,500,875	1,120,609	1,877,298	1,290,046	1,135,565	1,175,720	1,175,720	1,199,234
Inflation adjustments								23,514	23,985
Added personnel								0	0
Employee benefits	430,304	697,059	1,146,738	660,857	626,990	516,140	530,682	583,750	642,125
Total personal services	1,845,001	2,197,934	2,276,347	2,338,155	1,917,036	1,651,705	1,706,402	1,782,984	1,865,344
Supplies	560,916	497,384	470,205	615,904	638,823	814,610	838,320	838,320	838,320
Other services and charges	368,585	293,147	366,853	994,468	986,074	1,523,984	1,228,108	1,228,108	1,228,108
Capital outlay	8,400	34,405	78,027	2,804,669	233,959	100,000	40,000	40,000	40,000
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>2,812,902</b>	<b>3,022,870</b>	<b>3,189,432</b>	<b>6,753,096</b>	<b>3,775,892</b>	<b>4,090,299</b>	<b>3,812,830</b>	<b>3,889,412</b>	<b>3,971,772</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>205,089</b>	<b>103,024</b>	<b>608,493</b>	<b>(2,332,100)</b>	<b>314,938</b>	<b>(245,243)</b>	<b>1,141</b>	<b>(75,441)</b>	<b>(157,801)</b>
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds/adjustment	0	0	13,228	0	0	0	0	0	0
Encumbrances						(44,793)			
<b>ENDING CASH BALANCE</b>	<b>\$2,318,847</b>	<b>\$2,421,871</b>	<b>\$3,043,592</b>	<b>\$711,492</b>	<b>\$1,026,430</b>	<b>\$736,394</b>	<b>\$737,535</b>	<b>\$662,094</b>	<b>\$504,293</b>

## Local Roads and Streets Fund

CITY OF FISHERS  
**0706 Local Road and Street Fund**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$1,012,093	\$1,027,981	\$1,092,165	\$1,294,134	\$1,813,873	\$2,025,504	\$1,767,235	\$2,041,479	\$2,041,479
<b>REVENUES:</b>									
Local road & street distrib.	1,090,893	1,095,505	1,434,691	1,987,701	2,053,406	2,012,889	2,012,889	2,012,889	2,012,889
Miscellaneous	0	0	0	3,500	5,367	0	0	0	0
<b>Total revenues</b>	<b>1,090,893</b>	<b>1,095,505</b>	<b>1,434,691</b>	<b>1,991,201</b>	<b>2,058,773</b>	<b>2,012,889</b>	<b>2,012,889</b>	<b>2,012,889</b>	<b>2,012,889</b>
<b>EXPENDITURES:</b>									
Supplies	0	0	0	0	701,840	854,983	792,445	0	0
Other services & charges	1,075,005	1,031,321	1,232,722	1,471,462	49,879	300,000	300,000	2,012,889	2,012,889
Capital outlays	0	0	0	0	1,095,423	516,000	646,200	0	0
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>1,075,005</b>	<b>1,031,321</b>	<b>1,232,722</b>	<b>1,471,462</b>	<b>1,847,142</b>	<b>1,670,983</b>	<b>1,738,645</b>	<b>2,012,889</b>	<b>2,012,889</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>15,888</b>	<b>64,184</b>	<b>201,969</b>	<b>519,739</b>	<b>211,631</b>	<b>341,926</b>	<b>274,244</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(600,195)			
<b>ENDING CASH BALANCE</b>	<b>\$1,027,981</b>	<b>\$1,092,165</b>	<b>\$1,294,134</b>	<b>\$1,813,873</b>	<b>\$2,025,504</b>	<b>\$1,767,235</b>	<b>\$2,041,479</b>	<b>\$2,041,479</b>	<b>\$2,041,479</b>

## Cumulative Capital Improvement Fund

CITY OF FISHERS  
**2379 Cumulative Capital Improvement Fund**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$126,039	\$209,685	\$84,338	\$294,598	\$182,956	\$347,598	\$194,848	\$194,848	\$194,848
<b>REVENUES:</b>									
Cigarette tax distribution	192,886	195,727	210,260	202,107	197,531	186,602	190,000	202,030	202,030
Miscellaneous	0	0	0	0	0	0	0	0	0
<b>Total revenues</b>	<b>192,886</b>	<b>195,727</b>	<b>210,260</b>	<b>202,107</b>	<b>197,531</b>	<b>186,602</b>	<b>190,000</b>	<b>202,030</b>	<b>202,030</b>
<b>EXPENDITURES:</b>									
Supplies	0	0	0	0	0	0	0	0	0
Other services and charges	282	0	0	0	0	0	0	0	0
Capital outlay	108,958	321,074	0	313,749	32,899	195,000	190,000	202,030	202,030
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>109,240</b>	<b>321,074</b>	<b>0</b>	<b>313,749</b>	<b>32,899</b>	<b>195,000</b>	<b>190,000</b>	<b>202,030</b>	<b>202,030</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>83,646</b>	<b>(125,347)</b>	<b>210,260</b>	<b>(111,642)</b>	<b>164,642</b>	<b>(8,398)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(144,352)			
<b>ENDING CASH BALANCE</b>	<b>\$209,685</b>	<b>\$84,338</b>	<b>\$294,598</b>	<b>\$182,956</b>	<b>\$347,598</b>	<b>\$194,848</b>	<b>\$194,848</b>	<b>\$194,848</b>	<b>\$194,848</b>

## Cumulative Capital Development Fund

CITY OF FISHERS  
**2391 Cumulative Capital Development**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$1,510,372	\$881,679	\$872,049	\$1,460,280	\$2,093,700	\$1,656,691	\$653,047	\$653,047	\$653,047
<b>REVENUES:</b>									
Property tax	2,645,533	2,703,537	2,796,952	2,892,112	3,164,597	3,338,809	3,491,440	3,598,933	3,705,591
Loss from circuit breaker	(177,643)	(158,008)	(167,108)	(198,264)	(228,874)	(300,475)	(244,401)	(251,785)	(259,391)
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	211,274	231,227	258,590	239,251	244,987	245,535	251,640	254,058	256,498
CVET	4,024	3,471	3,281	3,140	3,756	3,472	3,449	3,375	3,303
Miscellaneous	43,782	0	1,024,123	0	0	16,357	0	0	0
<b>Total revenues</b>	<b>2,726,970</b>	<b>2,778,327</b>	<b>3,914,818</b>	<b>2,936,239</b>	<b>3,184,466</b>	<b>3,303,498</b>	<b>3,502,128</b>	<b>3,602,581</b>	<b>3,706,001</b>
<b>EXPENDITURES:</b>									
Supplies	13,225	2,775	0	0	24,189	0	0	0	0
Other services and charges	991,576	217	0	8,978	34	0	0	0	0
Capital outlay	2,350,862	2,785,965	3,326,587	2,293,841	3,597,252	3,300,000	3,502,128	3,602,581	3,706,001
Projected unused appropriation	0	0	0	0	0	0	0	0	0
<b>Total expenditures</b>	<b>3,355,663</b>	<b>2,788,957</b>	<b>3,326,587</b>	<b>2,302,819</b>	<b>3,621,475</b>	<b>3,300,000</b>	<b>3,502,128</b>	<b>3,602,581</b>	<b>3,706,001</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(628,693)</b>	<b>(9,630)</b>	<b>588,231</b>	<b>633,420</b>	<b>(437,009)</b>	<b>3,498</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds	0	0	0	0	0	0	0	0	0
Encumbrances	0	0	0	0	0	(1,007,142)	0	0	0
<b>ENDING CASH BALANCE</b>	<b>\$881,679</b>	<b>\$872,049</b>	<b>\$1,460,280</b>	<b>\$2,093,700</b>	<b>\$1,656,691</b>	<b>\$653,047</b>	<b>\$653,047</b>	<b>\$653,047</b>	<b>\$653,047</b>

## Wheel Tax Fund

CITY OF FISHERS  
**Wheel Tax Fund**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$0	\$0	\$0	\$0	\$887,942	\$924,574	\$1,870,919	\$1,970,919	\$1,970,919
<b>REVENUES:</b>									
Wheel/Surtax	0	0	0	1,987,241	2,063,849	2,322,232	2,300,000	2,346,000	2,392,920
Miscellaneous	0	0	0	40,561	700,000	1,813,896	0	0	0
<b>Total revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,027,802</b>	<b>2,763,849</b>	<b>3,936,128</b>	<b>2,300,000</b>	<b>2,346,000</b>	<b>2,392,920</b>
<b>EXPENDITURES:</b>									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlay	0	0	0	1,139,860	2,727,217	2,142,000	2,200,000	2,346,000	2,392,920
Projected unused appropriation	0	0	0	0	0	0	0	0	0
<b>Total expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,139,860</b>	<b>2,727,217</b>	<b>2,142,000</b>	<b>2,200,000</b>	<b>2,346,000</b>	<b>2,392,920</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>887,942</b>	<b>36,632</b>	<b>1,794,128</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Less, prior year encumbrances	0	0	0	0	0	(847,783)	0	0	0
<b>ENDING CASH BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$887,942</b>	<b>\$924,574</b>	<b>\$1,870,919</b>	<b>\$1,970,919</b>	<b>\$1,970,919</b>	<b>\$1,970,919</b>

## Park Impact Fees Fund

CITY OF FISHERS  
**Park Impact Fees Fund**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$2,099,216	\$1,237,046	\$896,267	\$892,220	\$450,067	\$1,008,050	\$918,940	\$918,940	\$918,940
<b>REVENUES:</b>									
Park impact fees	566,266	633,541	547,287	633,001	530,056	699,080	600,000	600,000	600,000
Miscellaneous	4,500	48,521	1,996	4,600	275,075	0	0	0	0
<b>Total revenues</b>	<b>570,766</b>	<b>682,062</b>	<b>549,283</b>	<b>637,601</b>	<b>805,131</b>	<b>699,080</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>EXPENDITURES:</b>									
Other services and charges	0	0	0	54,658	44,730	0	0	0	0
Capital outlays	1,432,936	1,022,841	553,330	1,025,096	202,418	500,000	600,000	600,000	600,000
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>1,432,936</b>	<b>1,022,841</b>	<b>553,330</b>	<b>1,079,754</b>	<b>247,148</b>	<b>500,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(862,170)</b>	<b>(340,779)</b>	<b>(4,047)</b>	<b>(442,153)</b>	<b>557,983</b>	<b>199,080</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(288,190)			
<b>ENDING CASH BALANCE</b>	<b>\$1,237,046</b>	<b>\$896,267</b>	<b>\$892,220</b>	<b>\$450,067</b>	<b>\$1,008,050</b>	<b>\$918,940</b>	<b>\$918,940</b>	<b>\$918,940</b>	<b>\$918,940</b>

## Combined Road Impact Fees Fund

CITY OF FISHERS  
**Combined Road Impact Fees**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$1,575,007	\$1,524,893	\$2,682,354	\$1,459,961	\$1,226,792	\$822,689	\$679,915	\$679,915	\$679,915
<b>REVENUES:</b>									
Road impact fees	2,751,352	1,956,504	1,872,776	2,478,187	1,954,971	1,971,014	1,900,000	1,900,000	1,900,000
Miscellaneous	596,481	2,740,372	95,518	0	0	0	0	0	0
<b>Total revenues</b>	<b>3,347,833</b>	<b>4,696,876</b>	<b>1,968,294</b>	<b>2,478,187</b>	<b>1,954,971</b>	<b>1,971,014</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>1,900,000</b>
<b>EXPENDITURES:</b>									
Debt service	0	0	0	0	0	0	0	464,126	464,126
Other services and charges	0	0	0	0	0	1,700,000	0	1,435,874	1,435,874
Capital outlays	3,397,947	3,539,415	3,190,667	2,711,356	2,359,074	0	1,900,000	0	0
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>3,397,947</b>	<b>3,539,415</b>	<b>3,190,667</b>	<b>2,711,356</b>	<b>2,359,074</b>	<b>1,700,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>1,900,000</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(50,114)</b>	<b>1,157,461</b>	<b>(1,222,393)</b>	<b>(233,169)</b>	<b>(404,103)</b>	<b>271,014</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(413,788)			
<b>ENDING CASH BALANCE</b>	<b>\$1,524,893</b>	<b>\$2,682,354</b>	<b>\$1,459,961</b>	<b>\$1,226,792</b>	<b>\$822,689</b>	<b>\$679,915</b>	<b>\$679,915</b>	<b>\$679,915</b>	<b>\$679,915</b>



## Bridge Impact Fees Fund

CITY OF FISHERS  
**Bridge Impact Fees (405)**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$32,745	\$160,162	\$86,709	\$170,998	\$265,957	\$356,526	\$232,417	\$282,417	\$282,417
<b>REVENUES:</b>									
Bridge impact fees	127,417	120,547	194,289	115,106	131,534	166,856	150,000	150,000	150,000
Miscellaneous	0	0	0	0	0	0	0	0	0
<b>Total revenues</b>	127,417	120,547	194,289	115,106	131,534	166,856	150,000	150,000	150,000
<b>EXPENDITURES:</b>									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlays	0	194,000	110,000	20,147	40,965	165,965	100,000	150,000	150,000
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	0	194,000	110,000	20,147	40,965	165,965	100,000	150,000	150,000
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	127,417	(73,453)	84,289	94,959	90,569	991	50,000	0	0
<b>ADJUSTMENTS:</b>									
Encumbrances						(125,000)			
<b>ENDING CASH BALANCE</b>	\$160,162	\$86,709	\$170,998	\$265,957	\$356,526	\$232,417	\$282,417	\$282,417	\$282,417

## Rainy Day

0000RD  
 CITY OF FISHERS  
**Rainy Day**  
 Projected Revenues and Expenditures  
 Revised August 26, 2020 [Draft]

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>BEGINNING CASH BALANCE</b>	\$0	\$0	\$2,378,178	\$1,731,678	\$1,113,371	\$1,716,303	\$0	\$0	\$0
<b>REVENUES:</b>									
COIT - Special Distribution	0	2,378,178	0	0	0	0	0	0	0
Transfer in	0	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	1,500,000	0	0	0
<b>Total revenues</b>	0	2,378,178	0	0	0	1,500,000	0	0	0
<b>EXPENDITURES:</b>									
Other services and charges	0	0	646,500	0	897,068	1,417,777	0	0	0
Capital outlays	0	0	0	618,307	0	0	0	0	0
Projected unused appropriation					0	0	0	0	0
<b>Total expenditures</b>	0	0	646,500	618,307	897,068	1,417,777	0	0	0
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	0	2,378,178	(646,500)	(618,307)	(897,068)	82,223	0	0	0
<b>ADJUSTMENTS:</b>									
Transfer					1,500,000	(1,500,000)	0	0	0
Encumbrances						(288,526)			
<b>ENDING CASH BALANCE</b>	\$0	\$2,378,178	\$1,731,678	\$1,113,371	\$1,716,303	\$0	\$0	\$0	\$0

# Economic and Policy Assumptions

## 1 Responsibility for Assumptions

The following assumptions were used in the calculation of the accompanying projections. It is the responsibility of the City of Fishers officials to judge the validity of the assumptions prior to placing any reliance upon the projections.

The projections and other information contained herein are for internal management use by City Officials only. Actual results may vary from the projections and the differences may be material. The information contained herein is unaudited.

## 2 Expenditures

Unless otherwise noted, expenditures in 2018, are expected to be in accordance with budgets that were approved by the Department of Local Government Finance and/or City Council.

## 3 Assessed Value Growth (AV)

The civil true tax value after 2020, is expected to increase by the following amount:

	2022	2023
	3.00%	3.00%

## 4 Property tax collections

After 2019, the loss from the circuit breaker is expected to be:

	2020	2021	2022	2023
	(2,712,088)	(2,248,401)	(2,340,965)	(2,424,501)
	9.00%	7.00%	7.00%	7.00%

## 5 LIT Rates

It is expected that all projected excess collections will be distributed to the Rainy Day Fund. Future distribution are expected to remain flat until the forecasted deficit is paid off. After 2018, taxable income is expected to increase or decrease at the following rate

	2019	2020	2021	2022	2023
Calendar Year	6.00%	-7.55%	4.47%	4.28%	4.10%
Fiscal Year		2019-2020	2020-2021	2021-2022	2022-2023
		-1.75%	-7.55%	4.37%	4.19%

Unless otherwise noted, the Hamilton County taxing entities (abstract/budget) property tax levies are expected to increase at a rate in accordance with the estimated 2019 non-farm income factor. The Airport Authority is expected to go up in proportion to the total LIT increase each year.

## 6 LIT, Interest on State Investments

With regard to interest due to the county on COIT fund collected by the state but not yet distributed to the Hamilton County Auditor, the interest rate earned is expected to be as follows:

Annually:	0.6%
-----------	------

## 7 Projected Revenues

Unless specifically noted, 2020 and 2021 revenues are expected to be in accordance with estimates that were made at the time of the 2021 advertised budgets. After 2021, unless specifically noted, revenues are expected to be the same as the previous year.

	2020	2021	2022	2023
General Fund - License and Permits	\$1,562,598	\$1,550,000	\$1,626,108	\$1,626,108
General Fund - Other Permits	\$104,775	\$105,000	\$142,045	\$142,045

## 8 FIT, Excise Tax, CVET Revenue

Revenue is expected to remain in proportion to the previous year property tax collections for each fund, multiplied by the factor listed below.

	2020	2021	2022	2023
Financial Institutions Tax		90.0%	90.0%	90.0%
Excise	95.0%	98.0%	98.0%	98.0%
CVET		95.0%	95.0%	95.0%

## 9 Encumbrances

Encumbrances at the beginning of each year after the current year are expected to be zero, with the previous year appropriation being fully expended.

## 10 Unappropriated Expenditures

Unappropriated expenditures after the current year are expected to be offset by unbudgeted revenue.

## 11 Local Roads and Streets Funds

State distributions LRS is expected to increase based on the percentage increase in road mileage and population. Road mileage is 40% and Population is 60%. The change in road mileage is expected to affect the following year revenue.

	2020	2021	2022	2023
Road Mileage	10.00	20.00	30.00	40.00
		100.00%	50.00%	33.33%

## 12 Cumulative Capital Development Rate

After the current year the Cumulative Capital Development Fund is expected to have a levy to commensurate with the rate as follows:

	2021	2022	2023
Cumulative Capital Development	0.0500	0.0500	0.0500

## 13 Allocation of Frozen Property Tax Levy Less Cumulative Rates Within Freeze

It is expected that 100 percent of the maximum levy will be allocated to the General Fund.

**14 Personal Property Adjustment to Maximum Levy**

After the current year, the personal property adjustment to the maximum levy is expected to be the same amount as the previous year.

**15 Use of LIT Revenue**

It is expected that LIT will be deposited into the following funds:

	2020	2021	2022	2023
General Fund - Special Distribution	2,288,595	3,975,183	356,936	1,344,799
General Fund - Regular Distribution	23,353,442	22,630,950	20,396,954	20,928,288
GO Bond Issue - 116th and 96th Street	0	0	0	0
GO Bond Issue - Ambassador House/Olio Road Field Lights	0	0	0	0
COIT Bond Issue - Revenue Bond	330,000	35,000	0	0
COIT Bond Issue - YMCA	0	0	0	0
GO Bond Issue - Station 95 & BMW	0	0	0	0
GO Bond Issue - 116th/126th Paths	0	0	0	0
GO Bond Issue - 126th Phase I (\$18,000,000)	0	0	0	0
GO Bond Issue - building project (\$12,155,000)	0	0	0	0
Lease Rental - Town Hall, Station 91, Public Works Garage, Public Safety Building, Station 93	0	0	0	0
Thoroughfare Bond Fund	0	0	0	0
GO Bond Issue - 126th Phase II (\$9,000,000)	0	0	0	0
GO Bond Issue - Giest Road Improvements	0	0	0	0
Rainy Day	0	0	0	0
Certified Tech Park	0	0	0	0

**16 Annexation**

It is expected that the following amount of net assessed value will be annexed and payable in the following years.

2021	2022	2023
\$1,500,000	\$1,500,000	\$1,500,000

**17 True Tax value growth in the Townships**

The Delaware true tax value after 2019, is expected to increase by the following amount:  
The Fall Creek true tax value after 2019, is expected to increase by the following amount:

2020	2021	2022	2023
3.13%	2.95%	0.00%	0.00%
8.70%	18.79%	5.00%	5.00%

**18 Interest Income**

It is expected that after the current year, all interest in the Cumulative Fund and Funds that are outside the property tax freeze, will be deposited into the General Fund. Interest is expected to increase as follows:

2020	2021	2022	2023
\$478,665	\$400,000	\$400,000	\$400,000

**19 Fire Contract Revenue**

After the current year, it is expected that the revenue collected from the fire contract will be calculated according to the 2020 agreement. It is expected that the Fire CIP and Fire maintenance will be added back to the fire budget when computing the fire contract.

Fire Budget	2020	2021	2022	2023
	\$22,708,918	\$23,817,275	\$24,561,966	\$25,544,445

**20 Projected Census Increase**

It is expected that the special census will be taken in the following years and will affect the budgeted revenue two years after the special census. The budgeted revenue is expected to increase or decrease according to the following revenue:

The revenues that are distributed by population are:

	2000	2004	2008	2010	2016	2017	2018	2019	2020	2021	2022	2023
Motor Vehicle Highway - state distribution											\$43.65	\$43.65
General Fund - Cigarette Tax											\$0.65	\$0.62
General Fund - ABC Gallonage											\$2.20	\$2.20
Cumulative Capital Improvement											\$2.27	\$2.27
Payable Year												
Population (Fiscal Year Avg.)	37,835	52,390	65,382	76,794	76,794	81,627	86,459	86,459	86,459	86,459	89,000	89,000
		38.47%	24.80%	17.45%	0.00%	6.29%	5.92%	0.00%	0.00%	0.00%	2.94%	0.00%

**21 Emergency Medical Service Revenue**

It is expected that the revenue generated from emergency medical service will be as follows:

EMS revenue - General Fund	2021	2022	2023
	1,500,000	1,500,000	1,500,000

**22 Maximum Levy Appeals**

It is expected that the maximum levy will be appealed by the following amounts:

	2020	2021	2022	2023
Extension of services	0	698,288	0	0
Annexation	0	0	0	0
Growth factor	0	0	495,274	370,083

**23 Debt Payments**

It is expected that the following payments will be made.

	2020	2021	2022	2023
Pre-July 2005 Bonds	\$2,594,501	\$1,099,825	\$983,300	\$870,000
COIT Bonds - Station 94/YMCA	326,840	171,160	0	0
Post-July 2005 Bonds	5,357,835	5,374,193	5,364,278	5,368,312
Lease Rental - Olio Road and Highway 238 Road Projects	0	0	464,126	464,126
Allisonville Road Bond	11,116,320	13,556,373	10,819,057	10,345,084
TIF (Saxony)	450,550	444,400	452,275	454,025
<b>Total</b>	<b>\$19,846,046</b>	<b>\$20,645,951</b>	<b>\$18,083,036</b>	<b>\$17,501,547</b>

CITY OF FISHERS  
**Economic and Policy Assumptions**  
 Revised August 26, 2020 [Draft]

**24 Park Impact Fees Budget**

No expenditures are shown after the current year. Revenue after the current year, is expected to be as follows:

	2020	2021	2022	2023
Park impact fees	699,080	600,000	600,000	600,000

**25 Road Impact Fees Budget**

No expenditures are shown after the current year. Revenue after the current year, is expected to be as follows:

	2020	2021	2022	2023
Revenue - Road impact fees	1,971,014	1,900,000	1,900,000	1,900,000
Expenditures - Lease Rental - Olio Road and Highway 238 Road Projects	172,365	175,000	175,000	175,000

**26 Bridge Impact Fees Budget**

No expenditures are shown after the current year. Revenue after the current year, is expected to be as follows:

	2020	2021	2022	2023
Revenue - Bridge impact fees	166,856	150,000	150,000	150,000

**27 Property Tax Rates**

The rates after the current year are expected to increase/decrease as follows:

Rate:	2021	2022	2023
	1.41%	0.00%	0.00%

**28 Assessed Valuation for Fire Contracted Area**

The fire gross assessed value prior to deductions is expected to increase by the following amount:

	2019	2020	2021	2022	2023
Delaware Township	154,859,410	160,061,870	164,783,695	164,783,695	164,783,695
Fishers	10,680,868,554	11,306,345,425	11,306,345,425	11,645,535,798	11,994,901,961
Fall Creek Township	342,717,130	380,933,120	452,510,453	475,135,076	498,892,775
<b>Total Fire Area</b>	<b>11,158,445,094</b>	<b>11,847,340,415</b>	<b>11,923,639,573</b>	<b>12,285,455,459</b>	<b>12,658,578,331</b>

**29 Unused Appropriation**

It is expected that the following funds will have unused appropriation:

	2020	2021	2022	2023
General Fund	(1,100,000)	(500,000)	(500,000)	(500,000)
Station 94	0	0	0	0
Local Roads and Streets	0	0	0	0
Motor Vehicle Highway	0	0	0	0
Cumulative Capital Development	0	0	0	0
Continuing Education	0	0	0	0
Park Impact	0	0	0	0
Road Impact	0	0	0	0
Bridge Impact	0	0	0	0
Cumulative Capital Improvement	0	0	0	0
Rainy Day	0	0	0	0
Wheel and Surtax	0	0	0	0
Sewer Operating	0	0	0	0
Sewer Improvement	0	0	0	0
Stormwater	0	0	0	0

**30 Factors Used in Calculating Certain Projected Information:**

	2021	2022	2023
Account 1 - Administrative contingency	0.0%	2.0%	2.0%
Account 1 - Employee benefits	10.0%	10.0%	10.0%
Account 2 - Supplies	0.0%	0.0%	0.0%
Account 3 - Other services and charges	5.0%	5.0%	5.0%
Account 4 - Capital outlay	2.0%	2.0%	2.0%

**31 Cumulative Funds, Local Roads and Streets, Park Impact Fees, and Road Impact Fees Expenditures**

After the current year the Cumulative Capital Improvement Fund, Cumulative Capital Development Fund, and Local Roads and Streets Fund, Park Impact fees, and Road Impact Fees all funds will be appropriated.

**34 Future Debt or Annexations Effects**

It is expected the abstract/budget levies for the following units will increase or decrease in addition to assumption number eight.

	2019	2020	2021	2022	2023
Carmel City - annexation	0	3,947,907	0	0	0

**35 Continuing Education Fund**

It is expected after the current year the continuing education budget will remain the same as projected revenue.

**36 Non-Farm Personal Income**

It is expected after 2019, the non-farm personal income will increase as follows:

	2020	2021	2022	2023
	-5.00%	4.00%	4.00%	4.00%

**37 Additional Appropriations**

The following additional appropriations are expected after January 1, 2020:

	2020
Rainy Day - Other services and charges	\$0
Certified Tech Park - Other services and charges	\$0
Wheel Tax - Capital outlay	\$0
Bridge Impact	\$125,000
CCD - Capital outlay	\$0

**38 Projected Sewer Revenues**

Unless specifically noted, 2019 revenues are expected to be in accordance with estimates that were made at the time of the 2019 advertised budgets. After 2019, unless specifically noted, revenues are expected to be the same as the previous year.

	2020	2021	2022	2023
<b>Sewer Operating</b>				
Construction Inspection Fees - Sewer	0	0	1,000	1,000
Construction Inspection Fees - Storm	0	0	0	0
User Fees-Operating Sewer	7,616,000	8,100,000	8,262,000	8,427,240
User Fees-Operating Storm	0	0	0	0
Connection Fees-Operating	21,506	43,012	64,518	86,024
Insurance Reimbursement	0	0	0	0
Refunds	0	0	20,000	20,000
Other	5,414	0	0	0
Interest	169,654	150,000	150,000	150,000
Miscellaneous	0	0	0	0
<b>Sewer Bond</b>				
User Fees - Sinking Bond and Interest	1,535,643	1,537,493	1,537,493	1,537,493
<b>Sewer Improvement</b>				
Availability Fees	1,326,900	1,353,438	1,380,507	1,408,117
Guaranteed Revenue-Flatfork	0	1,000	1,000	1,000
Forest Knoll Loan	44,178	48,000	48,000	48,000
Country Lane Estates	0	1,600	1,600	1,600
Reimbursement-Sewer Improvement	0	0	0	0
Miscellaneous	90	0	0	0
<b>Stormwater</b>				
Construction Inspection Fees	85,630	85,630	85,630	85,630
User Fees	4,380,000	4,566,454	4,657,783	4,750,939
Rate increase	0	0	0	0
Ordinance Violations	0	0	0	0
Insurance Reimbursement	0	0	0	0
Refunds	0	0	0	0
Miscellaneous	75	0	0	0

**39 Rainy Day - Specified Expenditures**

It is expected the town will have the following expenditures :

	2020	2021	2022	2023
Transfer to General Fund	(\$1,500,000)	\$0	\$0	\$0

**40 Certified Tech Park**

It is expected that Certified Tech Park Fund will be created and the revenue and expenses will be as follows:

	2020	2021	2022	2023
<b>Revenue</b>				
Certified Tech Park revenue	950,000	950,000	950,000	950,000
LIT	0	0	0	0
<b>Expenses</b>				
Personal services	0	0	0	0
Supplies	0	0	0	0
Payment on DECA Building	950,000	950,000	950,000	950,000
Capital Outlay	0	0	0	0

**41 Wheel Tax Fund**

It is expected that Certified Tech Park Fund will be created and the revenue and expenses will be as follows:

	2020	2021	2022	2023
<b>Revenue</b>				
Wheel Tax	2,322,232	2,300,000	2,346,000	2,392,920
Misc	1,613,896	0	0	0
<b>Expenses</b>				
Other Services and Charges	0	0	0	0
Capital Outlay	2,142,000	2,300,000	2,346,000	2,392,920

**42 Wagering Tax for Non-Riverboat Counties**

It is expected that the Wagering Tax Revenue for Hamilton County will be distributed as follows:

	2020	2021	2022	2023
Total Non-Riverboat Counties	5,570,635	5,570,635	5,570,635	5,570,635
Total Hamilton County	274,569	274,569	274,569	274,569
Hamilton County Percent	4.93%	4.93%	4.93%	4.93%
State Appropriation	\$33,000,000	\$33,000,000	\$33,000,000	\$33,000,000
Hamilton County Percent	4.93%	4.93%	4.93%	4.93%
Hamilton County wagering tax portion	1,626,524.98	1,626,524.98	1,626,524.98	1,626,524.98
<b>Population - Payable Year</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Hamilton County	26,679	26,679	26,679	26,679
Arcadia	1,666	1,666	1,666	1,666
Atlanta	725	725	725	725
Carmel	79,191	79,191	79,191	79,191
Cicero	4,812	4,812	4,812	4,812
<b>Fishers</b>	<b>76,794</b>	<b>76,794</b>	<b>76,794</b>	<b>76,794</b>
Noblesville	51,969	51,969	51,969	51,969
Sheridan	2,665	2,665	2,665	2,665
Westfield	30,068	30,068	30,068	30,068
<b>Total</b>	<b>274,569</b>	<b>274,569</b>	<b>274,569</b>	<b>274,569</b>
<b>Percent - Payable Year</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Hamilton County	9.72%	9.72%	9.72%	9.72%
Arcadia	0.61%	0.61%	0.61%	0.61%
Atlanta	0.26%	0.26%	0.26%	0.26%
Carmel	28.84%	28.84%	28.84%	28.84%
Cicero	1.75%	1.75%	1.75%	1.75%
<b>Fishers</b>	<b>27.97%</b>	<b>27.97%</b>	<b>27.97%</b>	<b>27.97%</b>
Noblesville	18.93%	18.93%	18.93%	18.93%
Sheridan	0.97%	0.97%	0.97%	0.97%
Westfield	10.95%	10.95%	10.95%	10.95%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
<b>Revenue - Payable Year</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Hamilton County	\$158,044.28	\$158,044.28	\$158,044.28	\$158,044.28
Arcadia	9,869.25	9,869.25	9,869.25	9,869.25
Atlanta	4,294.84	4,294.84	4,294.84	4,294.84
Carmel	469,121.20	469,121.20	469,121.20	469,121.20
Cicero	28,505.91	28,505.91	28,505.91	28,505.91
<b>Fishers</b>	<b>484,921.57</b>	<b>484,921.57</b>	<b>484,921.57</b>	<b>484,921.57</b>
Noblesville	307,860.23	307,860.23	307,860.23	307,860.23
Sheridan	15,787.25	15,787.25	15,787.25	15,787.25
Westfield	178,120.45	178,120.45	178,120.45	178,120.45
<b>Total</b>	<b>\$1,626,524.98</b>	<b>\$1,626,524.98</b>	<b>\$1,626,524.98</b>	<b>\$1,626,524.98</b>

## 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:

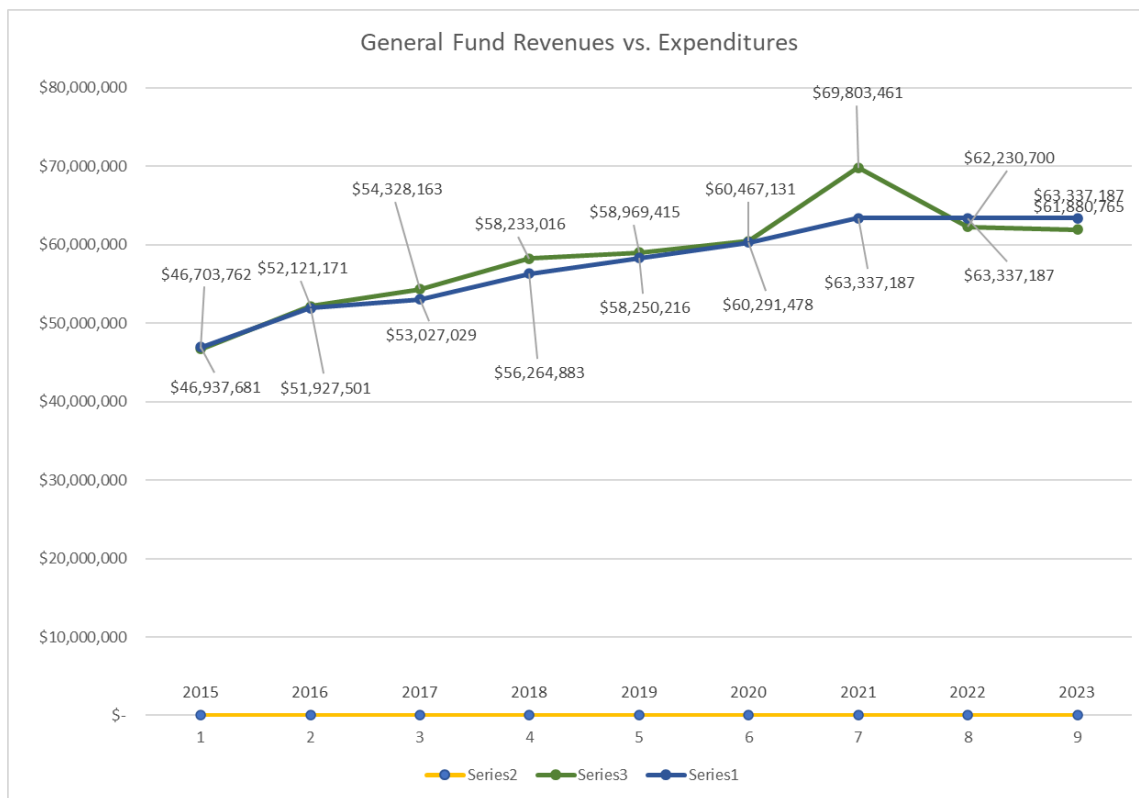
- Controller
- Fire
- Police
- Parks and Recreation
- Engineering
- Permits and Inspections
- Fund Public Works
- Health Department

Fishers operates on a balanced budget system, and 2021 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 2021 General Fund revenue is projected to total over \$105 million. This is a 5% increase over the projected amount for FY 2020. The increase is due to the additional Local Income Tax funds provided to the City by the change in state law for the distribution of the funds. 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:

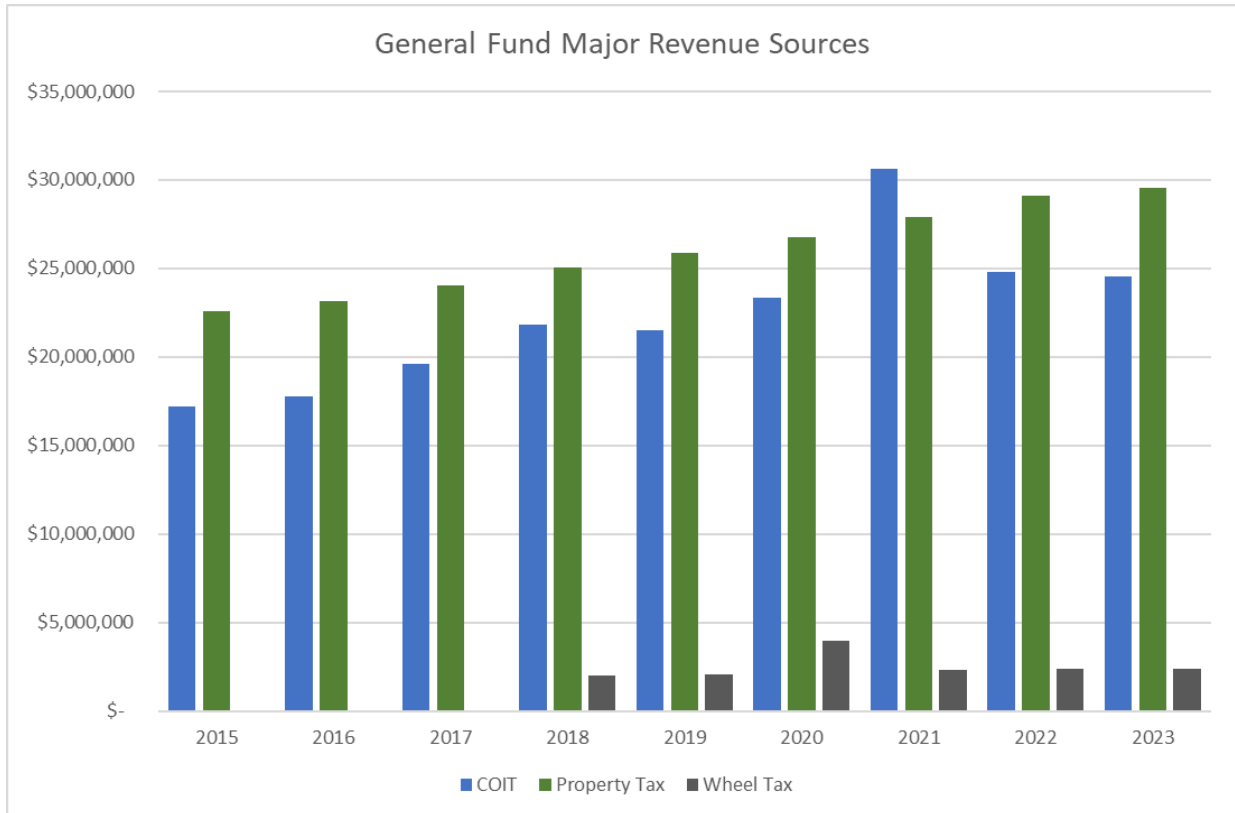
- Revenue vs Expenditures – a comparison of the General Fund revenue and expenditures beginning in 2015 and estimated thru 2023
- Projected General Fund Revenue – depicts the anticipated 2021 revenues
- General Fund Cash Reserves – displays the amount held General Fund Cash Reserves from 2015-2022 and compared with the amount required by internal policy.



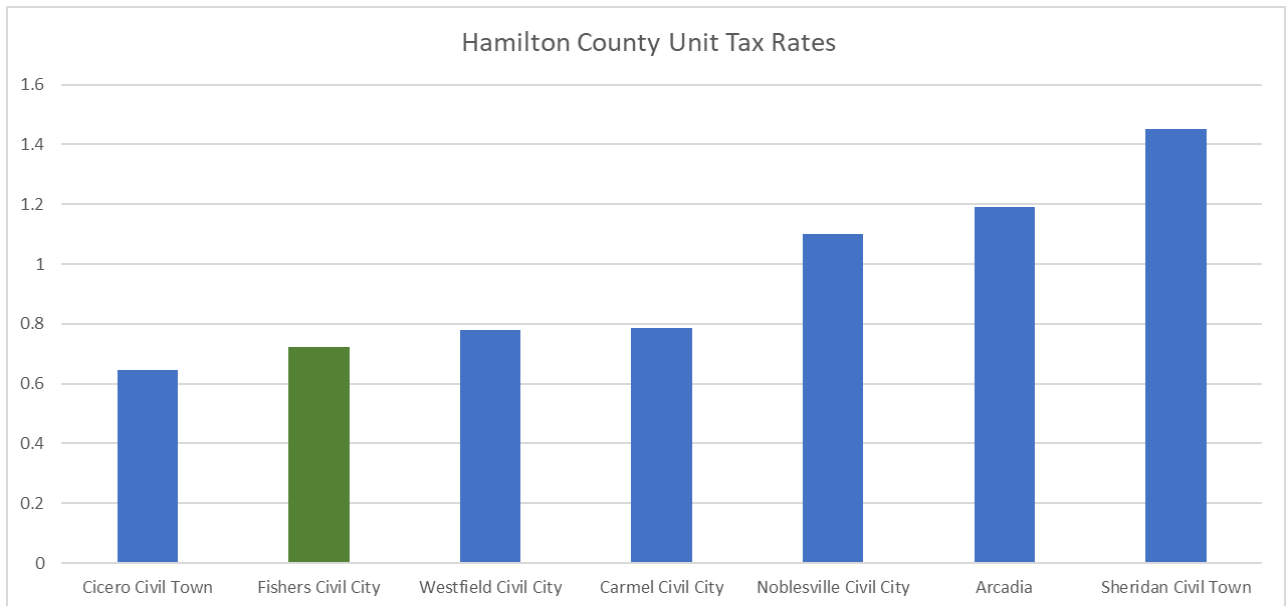
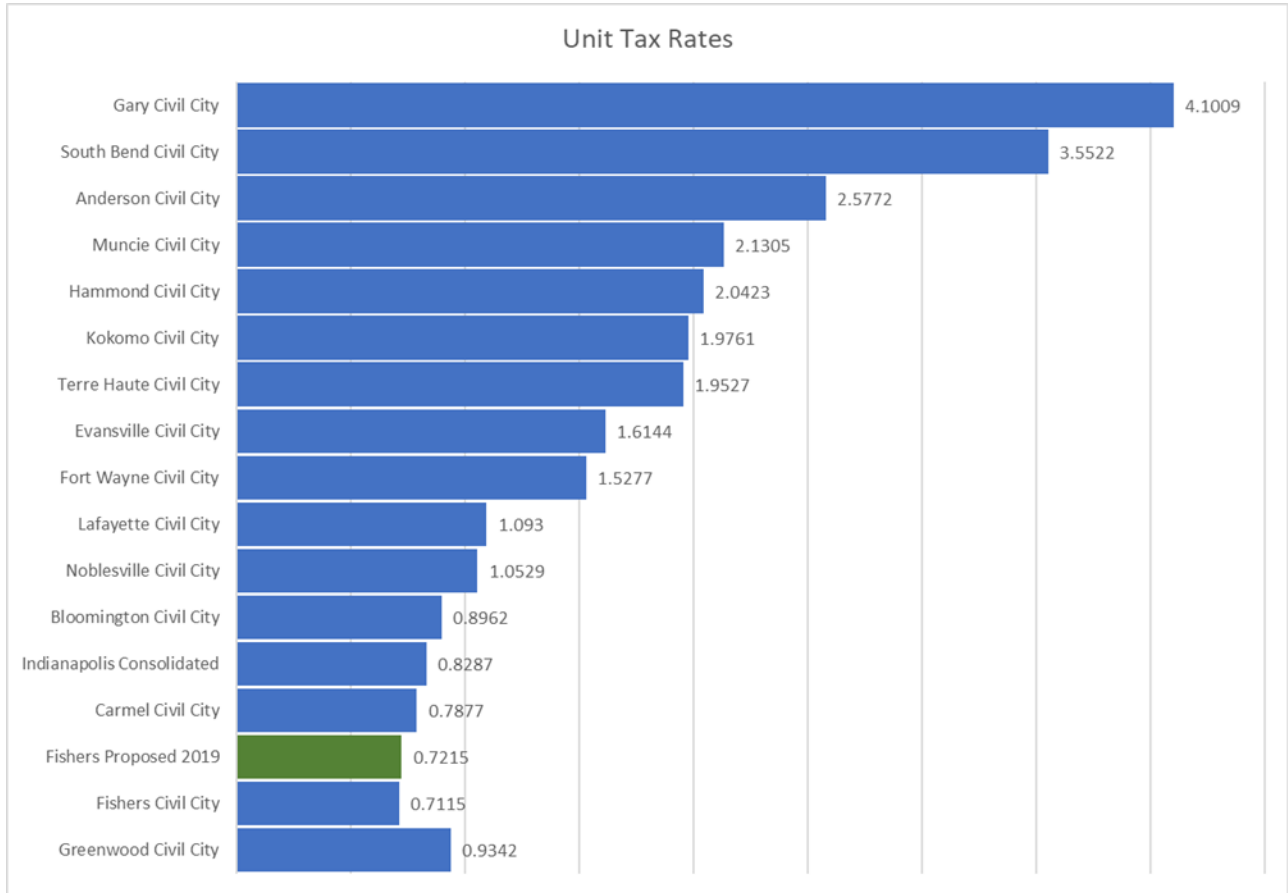


The City of Fishers will operate with a Balance Budget in fiscal year 2021. This means that the total sum of revenues is equal to its expenditures, which ensures adequate resources and funding to provide for ongoing city operational needs.

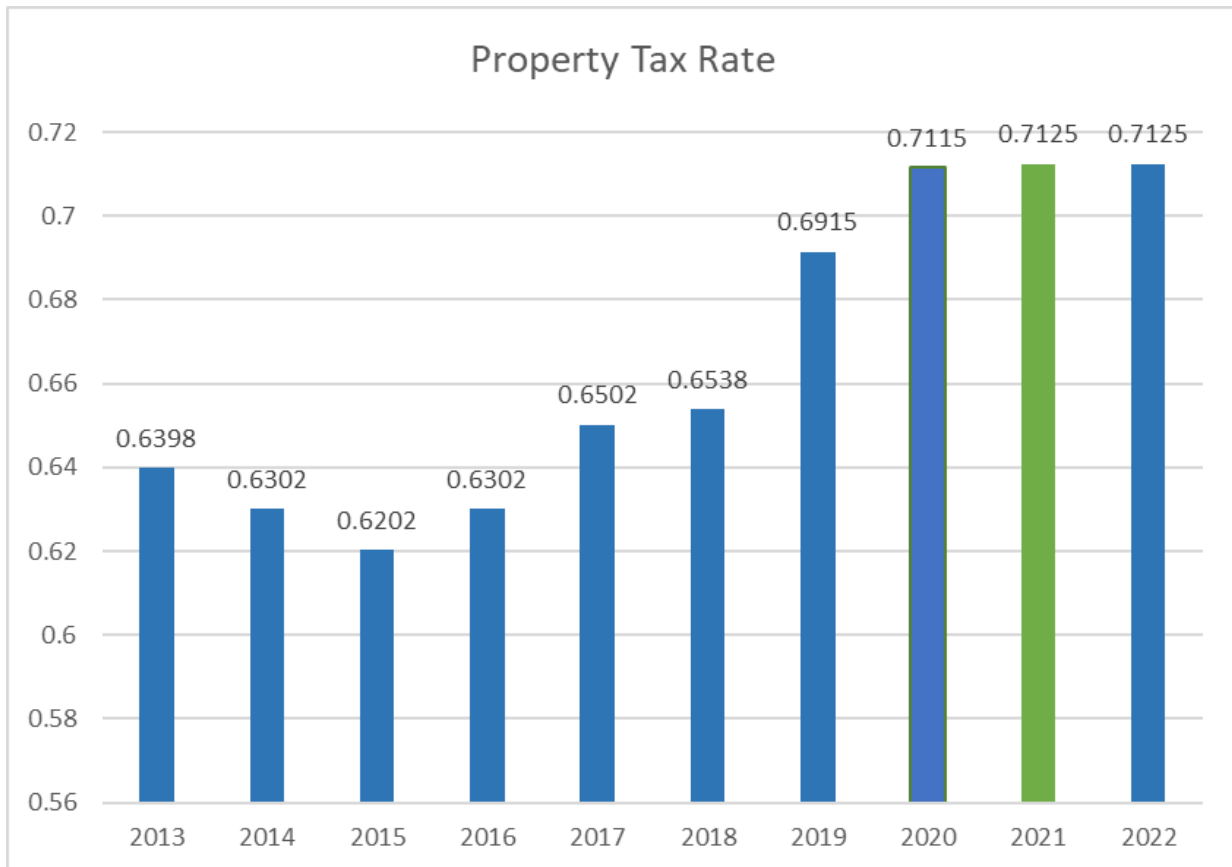
The General Fund collects the majority of the City's revenues. The County Option Income Tax and Property Taxes are the main sources of revenue for the City. Both sources are continuing to grow alongside the City.



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



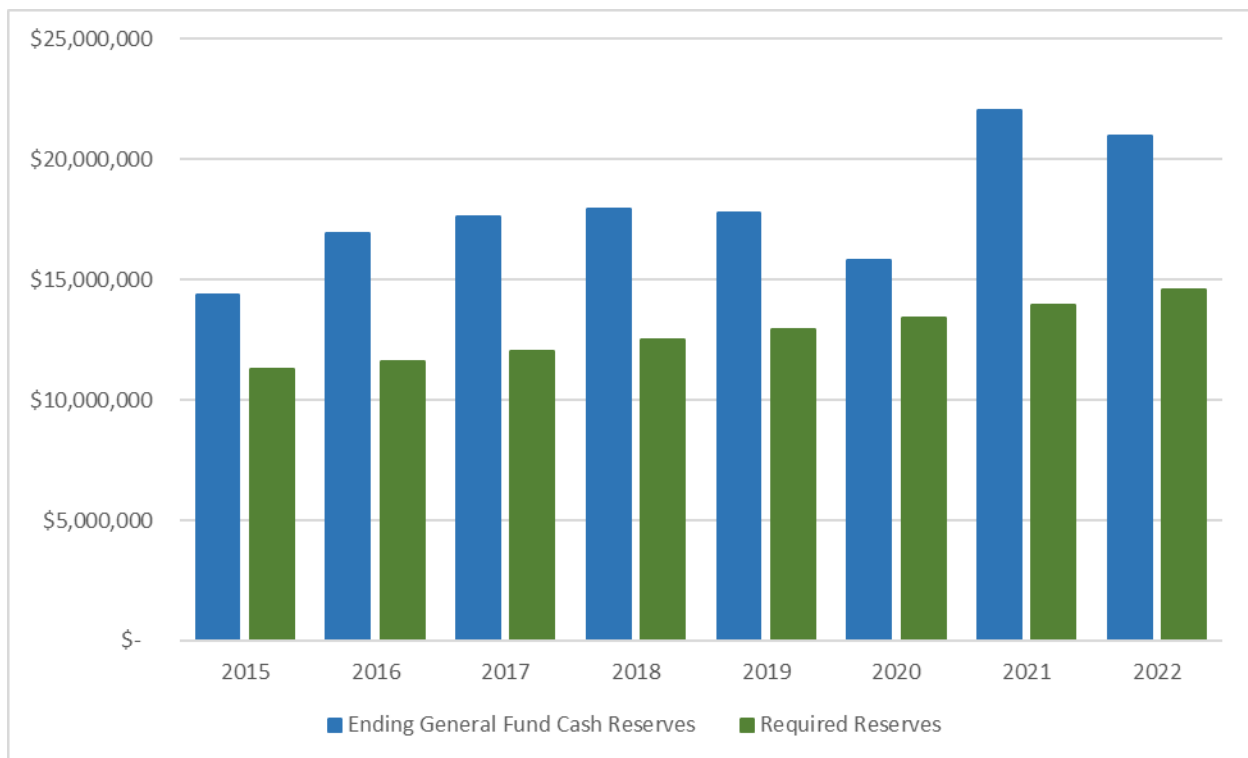
In 2015, the property tax rate of \$0.6202 ranked as the lowest among 18 selected municipalities. In 2016, the budget decreased by \$4.8 million while tax rates increased one cent per \$100 of assessed valuation. A \$200,000 home would pay \$1,260 for the city portion of taxes, an increase of \$20. Rates continue trending up from 2017-2020 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 2021, the City will transition to a more maintenance-based system as growth tapers.



## General Fund Property Tax Rates – General Fund

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
General	0.4183	0.4131	0.4149	0.4164	0.4090	0.4013	0.4000	0.4049	0.4073
GO Bonds - Pre-July 1, 2005	0.0535	0.0498	0.0437	0.0404	0.0373	0.0260	0.0138	0.0120	0.0110
GO Bond - Ambassador/Field Lights	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
GO Bond - Station 95 & BMV	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
GO Bond - 116th/126th/Paths Lease	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
GO Bond - 126th Street Phase I	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
GO Bond - Cynthearne Park	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
GO Bonds - Post-July 1, 2005	0.0994	0.0848	0.0779	0.0947	0.0883	0.0891	0.0580	0.0696	0.0578
TIF Bond	0.0000	0.0022	0.0060	0.0008	0.0001	0.0039	0.0050	0.0045	0.0044
GO Bond - 126th Street Phase II	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
GO Bond - Allisonville Road	0.0000	0.0321	0.0595	0.0534	0.1088	0.1412	0.1847	0.1705	0.1810
Lease Rental - Corporate	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Motor Vehicle Highway	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Thoroughfare Bond	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Health Fund	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0100	0.0100	0.0100
Cumulative Capital Development	0.0490	0.0482	0.0482	0.0481	0.0500	0.0500	0.0500	0.0500	0.0500
<b>Total Rate</b>	<b>0.6202</b>	<b>0.6302</b>	<b>0.6502</b>	<b>0.6538</b>	<b>0.6915</b>	<b>0.7115</b>	<b>0.7215</b>	<b>0.7215</b>	<b>0.7215</b>
Rate increase or (decrease)	(0.0100)	0.0100	0.0200	0.0036	0.0377	0.0200	0.0100	0.0000	0.0000
Percentage increase or (decrease)	-1.59%	1.61%	3.17%	0.55%	5.77%	2.89%	1.41%	0.00%	0.00%

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 2021 projected year end reserves are expected to be a surplus of 15 million.



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.

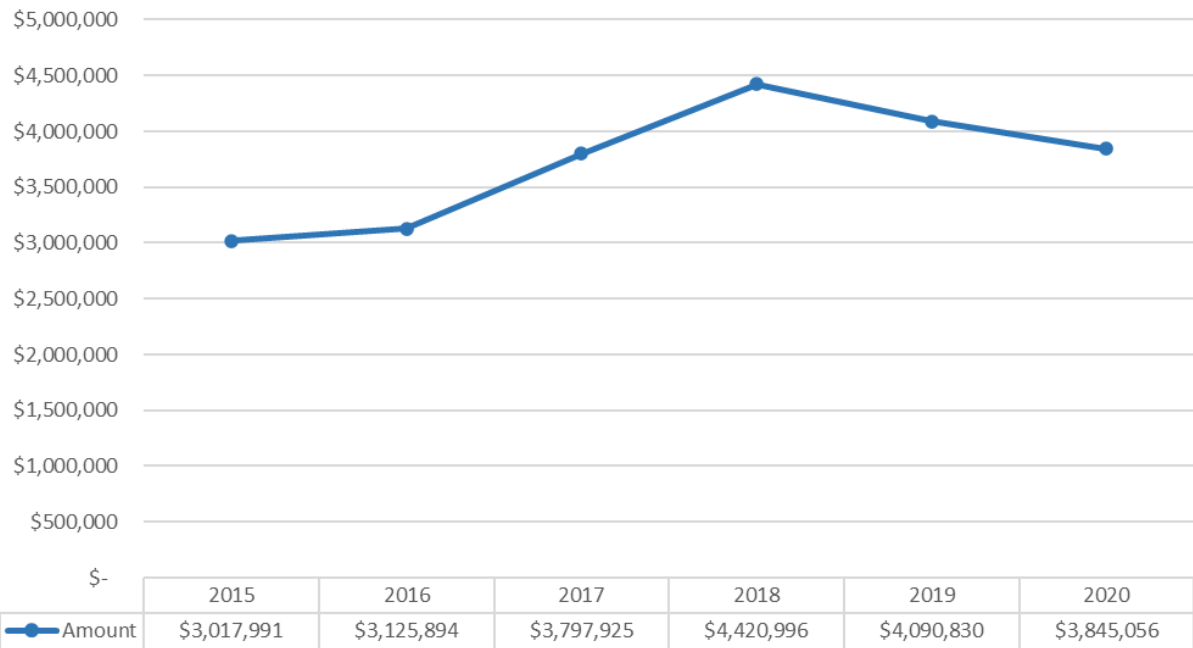
	Certified 2015	Certified 2016	Certified 2017	Certified 2018	Certified 2019	BUDGET 2020	BUDGET 2021	Projected 2022	Projected 2023
<b>Town of Fishers</b>									
Certified Assessed Value	5,399,045,989	5,608,997,595	5,800,730,882	6,012,706,472	6,329,194,829	6,677,218,728	6,982,879,825	7,193,866,220	7,411,182,207
Abstract Assessed Value	5,399,045,989	5,608,997,595	5,800,730,882	6,012,706,472	6,329,194,829	6,677,218,728	6,982,879,825	7,193,866,220	7,411,182,207
Certified Annual Increase Percent	3.0%	3.9%	3.4%	3.7%	5.3%	5.5%	4.6%	3.0%	3.0%
Abstract Annual Increase Percent	3.0%	3.9%	3.4%	3.7%	5.3%	5.5%	4.6%	3.0%	3.0%
Certified Annual Increase	155,079,448	209,951,606	191,733,287	211,975,590	316,488,357	348,023,899	305,661,097	210,986,395	217,315,987
Abstract Annual Increase	155,079,448	209,951,606	191,733,287	211,975,590	316,488,357	348,023,899	305,661,097	210,986,395	217,315,987
<b>Commercial Vehicles</b>									
Certified Assessed Value	0	0	0	0	0	0	0	0	0
Annexed assessed value	938,195	777,850	4,231,800	0	0	813,230	1,500,000	1,500,000	1,500,000
Net AV, pre-annexation	5,398,107,794	5,608,219,745	5,796,499,082	6,012,706,472	6,329,194,829	6,676,405,498	6,981,379,825	7,192,366,220	7,409,682,207
Annexation factor	1.0002	1.0001	1.0007	1.0000	1.0000	1.0001	1.0002	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	1.0074	1.0171	1.0304	1.0275	1.0296	1.0335	1.0395	1.0423	1.0364
<b>Delaware Township</b>									
Certified Assessed Value	104,816,527	106,568,705	100,711,389	102,304,378	101,391,918	104,960,055	108,056,377	108,056,377	108,056,377
Abstract Assessed Value	104,816,527	106,568,705	100,711,389	102,304,378	101,391,918	104,960,055	108,056,377	108,056,377	108,056,377
Certified Annual Increase Percent	-0.7%	1.7%	-5.5%	1.6%	-0.9%	3.5%	3.0%	0.0%	0.0%
Abstract Annual Increase Percent	-0.7%	1.7%	-5.5%	1.6%	-0.9%	3.5%	3.0%	0.0%	0.0%
Certified Annual Increase	(761,947)	1,752,178	(5,857,316)	1,592,989	(912,460)	3,568,137	3,066,322	0	0
Abstract Annual Increase	(761,947)	1,752,178	(5,857,316)	1,592,989	(912,460)	3,568,137	3,066,322	0	0
<b>Fall Creek Township</b>									
Certified Assessed Value	171,950,215	176,549,988	189,892,893	202,657,008	228,973,717	248,894,759	295,662,084	310,445,188	325,967,448
Abstract Assessed Value	171,950,215	176,549,988	189,892,893	202,657,008	228,973,717	248,894,759	295,662,084	310,445,188	325,967,448
Certified Annual Increase Percent	-0.3%	2.7%	7.6%	6.7%	13.0%	8.7%	18.8%	5.0%	5.0%
Abstract Annual Increase Percent	-0.3%	2.7%	7.6%	6.7%	13.0%	8.7%	18.8%	5.0%	5.0%
Certified Annual Increase	(433,366)	4,599,773	13,342,905	12,784,115	26,316,709	19,921,042	46,767,325	14,783,104	15,522,259
Abstract Annual Increase	(433,366)	4,599,773	13,342,905	12,784,115	26,316,709	19,921,042	46,767,325	14,783,104	15,522,259

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.

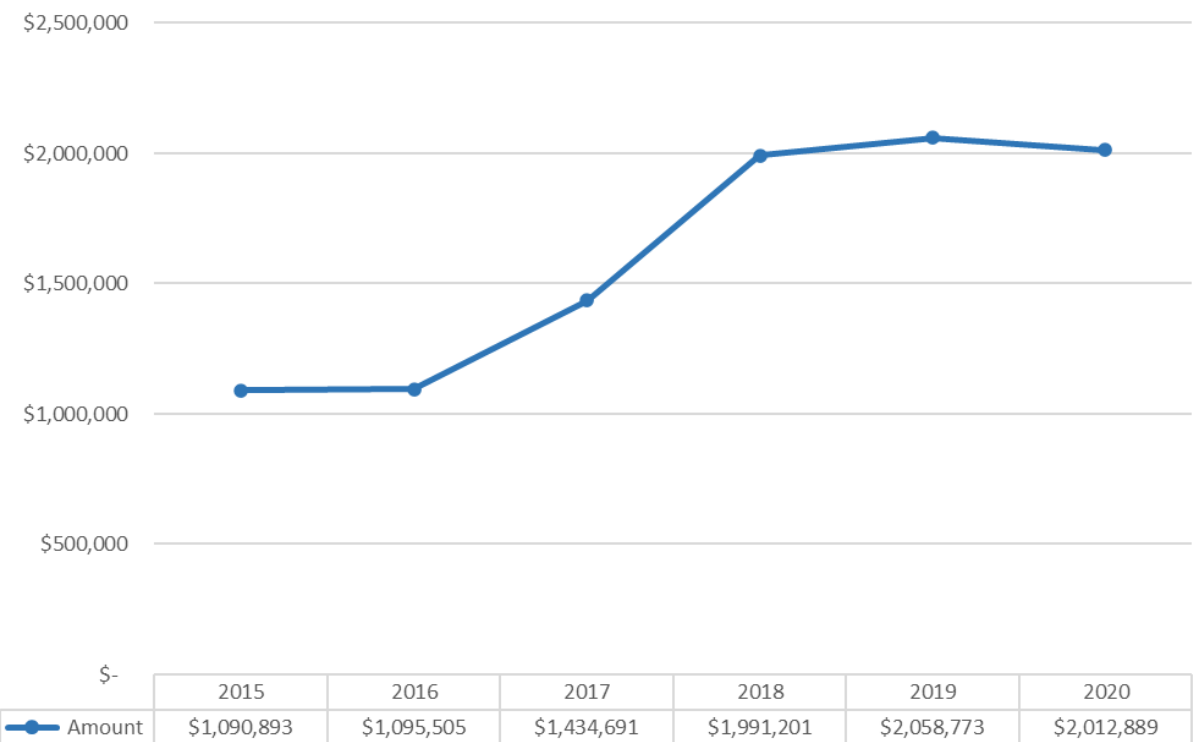
The yearly progression of revenue collected for these accounts can be seen in the charts below:

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

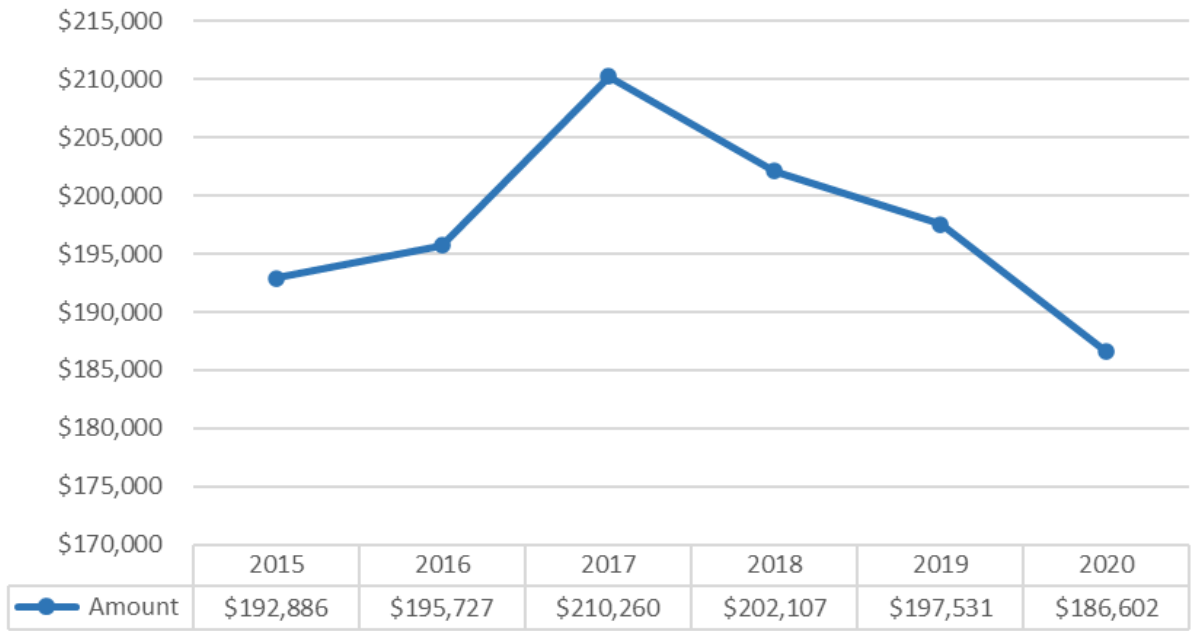
### Motor Vehicle Highway Fund



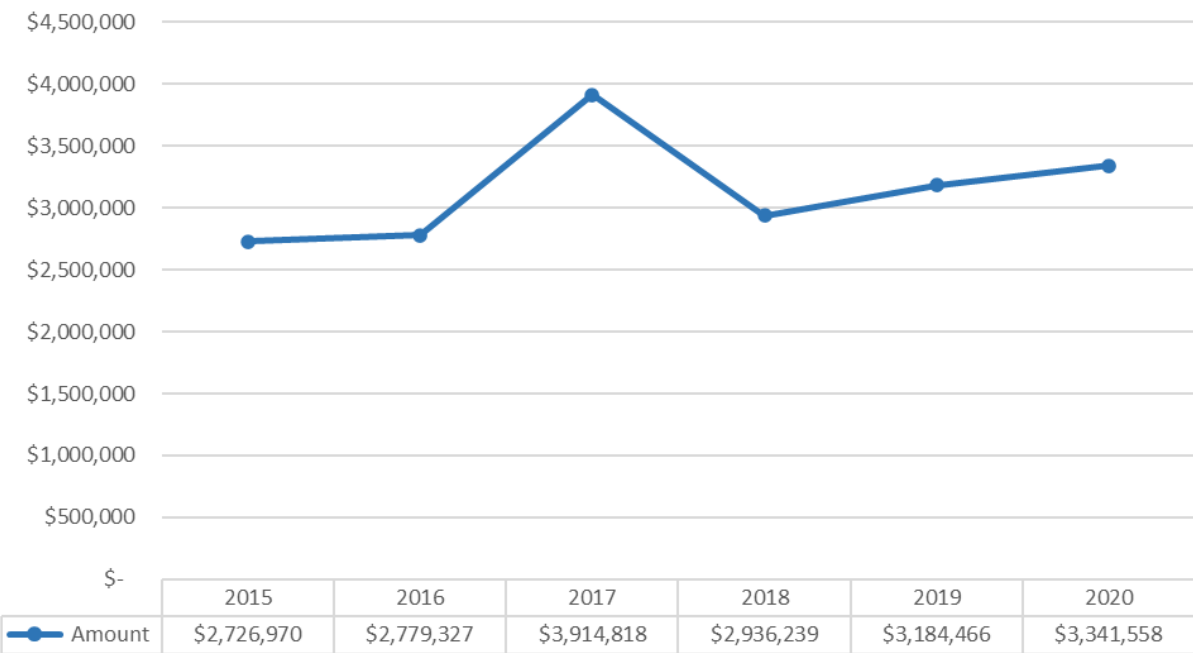
### Local Roads and Streets Fund

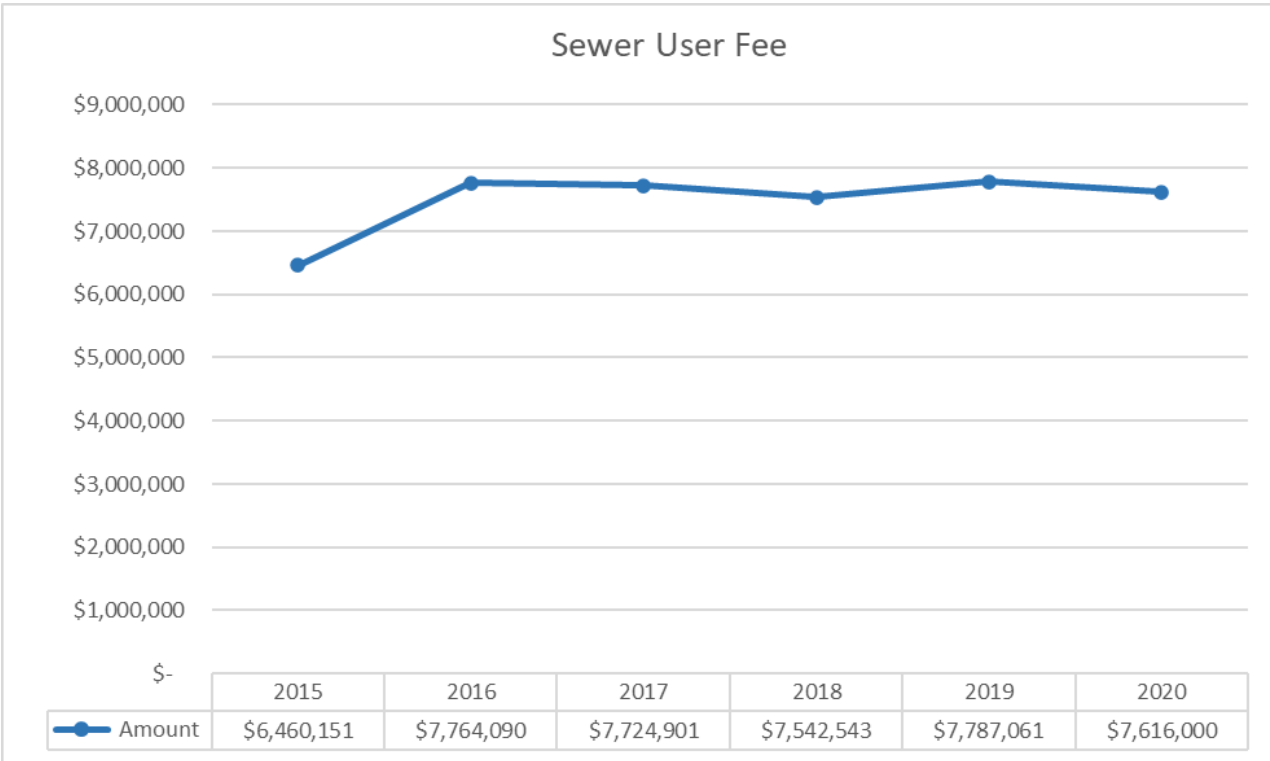
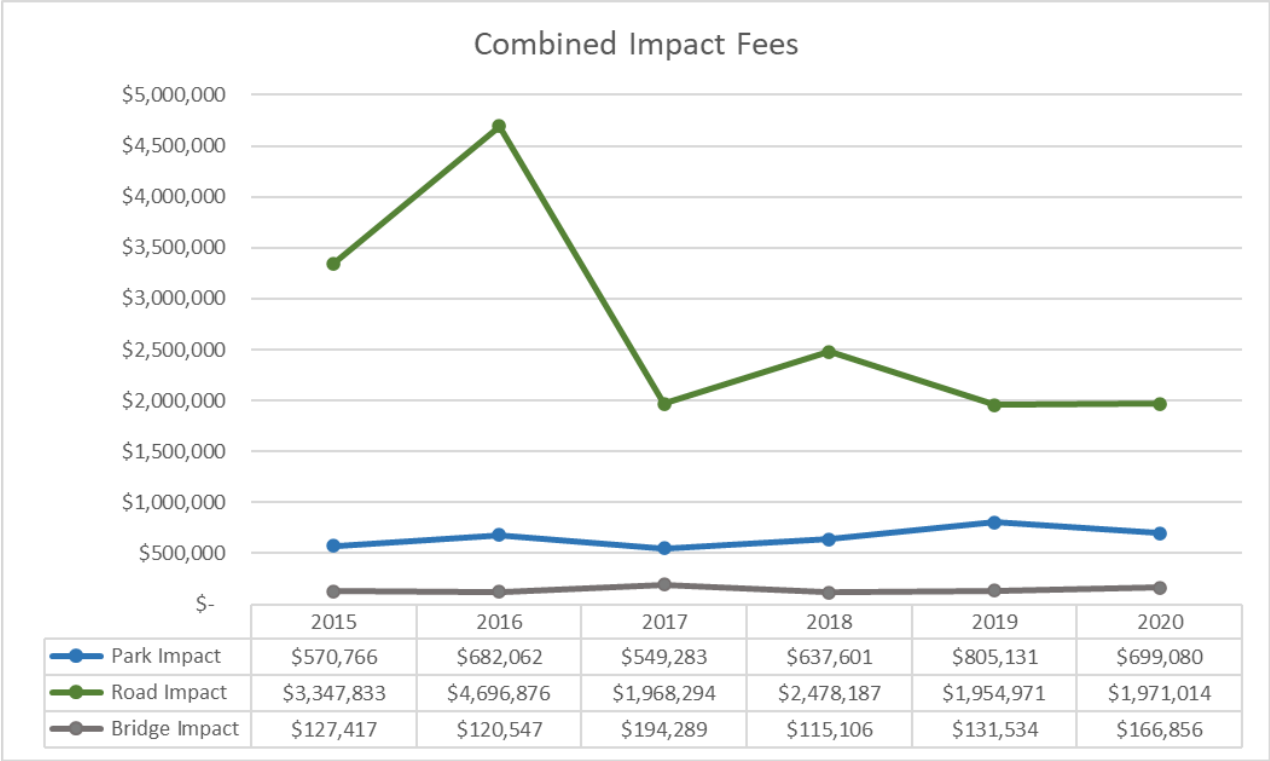


### Cumulative Capital Improvement Fund

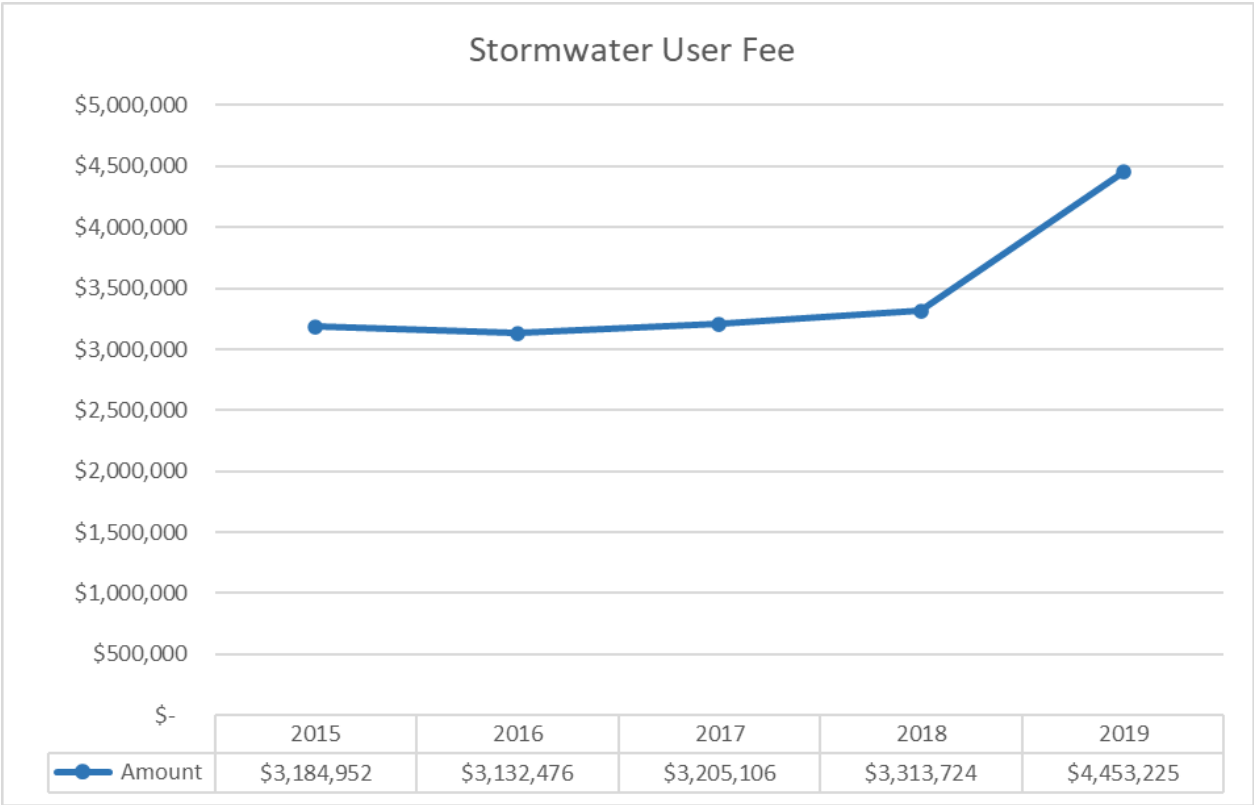


### Cumulative Capital Development Fund









## **CAPITAL AND DEBT**

## Capital Expenditures

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 2019 fiscal year, the City decreased on slightly CIP spending to meet infrastructure demands and continued to implement long-term infrastructure projects during the 2020 fiscal year. Due to the economic constraints due to the COVID-19 pandemic the City will reduce its capital efforts but continue to implement long-term projects that have been on-going. 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.

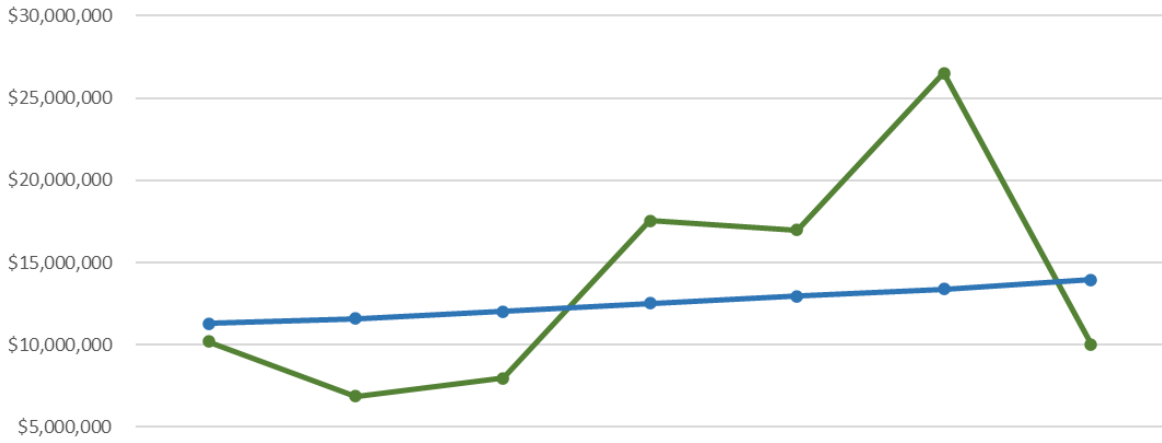
#### Roads and Streets

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, Fishers has completed traffic calming projects, sanitary and storm sewer projects, resurfaced lane miles of streets, installed over 20 miles of trails and sidewalks, and received more than \$70 million in grants, improving the infrastructure in Fishers while leveraging federal dollars to save money for the Fishers' taxpayers.

Infrastructure improvement projects contribute to long-term vitality of our community and increased economic development opportunities. In 2020, major projects included street and interstate widening projects, intersection improvements, and storm and sewer improvements. In 2021, continued road widening, and intersection improvements will further enhance the drivability demands created by increased residential, business, and visitor needs.

CIP vs. Reserves



	Year	2015	2016	2017	2018	2019	2020
● CIP	\$10,187,783	\$6,873,208	\$7,970,500	\$17,549,546	\$16,967,485	\$26,513,687	\$10,013,666
● Reserves	\$11,288,768	\$11,585,385	\$12,033,616	\$12,515,952	\$12,940,615	\$13,397,840	\$13,965,144

## 2021 Capital Project List

Fund	Fund Number	Account	Amount	Description
CCD	40209012	44920	15,000	Ambassador House - Furnace Replacement (x2)
CCD	40209012	44920	12,000	City Services - Bay Door Operators
CCD	40209012	44920	30,000	Cumberland Park - Upgrade Lift Station
CCD	40209012	44920	10,000	Cyntheanne Park - Replace Parking Lot Lights
CCD	40209012	44920	100,000	DPW Lift
CCD	40209012	44920	5,000	FFA - Upgrade HVAC
CCD	40209012	44920	5,000	FS 94 - Inspect Design Oil Water Separator
CCD	40209012	44920	60,000	FS 94 - Replace Fire Suppression System
CCD	40209012	44920	5,000	FS 95 - Evaluate Oil/Water Separator
CCD	40209012	44920	10,000	FS 96 - Interior Painting
CCD	40209012	44920	2,000	FS 96 - Install Generator Communication
CCD	40209012	44920	10,000	Holland Park - Repair and Repaint Exterior
CCD	40209012	44920	15,000	Holland Park - Glaze, Caulk, Tuckpoint
CCD	40209012	44920	5,000	Holland Park - Replace Fire Panel
CCD	40209012	44920	2,000	Holland Park - Repair and Repaint Parks Shed
CCD	40209012	44920	3,000	Olio Fields - Replace Mini Split in Concession
CCD	40209012	44920	30,000	PD - Roll Up Door Replacement
CCD	40209012	44920	5,000	PD - Ice Maker First Floor
CCD	40209012	44920	10,000	PD - Overhead Door Modification Controls
CCD	40209012	44920	5,000	PD - Lighting Upgrade in Property Room
CCD	40209012	44920	2,000	Ritchey Woods - Upgrade Service Panel At Meter
CCD	40209012	44920	12,000	Saxony Hall - Interior Painting
CCD	40209012	44920	2,000	Saxony Hall - Floor Treatment
CCD	40209012	44920	50,000	Switch Garage - Provisions to maintain exhaust system
CCD	40209012	44920	25,000	Cumberland Park Bridges - Painting Needed
CCD	40209012	44920	5,000	FS 94 - Replace Water Softener
CCD	40201011	44920	300,000	Land Acquisition and Design Services for Station 97
MVH	20109011	44920	20,000	Florida and 113th RAB - Landscaping
MVH	20109011	44920	20,000	131st and Cumberland - RAB - Landscaping
LR&S	20209011	44920	16,000	Paint Sprayer
LR&S	20204010	44920	500,000	1/2 CCMG match
LR&S	20204010	44920	130,200	Annual on-call eng w/ additional duties
Sewer	60609014	44200	300,000	Phase III and IV of Lantern rd & 106th St. Interceptor Sewer Lining
Sewer	60609014	44200	45,000	Project Related Engineering and Design Services
Stormwater	62609014	44200	30,000	Strongbow Gate Pond Outlet Modification Project
Stormwater	62609014	44200	25,000	Hoosier Road South of S-Curve Ditch Improvements
Stormwater	62609014	44200	45,000	121st Street Between Crossroad Lane and Blue Springs Dr
Stormwater	62604010	44920	300,000	Stormwater Work within Road Projects (Lantern Road, South St, etc).
Wheel Tax	25904010	44920	2,000,000	Annual overlay/resurface
CCI	40106050	44920	130,000	IT Cloud Solution
Bridge Imp.	27094010	44920	100,000	Budgeted for LPA match of the Bridge portion of the Cumberland Road project
Park Imp.	27074010	44920	600,000	Geist Greenway - Combo of PH 1A CN and PH 1A CE
Road Imp.	27084010	44920	1,450,000	May be 106th & Hoosier, 116th & Allisonville, Olio & Southeastern, 136 Widen
Availability	60809014	44200	388,890	Lantern Road Interceptor Sewer Payments
Availability	60809014	44200	8,000	Loan Fees and Administrative Costs
Availability	60809014	44500	216,600	1st Centrifuge Payments
Availability	60809014	44500	236,976	2nd Centrifuge Payments
Availability	60809014	44500	10,000	Loan Fees and Administrative Costs

## 2021 Fleet Loan Capital Projects List

Department	Replace	Replacement	Cost
<b>Police</b>			
	(2) Medic Trucks	35k for truck + 18k upfitting	106,000
	(1) Detective	35k for truck + 7k upfitting	42,000
	(1) K-9	39k for SUV + 20k upfitting	59,000
	(14) Patrol	39k for SUV + 18k upfitting	738,000
<b>Fire</b>			
	E396	Standard Pumper	535,000
<b>Waste Water</b>			
	7502--F350	Crew Cab Flatbed	51,000
	5854-- F250	Crew Cab Flatbed	51,000
	5776--2500HD	2500HD	45,000
	1412--1500	2500HD	45,000
	7549-- F350	Transit Van	43,000
<b>Parks</b>			
	0292-- 2500HD	Crew Cab Pickup	48,000
	7504-- F350	Crew Cab Flatbed	51,000
	7505--F350	Crew Cab Flatbed	51,000
	7506-- F350	Crew Cab Flatbed	51,000
	<b>Equipment</b>		
	1445 (we have 7)	Colorado	35,000
	12--60"/72" mowers	same	168,000
	2432--1997 Gator	same	24,000
<b>Streets</b>			
	6154--2009 7400	Tandem Dump	220,000
	2080---Backhoe	same	100,000
	2060--Skid Steer	same	60,000
	Salt dog Replacements		50,000
<b>Engineering</b>			
	0462--2007 Escape	same	32,000
<b>P&amp;I</b>			
	8087-- Explorer	same	34,000
	0255--Equinox	same	34,000
	7005-- Explorer	same	34,000

Total Estimated Capital Expenditures for FY 2021: \$10,013,666.00. This is a reduction of over \$15 million for the FY 2021 Capital budget.

## 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
<b>TOTAL CAPITAL SOURCES</b>	<b>49,777,290</b>	<b>48,568,487</b>	<b>19,733,442</b>	<b>15,723,056</b>	<b>13,881,564</b>	<b>10,083,122</b>

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
<b>TOTAL CAPITAL USES</b>	<b>48,369,300</b>	<b>44,651,228</b>	<b>16,559,908</b>	<b>13,509,364</b>	<b>12,317,564</b>	<b>10,008,122</b>



## 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)						
<b>TOTAL ROADS AND STREETS CAPITAL SOURCES</b>	<b>20,972,790</b>	<b>26,102,030</b>	<b>7,567,650</b>	<b>5,688,930</b>	<b>4,455,020</b>	<b>3,889,130</b>

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				
<b>TOTAL CAPITAL ROADS AND STREETS USES</b>	<b>19,428,800</b>	<b>24,225,850</b>	<b>4,902,930</b>	<b>3,350,000</b>	<b>2,896,020</b>	<b>3,889,130</b>

## 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		
<b>TOTAL CAPITAL SEWER SOURCES</b>	<b>2,004,000</b>	<b>14,583,079</b>	<b>7,857,411</b>	<b>7,359,101</b>	<b>3,019,403</b>	<b>3,392,661</b>
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
<b>TOTAL MAJOR CAPITAL SEWER USES</b>	<b>898,000</b>	<b>13,365,000</b>	<b>6,466,597</b>	<b>6,093,339</b>	<b>2,033,403</b>	<b>2,406,661</b>
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 Decommission						
WWTP - General Maintenance	200,000	200,000	200,000	200,000	200,000	200,000
<b>TOTAL CAPITAL SEWER GENERAL MAINTENANCE USES</b>	<b>1,106,000</b>	<b>1,061,000</b>	<b>1,111,000</b>	<b>1,401,000</b>	<b>986,000</b>	<b>986,000</b>
<b>TOTAL CAPITAL SEWER USES</b>	<b>2,004,000</b>	<b>14,426,000</b>	<b>7,577,597</b>	<b>7,494,339</b>	<b>3,019,403</b>	<b>3,392,661</b>

## 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
<b>TOTAL CAPITAL STORMWATER SOURCES</b>	<b>300,000</b>	<b>668,000</b>	<b>505,600</b>	<b>426,400</b>	<b>575,200</b>	<b>600,000</b>
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	
<b>TOTAL CAPITAL STORMWATER USES</b>	<b>300,000</b>	<b>668,000</b>	<b>505,600</b>	<b>426,400</b>	<b>575,200</b>	<b>600,000</b>

## 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
<b>TOTAL CAPITAL FLEET MANAGEMENT SOURCES</b>	<b>2,122,500</b>	<b>2,379,178</b>	<b>2,183,381</b>	<b>1,273,625</b>	<b>1,740,941</b>	<b>1,200,331</b>
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
<b>TOTAL CAPITAL FLEET MANAGEMENT USES</b>	<b>2,122,500</b>	<b>2,379,178</b>	<b>2,183,381</b>	<b>1,273,625</b>	<b>1,740,941</b>	<b>1,200,331</b>

## 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	
<b>TOTAL CAPITAL PARKS SOURCES</b>	<b>22,170,000</b>	<b>4,025,200</b>	<b>894,400</b>	<b>474,000</b>	<b>3,590,000</b>	<b>500,000</b>
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				
<b>TOTAL CAPITAL PARKS USES</b>	<b>22,100,000</b>	<b>2,233,200</b>	<b>889,400</b>	<b>469,000</b>	<b>3,585,000</b>	<b>430,000</b>

## 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					
<b>TOTAL CAPITAL INFORMATION TECHNOLOGY SOURCES</b>	<b>3,314,000</b>	<b>811,000</b>	<b>725,000</b>	<b>501,000</b>	<b>501,000</b>	<b>501,000</b>
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					
<b>TOTAL CAPITAL INFORMATION TECHNOLOGY USES</b>	<b>2,414,000</b>	<b>719,000</b>	<b>501,000</b>	<b>496,000</b>	<b>501,000</b>	<b>496,000</b>

## Capital Improvement Projects – Federal Grant Funding

### Past Projects

- I-69 New interchange with 106th Street - \$24,000,000 federal funds
- 96th Street and Lantern Road roundabout - \$2,400,000 federal funds
- 106th Street and Cumberland Road roundabout - \$1,792,000 federal funds
- Cyntheanne Road rehabilitation - \$900,000 federal funds
- 2017 - Extension of Nickel Plate Trail from Municipal Complex to Conner Prairie - \$1,228,800 federal funds
- 2017 - 113th Street road rehabilitation from Olio to Florida - \$1,825,600 federal funds
- 2018 - 113th Street and Florida Road intersection improvement - \$2,013,185 federal funds
- 2018 - 126th Street and Allisonville Road intersection improvement - \$2,730,186 federal funds
- 2018 - 131st Street and Cumberland Road intersection improvement - \$1,445,417 federal funds
- 2017 - 116th Street pedestrian upgrades (crosswalks, HAWK, signals) - \$792,450 federal funds
- 2018 - 131st Street and Allisonville Road intersection improvement - \$3,518,400 federal funds

- 2018 – Installation of School Zone Flashers - \$450,000
- 2019 - 96th Street between Lantern Road and Cumberland Road, addition of travel lanes - \$7,535,224 federal funds
- 2019 - 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
- 2019 - 126th Street and Reynolds Drive intersection improvement - \$1,918,183 federal funds

Tentative Future Projects\*

- 2022 – 106th Street and Hoosier Road Roundabout - \$1,413,450
- Geist Waterfront Park - \$16,000,000

\*Grant totals and timelines exceeding 2020 are all tentative and subject to change

2020 Federal Grants							
Project	CFDA	Grantor	Passthrough Number	Match	Contractor	Expenses	Revenue
136th & Cyntheanne	20.205	INDOT	#1400811	80/20	ROW	40,084.00	(65,332.80)
Southeastern & Cyntheanne RAB	20.205	INDOT	#1700722	80/20	CHA Consulting	93,805.45	(89,125.45)
State Road 37 Right-of-Way	20.205	INDOT	#1600540	80/20	Multiple Properties		(3,516,112.00)
Health & Human Services (EMS Revenue related to COVID)	93.498	HHS				26,797.85	(26,797.85)
Epidemiology & Laboratory Capacity for Infection Diseases and CARES Act Coronavirus Relief Fund	93.323 & 21.019	ISDH				22,925.18	(200,000.00)
CARES Act Coronavirus Relief Fund	21.019	IFA				3,029,016.00	(3,029,016.00)
Safety Awareness Fund	21.019	IFA				302,902.00	
Cardiac Monitors	97.067	IDHS	EMW-2016-SS-00078	100		30,026.00	(30,026.00)
Forfeiture Funds	21.016	Department of Treasury					\$ (19,365.77)
PD Traffic safety/DUI Taskforce (DUI & OPO)	20.601	Indiana Criminal Justice Institute	D3-16-10224			27,921.55	(16,135.53)
PD QRT (subrecipient of Hamilton County)	16.838	Bureau of Justice Assistance	2018-AR-BX-K055			492.20	(492.20)
PD Vest Grant	16.607	Bureau of Justice Assistance	n/a			7,466.42	(6,223.08)
PD ICAC Grant (Internet Crimes Against Children Task Force)	16.543	Indiana State Police	A2-16-100-024		2017-MC-FX-K008	24,208.63	(23,264.15)
CDBG Handicap Ramp	14.225	Hamilton County Indiana				221,638.79	
						<b>3,827,284.07</b>	<b>(7,021,890.83)</b>

## Debt Summary

Due strong and healthy local economy, the City of Fishers is the only municipality in the State of Indiana to have earned a general obligation credit rating of AAA from Standard & Poor's. This rating was first received in 2016 and affirmed in 2017, 2018, and 2019. The City is one of a limited number of local governments in the United States to have a AAA bond rating from Standard and Poor's.

### Net Position by Component

FISHERS NET POSITION BY COMPONENT							
	2019	2018	2017	2016	2015	2014	2013
Invested in Capital Assets	\$ 142,400,339.00	\$ 168,987,289.00	\$ 168,586,718.00	\$ 170,078,164.00	\$ 156,671,114.00	\$ 162,625,029.00	\$ 168,816,354.00
Restricted	\$ 51,743,818.00	\$ 41,296,663.00	\$ 44,709,192.00	\$ 25,469,210.00	\$ 48,225,702.00	\$ 43,989,521.00	\$ 27,409,451.00
Unrestricted	\$ 7,017,624.00	\$ (496,128.00)	\$ 2,249,671.00	\$ 12,581,443.00	\$ (1,937,208.00)	\$ 3,148,108.00	\$ 25,963,628.00
Total Governmental Activities Net Position	\$ 201,161,781.00	\$ 209,787,824.00	\$ 215,545,581.00	\$ 208,128,817.00	\$ 202,959,608.00	\$ 209,762,658.00	\$ 222,189,433.00
Business-Type Activities							
Invested in Capital Assets	\$ 51,019,897.00	\$ 39,197,049.00	\$ 37,979,331.00	\$ 47,228,381.00	\$ 53,579,434.00	\$ 51,694,245.00	\$ 49,177,652.00
Restricted	\$ 10,564,788.00	\$ 14,022,802.00	\$ 27,300,011.00	\$ 12,054,578.00	\$ 3,887,929.00	\$ 4,996,865.00	\$ 5,033,191.00
Unrestricted	\$ 7,188,966.00	\$ 14,605,185.00	\$ 2,861,393.00	\$ 8,302,643.00	\$ 8,237,742.00	\$ 9,187,984.00	\$ 12,442,220.00
Total Business-Type Activities Net Position	\$ 68,773,651.00	\$ 67,825,036.00	\$ 68,140,705.00	\$ 67,585,602.00	\$ 65,705,105.00	\$ 65,879,094.00	\$ 64,933,564.00
Primary Government							
Invested in Capital Assets	\$ 193,420,236.00	\$ 208,184,338.00	\$ 206,556,049.00	\$ 217,306,545.00	\$ 210,250,548.00	\$ 214,319,274.00	\$ 217,994,006.00
Restricted	\$ 62,308,606.00	\$ 55,319,465.00	\$ 72,009,203.00	\$ 37,523,788.00	\$ 52,113,631.00	\$ 34,137,432.00	\$ 34,137,432.00
Unrestricted	\$ 14,206,590.00	\$ 14,109,057.00	\$ 5,111,034.00	\$ 20,884,086.00	\$ 6,300,534.00	\$ 34,655,055.00	\$ 34,655,055.00
Total Primary Government Net Position	\$ 269,935,432.00	\$ 277,612,860.00	\$ 283,686,286.00	\$ 275,714,419.00	\$ 268,664,713.00	\$ 286,786,493.00	\$ 286,786,493.00

### Ratios of Outstanding Debt by Type

Governmental Activities					
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS	
2019	\$ 29,970,491.00	\$ 19,536,224.00	\$ 32,551,717.00	\$ -	
2018	\$ 28,682,645.00	\$ 13,148,496.00	\$ 33,534,972.00	\$ -	
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	
FISCAL YEAR	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	REDEVELOPMENT AUTHORITY BONDS	BUILDING CORPORATION BONDS	CAPTIAL LEASES	NOTES & LOANS
2019	\$ 118,461,101.00	\$ 94,127,681.00	\$ 24,554,350.00	\$ 8,995,648.00	
2018	\$ 71,557,537.00	\$ 89,746,789.00	\$ 24,953,915.00	\$ 8,948,927.00	
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	\$ -

### Business Type Activities

Business Type Activities					
FISCAL YEAR	WASTEWATER WORKS REVENUE BONDS	CAPITAL LEASES	TOTAL PRIMARY GOVERNMENT	DEBT TO PERSONAL INCOME	DEBT PER CAPITA
2019	\$ 27,327,470.00	\$ 730,053.00	\$ 356,254,735.00	14.44%	\$ 3,738.00
2018	\$ 25,426,269.00	\$ 929,962.00	\$ 296,479,512.00	12.83%	\$ 3,228.00
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

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities and infrastructure. All general obligation notes and bonds payable are backed by the full faith and credit of the City. The bonds are generally issued as ten to twenty year serial bonds with varying amounts of principal maturing each year. Bond Anticipation Notes are included within the current portion of long-term liabilities at December 31, 2019 as they mature during 2020. The outstanding general obligation bonds of the governmental funds will be retired by future property tax levies, tax increment revenues, income taxes or other revenues.

### Ratios of General Bonded Debt Outstanding

GENERAL BONDED DEBT OUTSTANDING				
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS
2019	\$ 29,970,491.00	\$ 19,536,224.00	\$ 32,551,717.00	\$ -
2018	\$ 28,682,645.00	\$ 13,148,596.00	\$ 33,534,972.00	\$ -
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
FISCAL YEAR	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	BUILDING CORPORATION BONDS	TOTAL	
2019	\$ 118,461,101.00	\$ 24,554,350.00	\$ 319,201,563.00	
2018	\$ 71,557,537.00	\$ 24,953,915.00	\$ 261,624,454.00	
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	

FISCAL YEAR	FUNDS RESTRICTED FOR PRINCIPAL / INTEREST	NET DEBT, EXCLUDING RESTRICTED FUNDS	PERCENTAGE OF ACTUAL TAXABLE VALUE OF PROPERTY	DEBT PER CAPITA	POPULATION
2019	23,588,618	295,612,945	4.68%	3,102	95,310
2018	19,301,456	250,821,828	4.19%	2,731	91,832
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

### Fishers Legal Debt Margin Information

FISHERS LEGAL DEBT MARGIN INFORMATION	2019	2018	2017	2016	2015	2014	2013
NAV as Certified for Tax Billing	\$ 6,329,194,829.00	\$ 6,012,706,472.00	\$ 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
Factored by 1/3**	\$ 2,109,731,610.00	\$ 2,004,235,490.47	\$ 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
Statutory Debt Limit Rate	2%	2%	2%	2%	2%	2%	2%
Debt Limit	\$ 42,194,632.00	\$ 40,084,710.00	\$ 38,671,539.00	\$ 37,393,317.00	\$ 35,993,640.00	\$ 34,959,777.00	\$ 33,421,545.00
Amount of Debt Applicable to Debt Limit	\$ 29,064,755.00	\$ 39,591,141.00	\$ 28,057,014.00	\$ 32,870,000.00	\$ 34,204,742.00	\$ 23,402,377.00	\$ 26,360,000.00
Legal Debt Margin	\$ 13,129,877.00	\$ 493,569.00	\$ 10,614,525.00	\$ 4,523,317.00	\$ 1,788,898.00	\$ 11,557,400.00	\$ 7,061,545.00
Legal Debt Margin as Percent of Debt Limit	31.12%	1.23%	27.45%	12.10%	4.97%	33.06%	21.13%

Note: Legal debt margin excludes lease rental bonds.



<u>Years</u>	<u>Governmental Activities General Obligation Debt</u>	
	<u>Principal</u>	<u>Interest</u>
2020	\$ 28,405,000	\$ 10,700,748
2021	25,590,000	10,327,935
2022	14,565,000	9,712,259
2023	15,260,000	9,187,351
2024	15,745,000	8,618,450
2025-2029	76,690,000	34,197,175
2030-2034	68,345,000	20,050,525
2035-2039	44,620,000	8,567,898
2040-2044	<u>21,990,000</u>	<u>1,956,649</u>
<b>Totals</b>	<b><u>\$ 311,210,000</u></b>	<b><u>\$ 113,318,990</u></b>

Business-type activities revenue bonds are payable only from revenues derived from the operation of the Wastewater Utility.

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2012. Proceeds from the bonds provided financing for the refunding of the 2001 revenue bonds originally issued to finance capital improvements to the wastewater utility. The bonds are payable solely from net operating revenues and are payable through 2021. Annual principal and interest payments on the bonds are expected to require 13.10% of net revenues. The total principal and interest remaining to be paid on the bonds is \$287,000. Principal and interest paid for the current year and total customer net revenues were \$283,750 and \$2,192,044, respectively.

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2016. Proceeds from the bonds provided financing for capital improvements to the wastewater utility. The bonds are payable solely from net operating revenues and are payable through 2036. Annual principal and interest payments on the bonds are expected to require 38.7% of net revenues. The total principal and interest remaining to be paid on the bonds is \$13,940,055. Principal and interest paid for the current year and total customer net revenues were \$850,199 and \$2,192,044, respectively.

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2017. Proceeds from the bonds provided financing for capital improvements to the wastewater utility. The bonds are payable solely from net operating revenues and are payable through 2041. Annual principal and interest payments on the bonds are expected to require 18.30% of net revenues. The total principal and interest remaining to be paid on the bonds is

\$18,415,833. Principal and interest paid for the current year and total customer net revenues were \$401,693 and \$2,192,044, respectively.

<u>Wastewater Utility</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Interest Rates</u>	<u>Original Indebtedness</u>	<u>Balance December 31, 2019</u>
2012 Wastewater Utility Refunding Bonds	09/25/12	01/01/21	2% to 2.5%	\$ 2,280,000	\$ 280,000
2016 Wastewater Utility Revenue Bonds	07/27/16	01/01/36	2% to 2.63%	12,795,000	11,465,000
2017 Wastewater Utility Revenue Bonds	08/16/17	01/01/41	2% to 3.25%	<u>12,655,000</u>	<u>12,605,000</u>
Total Wastewater Utility				<u>\$ 27,730,000</u>	24,350,000
Less: Current portion					(895,000)
Net unamortized premium					<u>179,773</u>
Total Long-term Portion					<u>\$ 23,634,773</u>

Debt service requirements to maturity are as follows:

<u>Years</u>	<u>Business-type Activities Revenue Debt</u>	
	<u>Principal</u>	<u>Interest</u>
2020	\$ 895,000	\$ 641,792
2021	915,000	622,492
2022	935,000	604,192
2023	955,000	585,492
2024	975,000	566,392
2025-2029	5,225,000	2,495,268
2030-2034	5,950,000	1,806,580
2035-2039	6,950,000	920,306
2040-2041	<u>1,550,000</u>	<u>50,375</u>
Totals	<u>\$ 24,350,000</u>	<u>\$ 8,292,889</u>

#### Advance Refunding

In 2017, the City of Fishers defeased certain bonds by placing the proceeds of new bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust accounts and the liability for the defeased bonds are not included in the City's financial statements. At December 31, 2019, \$18,895,000 of bonds outstanding are considered defeased.

## Current Refunding

On November 21, 2019, the City issued \$3,425,000 in general obligation bonds with coupon rates of 3% to 4% to refund \$3,535,000 of outstanding bonds with coupon rates of 4% to 5%. The net proceeds along with an offering premium of \$325,518 were used to prepay the outstanding debt.

The cash flow requirements on the refunded debt prior to the current refunding was \$4,442,150 from 2020 through 2029. The cash flow requirements on the 2019 refunding bonds are \$4,074,323 from 2020 through 2029. The current refunding resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$347,745.

## Capital Leases

The City has entered into various capital leases for information technology, fire equipment, police vehicles and other equipment that are reported in governmental activities. The Wastewater Utility has entered into a capital lease to fund an improvement project for the utility. The gross amount of these assets under capital leases is \$17,160,910, which are included in capital assets in the governmental activities. Depreciation on the leased assets totals \$8,327,274. The future minimum lease obligations and the net present value on these minimum lease payments as of December 31, 2019, are as follows:

Years	Governmental Activities			Business-type Activities		
	Principal	Interest	Totals	Principal	Interest	Totals
2020	\$ 2,456,432	\$ 169,261	\$ 2,625,693	\$ 203,706	\$ 12,839	\$ 216,545
2021	1,904,240	137,728	2,041,968	207,574	8,971	216,545
2022	1,502,535	96,888	1,599,423	211,515	5,050	216,565
2023	1,402,311	61,835	1,464,146	107,258	1,015	108,273
2024	885,936	31,947	917,883	-	-	-
2025-2027	844,195	32,706	876,901	-	-	-
Totals	<u>\$ 8,995,649</u>	<u>\$ 530,365</u>	<u>\$ 9,526,014</u>	<u>\$ 730,053</u>	<u>\$ 27,875</u>	<u>\$ 757,928</u>

## 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 2020 members of the FRDC:

- Tony Bonacuse
- Damon Grothe
- Anderson Schoenrock
- Dan Canan
- Brad Johnson
- 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.

## City of Fishers Development and Redevelopment

### First Internet Bank Corporate HQ

First Internet Bank is building their new corporate headquarters on the south side of 116th Street in the heart of the Nickel Plate District. The building will be 6 stories, 175,000 SF with a 700-spot parking garage. There will be first floor retail space and the remainder of the building will be occupied by First Internet Bank. The project is in partnership with Browning Investments.



### Nickel Plate North

Browning Investments and CRG Residential are developing a mixed-use development on the north side of 116th Street, adjacent to the future Nickel Plate Trail. There will be 250 multi-family units, first floor work-live commercial space, and a 260-spot parking garage.



**DEPARTMENTAL INFORMATION**

## Summary of Personnel and Positions

2021 Salary Ordinance

	<u>2021 Maximum Bi-Weekly Salary</u>	<u>Annual Hours</u>	<u>Status</u>
<b><u>ADMINISTRATION</u></b>			
Administrative Assistant	\$1,836.00	1820	NE
Assistant City Attorney	\$3,432.73	N/A	EX
Assistant Director	\$3,349.64	N/A	EX
City Attorney	\$6,178.11	N/A	EX
City Clerk	\$2,427.14	N/A	N/A
Council Member	\$798.54	N/A	N/A
Deputy Clerk	\$2,224.52	1820	NE
Deputy Mayor	\$6,178.11	N/A	EX
Director of Economic and Community Development	\$6,178.11	N/A	EX
Director of Human Resources	\$3,781.14	N/A	EX
Economic Development Specialist	\$2,625.03	1820	NE
Human Resources Assistant	\$2,224.52	1820	NE
Human Resources Coordinator	\$2,755.70	1820	NE
Mayor	\$5,355.51	N/A	N/A
Mayor's Executive Assistant	\$2,334.09	1820	NE
Office Manager	\$2,224.52	1820	NE
Paralegal	\$2,334.09	1820	NE
Receptionist	\$1,668.35	1820	NE
<b><u>COMMUNITY AND PUBLIC RELATIONS</u></b>			
Assistant Director	\$3,349.64	N/A	EX
Brand Coordinator	\$2,120.11	1820	NE
Communications Manager	\$2,224.52	1820	NE
Community Engagement Coordinator	\$2,120.11	1820	NE
Director of Community and Public Relations	\$3,781.14	N/A	EX
Marketing and Public Relations Manager	\$2,224.52	1820	NE
Volunteer Coordinator	\$2,120.11	1820	NE
Website Coordinator	\$1,836.00	1820	NE
<b><u>CONTROLLER'S OFFICE</u></b>			
Budget Analyst I	\$1,926.11	1820	NE
Budget Analyst II	\$2,224.52	1820	NE
Budget Manager	\$2,625.03	1820	NE
Business Process Coordinator	\$2,224.52	1820	NE
City Controller	\$6,178.11	N/A	EX
Controller Staff I	\$1,836.00	1820	NE
Controller Staff II	\$2,020.73	1820	NE
Controller Staff III	\$2,334.09	1820	NE
Debt and Financial Analyst	\$2,450.81	1820	NE
Deputy Controller	\$3,349.64	N/A	EX
Program Manager	\$3,205.78	1820	NE
Revenue Analyst	\$2,625.03	1820	NE
Senior Controller Staff	\$3,205.78	1820	NE

**HEALTH DEPARTMENT**

Environmental Health Supervisor	\$2,625.03	1820	NE
Epidemiologist	\$2,893.47	N/A	EX
Health Educator	\$2,334.09	1820	NE
Nurse	\$2,625.03	1820	NE
Public Health Director	\$6,178.11	N/A	EX



	<u>2021 Maximum Bi-Weekly Salary</u>	<u>Annual Hours</u>	<u>Status</u>
<b><u>INFORMATION TECHNOLOGY</u></b>			
Application & Process Coordinator	\$2,755.70	1820	NE
Assistant Director	\$3,349.64	N/A	EX
Chief Security Officer	\$3,349.64	N/A	EX
Director of Technology	\$4,400.71	N/A	EX
GIS Analyst	\$2,334.09	1820	NE
GIS Coordinator	\$2,893.47	1820	NE
Network Engineer	\$3,205.78	1820	NE
Office Manager	\$2,224.52	1820	NE
Senior System Administrator	\$2,893.47	1820	NE
System Administrator	\$2,450.81	1820	NE
<b><u>ENGINEERING</u></b>			
Administrative Assistant	\$1,836.00	1820	NE
Asset Manager	\$2,755.70	1820	NE
Assistant Engineer	\$2,893.47	1820	NE
Chief Infrastructure Inspector	\$2,755.70	1820	NE
Director of Engineering	\$4,400.71	N/A	EX
Engineering Assistant Director	\$3,781.14	N/A	EX
Engineering Technician	\$2,020.73	1820	NE
GIS Analyst	\$2,334.09	1820	NE
Infrastructure Inspector	\$2,224.52	1820	NE
Senior Infrastructure Inspector	\$2,450.81	1820	NE
Clothing Allowance	\$370/year max.		
<b><u>PERMITTING &amp; INSPECTIONS</u></b>			
Building Commissioner & Environmental Health Services Coor	\$3,432.73	N/A	EX
Assistant Building Commissioner	\$2,625.03	1820	NE
Building Inspector I	\$2,120.11	1820	NE
Building Inspector II	\$2,450.81	1820	NE
Code Enforcer	\$1,926.11	1820	NE
Permits Manager	\$2,020.73	1820	NE
Receptionist	\$1,668.35	1820	NE
Residential Plans Examiner	\$2,120.11	1820	NE
Utility Locator	\$2,120.11	1820	NE
<b><u>FLEET MANAGEMENT</u></b>			
Administrative Assistant	\$1,836.00	1820	NE
Director of Fleet	\$3,602.72	N/A	EX
Mechanic II	\$2,120.11	1820	NE
Mechanic III	\$2,625.03	1820	NE
Office Manager	\$2,224.52	1820	NE
Superintendent	\$2,893.47	1820	NE
Clothing Allowance	\$345/year max.		
<b><u>COURT</u></b>			
Judge	\$2,832.68	N/A	N/A
Bailiff	UP TO \$18.00/hour	N/A	NE
Court Recorder	\$1,836.00	1820	NE
Deputy Clerk of the Court	\$2,224.52	1820	NE

Clothing Allowance

\$50/year max.

	<u>2021 Maximum</u> <u>Bi-Weekly Salary</u>	<u>Annual</u> <u>Hours</u>	<u>Status</u>
<b><u>FIRE AND EMERGENCY SERVICES</u></b>			
Administrative Assistant	\$1,836.00	1820	NE
Battalion Chief	\$3,927.57	2904	NE
Captain	\$3,679.04	2904	NE
Chief of Fire	\$6,178.11	N/A	EX
Clerk/Receptionist	\$1,668.35	1820	NE
Community Risk Reduction Specialist	\$2,120.11	1820	NE
Deputy Chief	\$3,968.55	N/A	EX
Division Chief	\$3,602.72	N/A	EX
External Affairs Officer	\$2,625.03	1820	NE
Fire Administrative Services Manager	\$2,625.03	1820	NE
Fire Inspector	\$2,450.81	1820	NE
Firefighter	\$3,039.52	2904	NE
Firefighter/Medic	\$3,225.84	2904	NE
Lieutenant	\$3,437.49	2904	NE
Project Manager	\$2,020.73	1820	NE
Staff Captain	\$3,118.31	1820	NE
Clothing Allowance	\$850/year max.		
<b><u>POLICE</u></b>			
Accreditation Manager	\$2,893.47	1820	NE
Administrative Assistant	\$1,836.00	1820	NE
Assistant Chief	\$3,968.55	N/A	EX
Captain	\$3,602.72	N/A	EX
Chief of Police	\$6,178.11	N/A	EX
Criminal Forensics Investigator	\$2,625.03	2080	NE
Detective	\$2,625.03	2080	NE
Humane Officer	\$2,625.03	2080	NE
Intelligence Analyst I	\$2,334.09	1820	NE
Intelligence Analyst II	\$2,625.03	2080	NE
Lieutenant	\$3,205.78	2080	NE
Office Manager	\$2,224.52	1820	NE
Police Officer	\$2,625.03	2080	NE
Property Room Manager	\$2,224.52	1820	NE
Records Clerk	\$1,668.35	1820	NE
Records Quality Assurance Technician	\$2,224.52	1820	NE
Records Manager	\$2,893.47	1820	NE
Sergeant/Investigations	\$2,893.47	2080	NE
Sergeant/USD	\$2,893.47	2080	NE
Special Projects Manager	\$3,349.64	N/A	EX
Clothing Allowance	\$900/year max.		
<b><u>BUSINESS SOLUTIONS GROUP</u></b>			
Business Analyst	\$2,893.47	1820	NE
Chief Information Officer	\$4,191.23	N/A	EX
Program Manager	\$3,205.78	N/A	EX
Training Manager	\$2,755.70	1820	NE

	<u>2021 Maximum</u> <u>Bi-Weekly Salary</u>	<u>Annual</u> <u>Hours</u>	<u>Status</u>
<b><u>PUBLIC WORKS</u></b>			
Asset Management Coordinator	\$2,120.11	1820	NE
Assistant Director	\$3,349.64	N/A	EX
Assistant Engineer	\$2,893.47	1820	NE
Assistant Superintendent - Maintenance	\$2,334.09	1820	NE
Director of Public Works	\$4,400.71	N/A	EX
Director of Water Quality	\$3,602.72	N/A	EX
Engineer	\$3,205.78	1820	NE
Foreman	\$2,334.09	1820	NE
HVAC Technician	\$2,334.09	1820	NE
Inspector	\$1,926.11	1820	NE
Inspector - Water Quality	\$2,020.73	1820	NE
Inventory Control Assistant Manager	\$2,450.81	1820	NE
Inventory Control Manager	\$2,755.70	1820	NE
Laboratory Manager	\$2,755.70	1820	NE
Laboratory Technician	\$2,020.73	1820	NE
Laborer	\$1,668.35	1820	NE
Maintenance Technician I	\$1,668.35	1820	NE
Maintenance Technician II	\$2,334.09	1820	NE
Project Manager	\$2,020.73	1820	NE
Safety Director	\$3,118.31	1820	NE
Senior Laborer	\$2,020.73	1820	NE
Senior Maintenance Technician	\$2,755.70	1820	NE
Senior Wastewater Plant Operator	\$2,625.03	1820	NE
Stormwater Technician	\$2,120.11	1820	NE
Superintendent	\$2,893.47	1820	NE
Utility Analyst	\$2,755.70	1820	NE
Wastewater Plant Operator	\$2,120.11	1820	NE
Clothing Allowance	\$340/year max.		
<b><u>PLANNING AND ZONING</u></b>			
Administrative Assistant	\$1,836.00	1820	NE
Assistant Director	\$3,349.64	N/A	EX
Director of Planning & Zoning	\$4,191.23	N/A	EX
Office Manager	\$2,224.52	1820	NE
Planner I	\$1,926.11	1820	NE
Planner II	\$2,625.03	1820	NE
Planner III	\$2,755.70	1820	NE
Project Analyst	\$2,224.52	1820	NE
Clothing Allowance	\$370/year max.		
<b><u>PARKS &amp; RECREATION</u></b>			
Administrative Assistant	\$1,836.00	1820	NE
Agriculture Manager	\$3,205.78	1820	NE
Assistant Director	\$3,349.64	N/A	EX
Clerk/Receptionist	\$1,668.35	1820	NE
Director of Parks & Recreation	\$3,781.14	N/A	EX
Naturalist	\$2,120.11	1820	NE
Operations Manager	\$2,893.47	1820	NE

Parks & Recreation Coordinator	\$2,120.11	1820	NE
Parks & Recreation Manager	\$2,450.81	1820	NE
Clothing Allowance	\$250/year max.		

	<u>2021 Maximum</u>	<u>Annual</u>	
	<u>Bi-Weekly Salary</u>	<u>Hours</u>	<u>Status</u>
<b><u>Part-Time and Temporary Miscellaneous Positions</u></b>			
Part-Time Office Support	UP TO \$22.00/HOUR	N/A	NE
Part-Time Field Support	UP TO \$30.00/HOUR	N/A	NE
Part-Time Health Department Support	UP TO \$40.00/HOUR	N/A	NE
Fellow - Public Administration		\$1,923.08 1820	EX

<b><u>Incentive Pays</u></b>	<b><u>Annual Amount</u></b>
Certified Network Engineer	\$500
Data Base Administrator	\$500
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
Master ASE	\$1,000
Paramedic (Fire)	\$4,500
Paramedic (Police)	\$2,250
Systems Administrator	\$500

**Sworn Police & Fire Longevity Pay**  
 \$200/year \$4000/year max

Authorized Position List

<b>City Authorized Position List</b>								
	<b>Approved</b>		<b>Approved</b>		<b>Approved</b>		<b>Approved</b>	
<b>Position</b>	<b>2021</b>		<b>2020</b>		<b>2019</b>		<b>2018</b>	
<b>Administration</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
Mayor	1.00		1.00		1.00		1.00	
Deputy Mayor	2.00		2.00		1.00		1.00	
City Attorney	1.00		1.00		1.00		1.00	
Assistant City Attorney	1.00		1.00					
Legal Assistant	1.00		1.00			1		

Executive Assistant to the Mayor	1.00		1.00		1.00		1.00	
Office Manager Customer Experience	1.00							
Administration Assistant-Customer Exp	4.00		2.00		2.00		2.00	
Director of Public Relations	1.00		1.00		1.00		1.00	
Assistant Director of Public Relations	1.00		1.00					
Brand Coordinator	1.00		1.00		1.00		1.00	
Marketing and Public Relations 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	
Director of Economic Development	1.00		1.00		1.00		1.00	
Assistant Director of Economic Development			1.00		1.00		2.00	

Economic Development Specialist	1.00		1.00		1.00			
Business Analyst	3.00		3.00					
Training Manager	1.00		1.00					
Project Manager BSG	1.00		1.00					
Interns		10.00		7.00				
<b>Total</b>	<b>26.00</b>	<b>10.00</b>	<b>24.00</b>	<b>7.00</b>	<b>15.00</b>	<b>1.00</b>	<b>15.00</b>	<b>0.00</b>
<b><i>City Clerk</i></b>								
City Clerk (Formerly Clerk-Treasurer)	1.00		1.00		1.00		1.00	
Deputy Clerk of the Court		1.00	2.00		2.00			
Deputy Clerk			1.00		1.00		1.00	
<b>Total</b>	<b>1.00</b>		<b>4.00</b>		<b>4.00</b>		<b>2.00</b>	<b>0.00</b>
<b><i>Controller's Office</i></b>								
Controller	1.00		1.00		1.00		1.00	
Deputy Controller	3.00		3.00		4.00		4.00	
Senior Controller Staff	3.00		3.00					
Controller Staff I	2.00		3.00		2.00		1.00	
Controller Staff II	1.00		1.00		3.00		1.00	



Controller Staff III							2.00	
Assistant Accountant								
Budget Manager								
Revenue Analyst							1.00	
Portfolio Manager							1.00	
Budget Analyst II	1.00		1.00		1.00		1.00	
Budget Analyst					1.00			
Debt and Financial Analyst					1.00			
Business Process Coordinator	1.00	1.00	1.00	1.00		1.00		
Intern		1.00		1.00		3.00		1.00
<b>Total</b>	<b>12.00</b>	<b>2.00</b>	<b>13.00</b>	<b>2.00</b>	<b>13.00</b>	<b>4.00</b>	<b>12.00</b>	<b>1.00</b>
<b><i>Community Development</i></b>								
Director	1.00		1.00		1.00		1.00	
Assistant Director of Zoning							1.00	
Assistant Director of Planning	1.00		1.00		1.00		1.00	
Office Manager	1.00		1.00		1.00		1.00	
Project Analyst					1.00			
Senior Planner/Planner III	1.00		1.00		1.00		1.00	

Planner I	1.00		1.00		1.00		1.00	
Planner II	3.00		3.00		4.00		5.00	
Associate Planner					1.00		1.00	
Residential Plan Examiner	1.00		1.00					
Code Enforcement Inspector	4.00			2.00		2.00		1.00
Building Commissioner	1.00		1.00		1.00		1.00	
Assistant Building Commission	1.00		1.00					
Permits Manager	1.00		1.00		1.00		1.00	
Administrative Assistant	2.00	1.00	1.00		1.00		1.00	
Building Inspector I	4.00		3.00		3.00		2.00	
Building Inspector II	1.00		2.00		2.00		2.00	
Utility Locator	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		2.00				3.00		3.00
<b>Total</b>	<b>22.00</b>	<b>3.00</b>	<b>23.00</b>	<b>7.00</b>	<b>24.00</b>	<b>9.00</b>	<b>24.00</b>	<b>6.00</b>

<b>City Court</b>								
Judge		1.00		1.00		1.00		1.00
Clerk Recorder							2.00	
Court Bailiff		1.00		1.00		1.00		1.00
<b>Total</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Engineering</b>								
Director	1.00		1.00		1.00		1.00	
Assistant Director	1.00		1.00		1.00		1.00	
Assistant Engineer	2.00		2.00		2.00		2.00	
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	
Deputy Controller-Engineering	1.00		1.00		1.00			
GIS Analyst	1.00		1.00		1.00		1.00	
Intern		3.00		3.00		3.00		3.00
<b>Total</b>	<b>12.00</b>	<b>3.00</b>	<b>12.00</b>	<b>3.00</b>	<b>12.00</b>	<b>3.00</b>	<b>11.00</b>	<b>3.00</b>

<b>Fire &amp; Emergency Services</b>								
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		3.00		4.00		4.00	
Staff Captain	1.00		1.00					
Staff Lieutenant								
Station Captain/Captain	9.00		9.00		7.00		7.00	
Battalion Chief	3.00		3.00		3.00		3.00	
Lieutenant/Shift Lieutenant/Station Lieutenant	21.00		21.00		27.00		26.00	
Firefighter / Medic	101.00		100.00		97.00		88.00	
Project Manager	1.00		1.00		2.00		2.00	
Office Manager	1.00		1.00					
Administrative Asst	1.00		1.00		1.00		1.00	
Inspector	2.00		2.00		1.00		2.00	
Public Educator	1.00	1.00		2.00				
Laborer		1.00		1.00				
<b>Total</b>	<b>143.00</b>	<b>2.00</b>	<b>142.00</b>	<b>3.00</b>	<b>140.00</b>	<b>0.00</b>	<b>136.00</b>	<b>0.00</b>

<b><i>Fleet Management</i></b>								
Director of Fleet Management	1.00						1.00	
Assistant Director			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		4.00		6.00		6.00	
Mechanic I								
Laborers		2.00		2.00		3.00		3.00
Superintendent	1.00		1.00					
<b>Total</b>	<b>9.00</b>	<b>2.00</b>	<b>9.00</b>	<b>2.00</b>	<b>10.00</b>	<b>3.00</b>	<b>11.00</b>	<b>3.00</b>
<b><i>Information Technology</i></b>								
Director of Information Technology	1.00		1.00		1.00		1.00	
Assistant Director	1.00		1.00		1.00		1.00	
Business Analyst					1.00		1.00	
Application and Process Coordinator					1.00		1.00	
Senior System Administrator					1.00		1.00	
System Administrator	5.00		5.00		4.00		4.00	

Network Engineer					1.00		1.00	
Office Manager	1.00		1.00		1.00		1.00	
GIS Coordinator	1.00		1.00		1.00		2.00	
Chief Security Officer	1.00		1.00					
Inter/Office Support		3.00		3.00		4.00		2.00
<b>Total</b>	<b>10.00</b>	<b>3.00</b>	<b>10.00</b>	<b>3.00</b>	<b>12.00</b>	<b>4.00</b>	<b>13.00</b>	<b>2.00</b>
<b><i>Parks &amp; Recreation</i></b>								
Director of Parks & Recreation	1.00		1.00		1.00		1.00	
Assistant Director of Parks & Recreation	1.00		1.00					
Administration and Operations Manager	1.00		1.00		1.00		1.00	
Administrative Assistant	1.00	1.00	1.00	1.00	1.00		1.00	
Community Engagement Coordinator	1.00	1.00	1.00		1.00		1.00	
Recreation Manager					1.00		1.00	
Chief Naturalist	1.00				1.00		1.00	

Recreation Program Coordinator	1.00	1.00	3.00	1.00	1.00	2.00	1.00	2.00
Special Events Manager	1.00		1.00		1.00		1.00	
Intern/Field Support		3.00		3.00		1.00		1.00
Environmental Ed Prog. Instructor				1.00		1.00		1.00
Recreation Programmer - Softball Leagues		1.00		1.00		1.00		1.00
Agri Park Manager	1.00							
Events Coordinator	3.00	6.00	2.00	5.00	1.00	3.00	1.00	1.00
Saxony Beach Seasonal Staff								3.00
Head Summer Camp Counselors								3.00
Summer Camp Counselors		23.00		20.00				17.00
<b>Total</b>	<b>12.00</b>	<b>36.00</b>	<b>11.00</b>	<b>32.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>29.00</b>
<b><i>Police Department</i></b>								
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		2.00	
Sergeant	1.00		2.00		2.00		2.00	
Patrol Division								
Captain	1.00		1.00		1.00		1.00	
Lieutenant	7.00		7.00		5.00		5.00	
Sergeant	14.00		14.00		12.00		12.00	
Officers	70.00		68.00		62.00		58.00	
Investigations Division								
Captain	1.00		1.00		1.00		1.00	
Lieutenant	2.00		2.00		2.00		2.00	
Sergeant	2.00		2.00		2.00		2.00	
Detectives	9.00		9.00		6.00		6.00	
Operations								
Captain	1.00		1.00		1.00		1.00	
Lieutenant	1.00		1.00		1.00		1.00	
Detectives	3.00		3.00		5.00		5.00	
Sergeant	3.00		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	3.00		3.00		2.00		2.00	



Accreditation Coordinator	1.00		1.00		1.00		1.00	
Property Officer	1.00		1.00		1.00		1.00	
Civilian Intelligence Analyst	4.00		3.00		2.00		2.00	
Humane Officer	1.00		1.00		1.00		1.00	
Body Worn Camera Manager	1.00							
Intern		1.00						
<b>Total</b>	<b>133.00</b>	<b>1.00</b>	<b>132.00</b>	<b>0.00</b>	<b>119.00</b>	<b>0.00</b>	<b>115.00</b>	<b>0.00</b>
<b><i>Public Works</i></b>								
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	
Inventory Control Manager	1.00		1.00		1.00			
Superintendent Asset Management	1.00		1.00		1.00			
Inventory Control Assistant Manager	1.00		1.00		1.00			
Business Analyst	1.00		1.00		1.00			
Streets								

Superintendent	1.00		1.00		1.00		1.00	
Foreman	7.00		5.00		5.00		5.00	
Laborer	15.00	2.00	15.00		15.00		15.00	
Senior Laborer	7.00		5.00		4.00		4.00	
Seasonal Laborers		20.00		30.00		30.00		30.00
Seasonal Snow Plow Personnel		50.00		50.00		50.00		50.00
Seasonal Snow Backhoe operators		8.00		8.00		8.00		8.00
Parks								
Superintendent	1.00		1.00		1.00		1.00	
Foreman	5.00		4.00		4.00		4.00	
Laborer	12.00	6.00	12.00	6.00	11.00		11.00	
Senior Laborer	4.00		4.00		2.00		2.00	
Seasonal Laborers		10.00		30.00		30.00		27.00
Facilities Maintenance								
Superintendent	1.00		1.00		1.00		1.00	
Assistant Superintendent	1.00		1.00		1.00		1.00	
Maintenance Tech III								
Maintenance Tech II	6.00		6.00		5.00		5.00	

Maintenance Tech I	1.00		1.00					
HVAC Technician					1.00		1.00	
Senior Building Maintenance Tech	1.00		1.00		1.00		1.00	
Laborers		5.00					3.00	
Seasonal Laborers								6.00
Water Quality Division								
Director of Water Quality	1.00		1.00		1.00		1.00	
Superintendent	1.00		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	
Laborer	7.00	4.00	6.00	5.00	6.00	5.00	6.00	5.00
Senior Laborers							3.00	
Senior Maintenance Tech	2.00		2.00		2.00		2.00	
Maintenance Tech II	1.00		1.00		1.00		1.00	
Foreman	2.00							

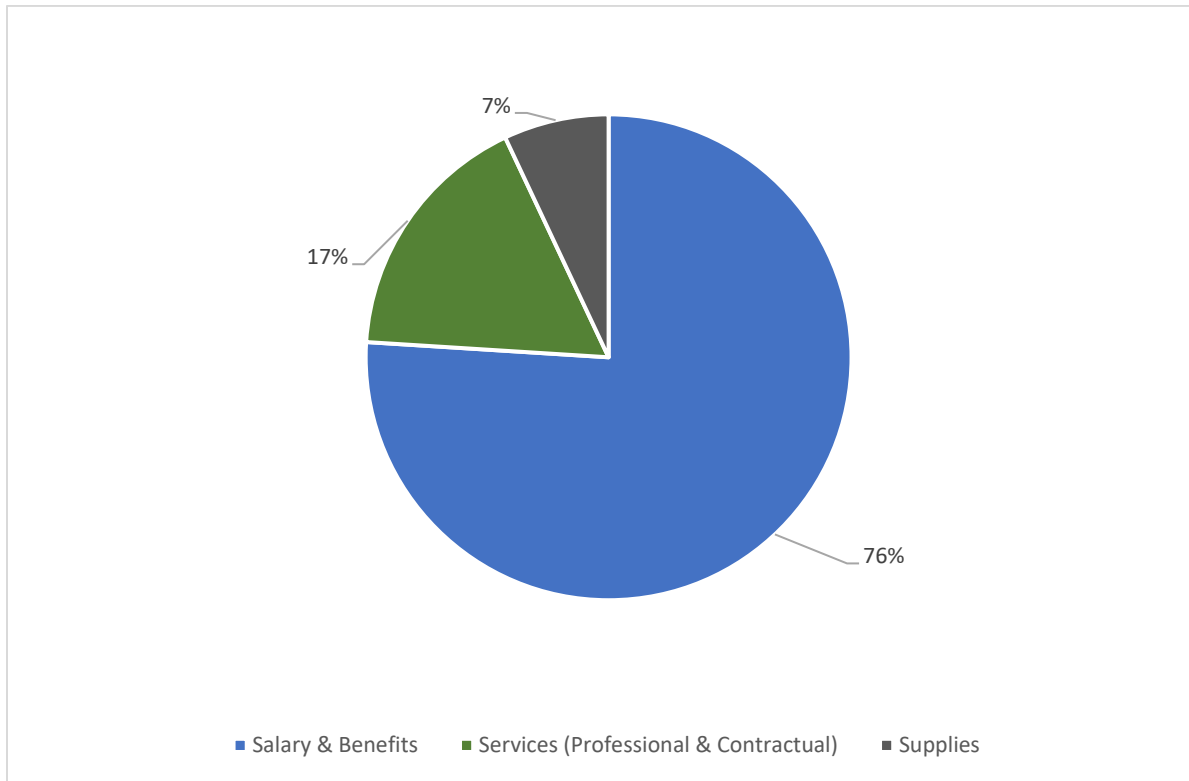
Inspector	1.00		1.00		1.00			
Seasonal Laborers (PT)		3.00		3.00		3.00		3.00
Assistant Engineer	1.00		1.00		1.00		1.00	
Stormwater Technician	1.00		1.00		1.00		1.00	
Utility Analyst							1.00	
PT Admin for Garage								1.00
<b>Total</b>	<b>94</b>	<b>108</b>	<b>83</b>	<b>132</b>	<b>78</b>	<b>126</b>	<b>82</b>	<b>130</b>
<b>TOTAL FOR ORGANIZATION</b>	<b>474</b>	<b>172</b>	<b>463</b>	<b>193</b>	<b>436</b>	<b>160</b>	<b>432</b>	<b>176</b>

In 2021 the City will add the following positions

- 1 Shift Firefighter
- 1 Sworn Police Officer
- 1 Civilian Intelligence analyst
- 2 Full Time Inspectors

## 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 2021 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 \$1,500 for all eligible employees who contribute at least \$3,000 to their 457 account.
- A one-time bonus of \$500 in lieu of the PTO cash out program.

Public Safety Investment:

- 1 Sworn Police Officer
- 1 Full Time Civilian Intelligence Analyst
- 1 Full Time Firefighter

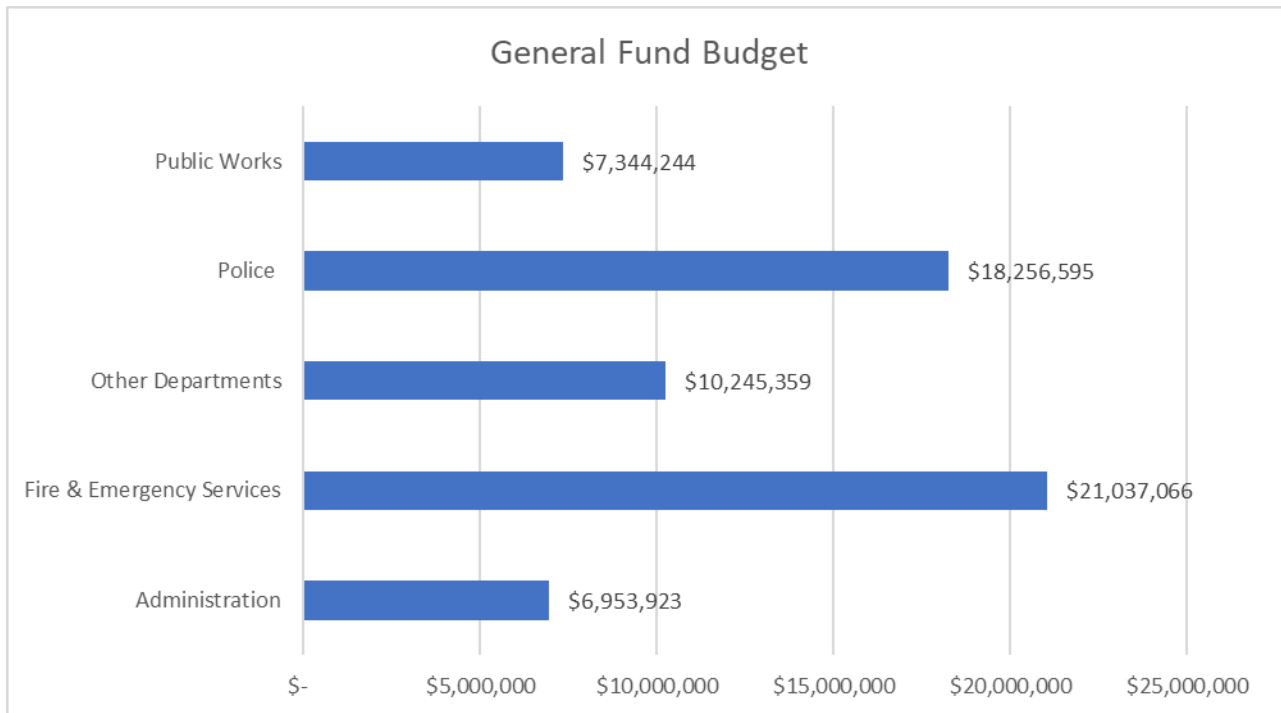
Additional City Staff:

- 2 Full Time Inspectors

Within the General Fund, Public Safety constitutes 61.5% of the overall 2021 proposed budget.

The Administration Department is made up of multiple divisions including:

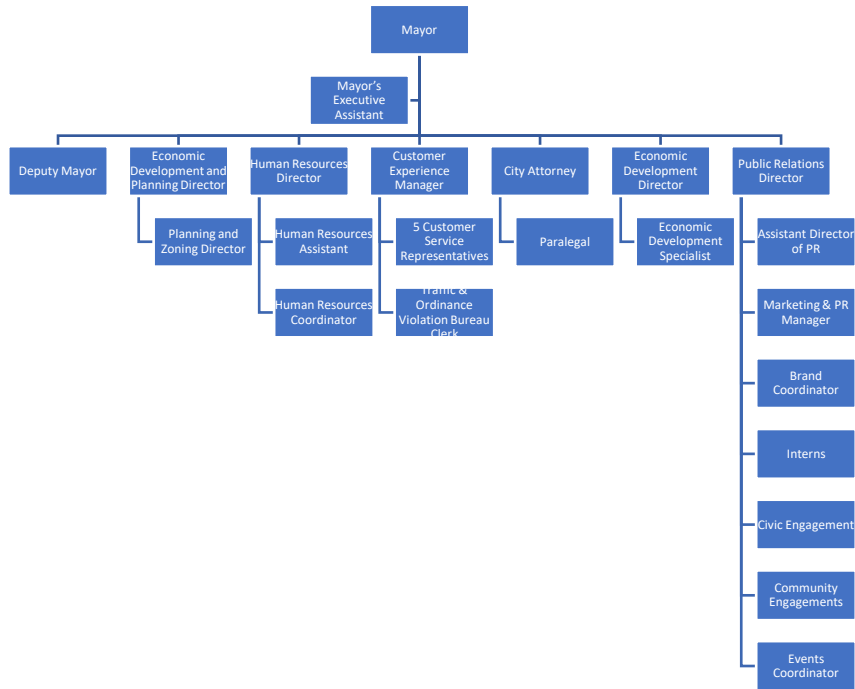
- Human Resources
- Legal Department
- Public Relations
- Business Solutions Group
- Controller's Office



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 legal services retainer, insurance costs, and other operating expenses. Many unbudgeted, unplanned major expenses that arise throughout the year are paid by the Administration Department.

### 2020 Objectives and Outcomes

- Development new economic investment in the City
  - \$94 million in new investment
- Increase the number of new jobs in the City
  - 1,001 in new jobs
- Lead response to the COVID-19 pandemic
  - Created a new City Health Department
  - Stood up the State's first community free testing site

Fund	General	Sewer	Stormwater	Total
Total	\$ 5,718,973.00	\$ 667,965.00	\$ 268,327.00	\$ 6,655,265.00

Object	Description	Amount
41113	FT Salaries	\$ 1,837,122.00
41114	PT Salaries	\$ 236,281.00
41300	Employee Benefits	\$ 951,762.00
42200	Operating Supplies	\$ 61,300.00
43100	Profession Services	\$ 3,142,050.00
43101	Legal Services	\$ 332,000.00
43200	Comms & Transportation	\$ 68,750.00
43202	Postage	\$ 25,000.00
43901	Refunds Awards Indemnities	\$ 1,000.00

## 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.

## 2020 Objectives and Outcomes

- Provide tuition reimbursement to employees that meet the requirements
  - Provided over \$5,000.00 in tuition reimbursement
- Assist with the creation of the City Health Department
  - Onboarded over 100 new staff to work the COVID-19 testing and vaccination sites

Fund	General	Sewer	Stormwater	Total
Total	\$ 446,211.00	\$ 31,850.00	\$ 22,705.00	\$ 500,766.00

Object	Description	Amount
41113	FT Salaries	\$ 187,264.00
41114	PT Salaries	\$ 5,500.00
41300	Employee Benefits	\$ 118,167.00
42200	Operating Supplies	\$ 15,700.00
43100	Profession Services	\$ 122,355.00
43200	Comms & 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.

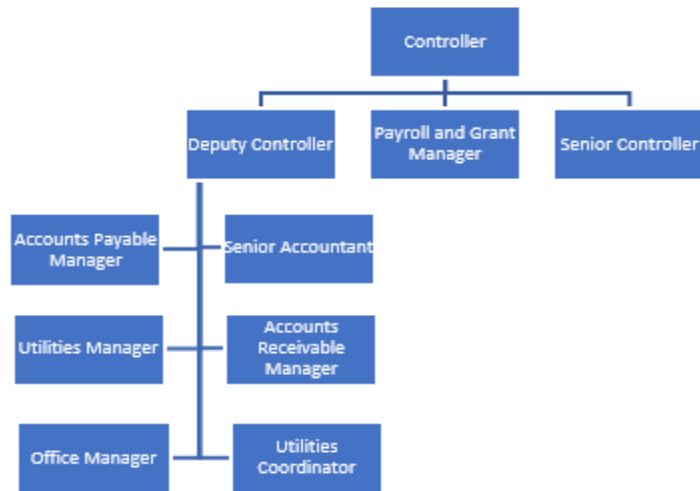
### 2020 Objectives and Outcomes

- Continue to enhance the City’s communications with residents, community leaders and staff.
  - 70 businesses participated in Shop Fishers, largest in history
  - Provided weekly video, social media, and press releases to update residents about the COVID-19 City response and resources
- Develop a Community Engagement Program
  - Hired 3 staff to create and lead the community engagement initiative

Fund	General	Sewer	Stormwater	Total
Total	\$ 1,020,807.00	\$ 7,350.00	\$ 7,350.00	\$ 1,035,507.00

Object	Description	Amount
41113	FT Salaries	\$ 386,747.00
41114	PT Salaries	\$ 55,534.00
41300	Employee Benefits	\$ 156,176.00
42200	Operating Supplies	\$ 15,200.00
43100	Profession Services	\$ 160,550.00
43200	Comms & Transportation	\$ 6,100.00
43202	Postage	\$ 204,000.00
43300	Printing & Advertising	\$ 51,200.00

## 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.

### 2020 Objectives and Outcomes

- Successfully implement the Munis Utilities Billing and Management Software
  - Finalized implementation in May
- Continue ensuring taxpayer's money is being used effectively and efficiently.
  - Implemented Amazon Business for purchasing which has resulted in savings for department operating supplies
- Continue providing and enhance financial transparency to residents.
  - Completed the annual audit with no major issues.
  - Completed the annual CAFR report.
- AAA General Obligation Bond Rating maintained

Fund	General	Sewer	Stormwater	Total
Total	\$ 1,137,595.00	\$ 262,794.00	\$ 150,663.00	\$ 1,551,052.00

Object	Description	Amount
41113	FT Salaries	\$ 760,406.00
41114	PT Salaries	\$ 23,096.00
41300	Employee Benefits	\$ 413,000.00
42200	Operating Supplies	\$ 24,500.00
43100	Profession Services	\$ 292,050.00
43200	Comms & Transportation	\$ 35,000.00
43901	Refunds Awards Indemnities	\$ 3,000.00

## 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.

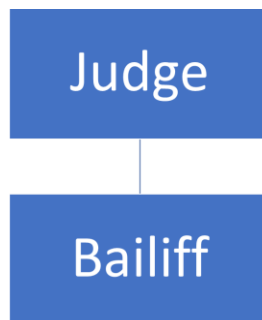
#### 2020 Objectives and Outcomes

- 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.
  - All meeting agendas, exhibits, and forms have been moved to the City Hub. Those documents are available to City Staff and City Council Members for their use.

Fund	General	Sewer	Stormwater	Total
Total	\$ 130,831.00			\$ 130,831.00

Object	Description	Amount
41113	FT Salaries	\$ 65,499.00
41300	Employee Benefits	\$ 54,332.00
42200	Operating Supplies	\$ 1,500.00
43100	Profession Services	\$ 8,000.00
43200	Comms & 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.

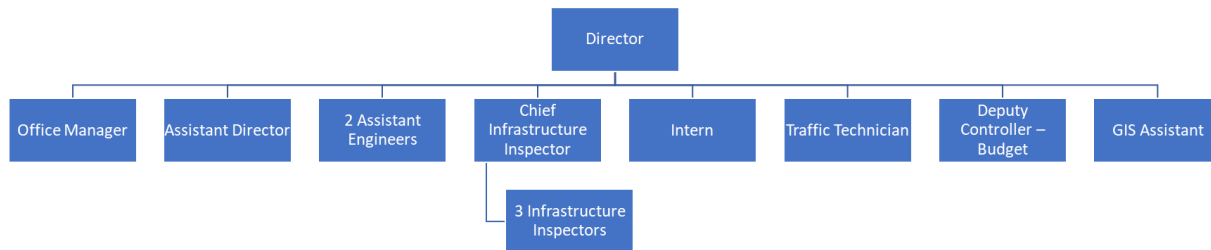
### 2020 Objectives and Outcomes

- Handle all ordinance violation bureau cases and payments.
  - Implemented a local electronic payment process for local ordinance violation tickets
- Adopt State Court e-filing for all pleadings to minimize paper waste.
  - Implemented e-filing for all pleadings required for state reporting.

Fund	General	Sewer	Stormwater	Total
Total	\$ 107,747.00			\$ 107,747.00

Object	Description	Amount
41114	PT Salaries	\$87,930.00
41300	Employee Benefits	\$9,817.00
42200	Operating Supplies	\$5,000.00
43100	Professional Services	\$5,000.00

### 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, 115 miles of paved trails, and in conjunction with Public Works, the 440 miles of sewer and stormwater lines. The department also utilizes various funds, bonds, and TIF for financing project.

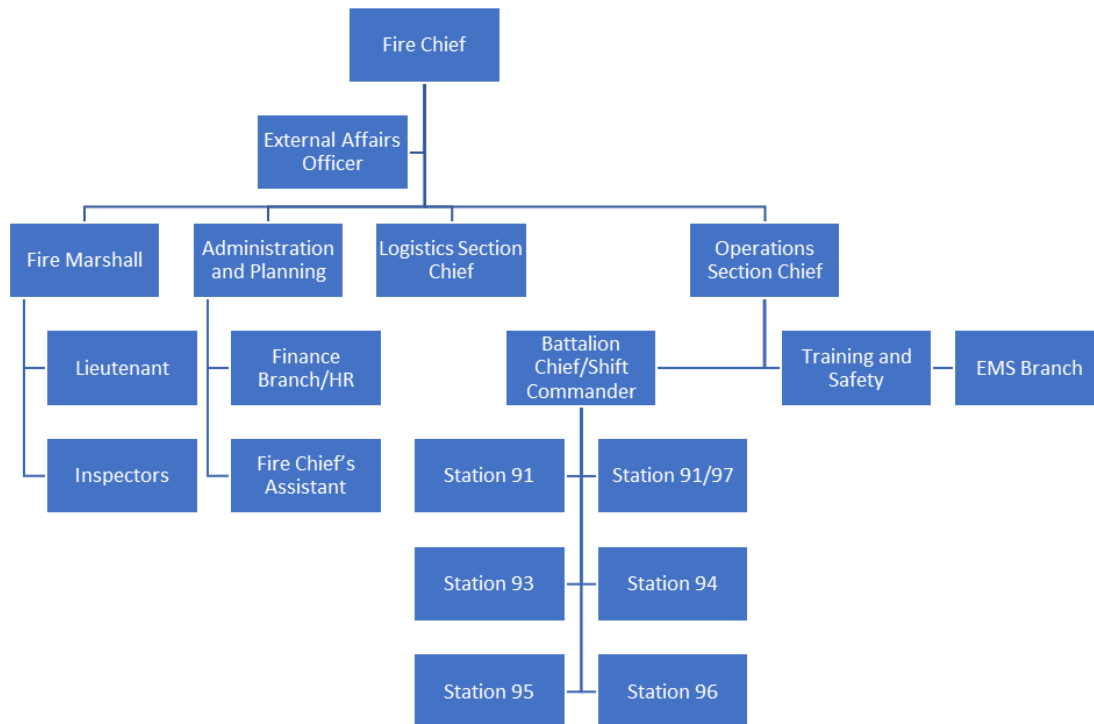
### 2020 Objectives and Outcomes

- Continue and complete ongoing projects
  - 96th St & Bridge (East of I69) - \$675,844.00
  - 96th Street (West of I69) - \$2,050,734.00
  - 136th & Cyntheanne - \$102,200.00
  - Allisonville 126/131/Bridge Add'l - \$64,313.00
  - Allisonville Widening (South of 126th) - \$166,943.00
  - South Street - \$4,700,352.00
  - Burberry Road Rehab - \$1,054,891.00
  - ADA Ramp Construction - \$221,638.00
  - SR 37 - \$3,688,765.00

Fund	GENERAL	MVH	Sewer	Stormwater	Combined Other	Total
Total	\$ 268,118.00	\$ 564,143.00	\$ 674,976.00	\$ 320,055.00	\$ 4,720,660.00	\$ 6,547,952.00

Object	Description	Amount
41113	FT Salaries	\$ 881,840.00
41114	PT Salaries	\$ 32,100.00
41300	Employee Benefits	\$ 426,652.00
42200	Operating Supplies	\$ 45,875.00
43100	Profession Services	\$ 129,625.00
43200	Comms & Transportation	\$ 11,200.00
44920	Capital Expenses	\$ 5,020,660.00

## 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.

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.

#### 2020 Objectives and Outcomes

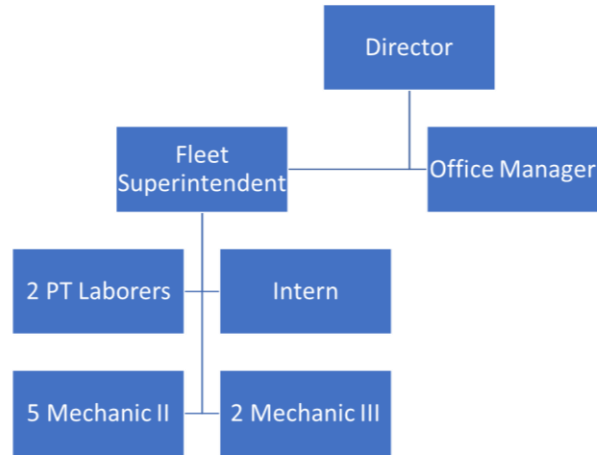
- Complete construction of the new Station 91 Headquarters
  - Project completed on time with Grand Opening in May
- The Department will continue to mitigate the risk of injury and property loss to our citizens, visitors and firefighters through code enforcement and public education activities.
  - “Sleep with your Door Closed” campaign initiated featuring “Where’s Waldoor?” the traveling door
- Assist City Health Department with COVID-19 response
  - Provided EMS personnel to staff the community testing site

Fund	General	Total
Total	\$ 21,037,066.00	\$ 21,037,066.00

Object	Description	Amount
41113	FT Salaries	\$ 12,783,773.00
41114	PT Salaries	\$ 6,950.00
41300	Employee Benefits	\$ 6,794,360.00
42200	Operating Supplies	\$ 600,836.00
42231	Uniforms	\$ 167,446.00
43100	Profession Services	\$ 628,976.00
43200	Comms & Transportation	\$ 40,725.00
43901	Refunds Awards Indemnities	\$ 14,000.00



## 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

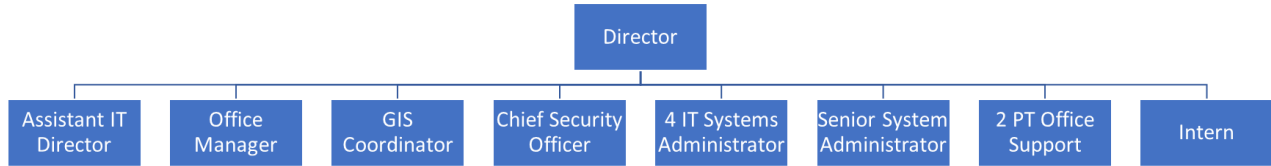
### 2020 Objective and Outcomes

- 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.
  - 70 Axon camera systems installed in Police Department vehicles
  - 4,824 total work orders completed
  - 16 certifications received by department staff

Fund	General	MVH	Sewer	Stormwater	Total
Total	\$ 2,078,433.00	\$ 629,065.00	\$ 400,822.00	\$ 167,151.00	\$ 3,275,471.00

Object	Description	Amount
41113	FT Salaries	\$ 585,949.00
41114	PT Salaries	\$ 35,582.00
41300	Employee Benefits	\$ 432,101.00
42200	Operating Supplies	\$ 1,736,399.00
42221	Fuel	\$ 75,000.00
43100	Professional Services	\$ 403,740.00
43200	Comms & Transportation	\$ 6,700.00

## 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.

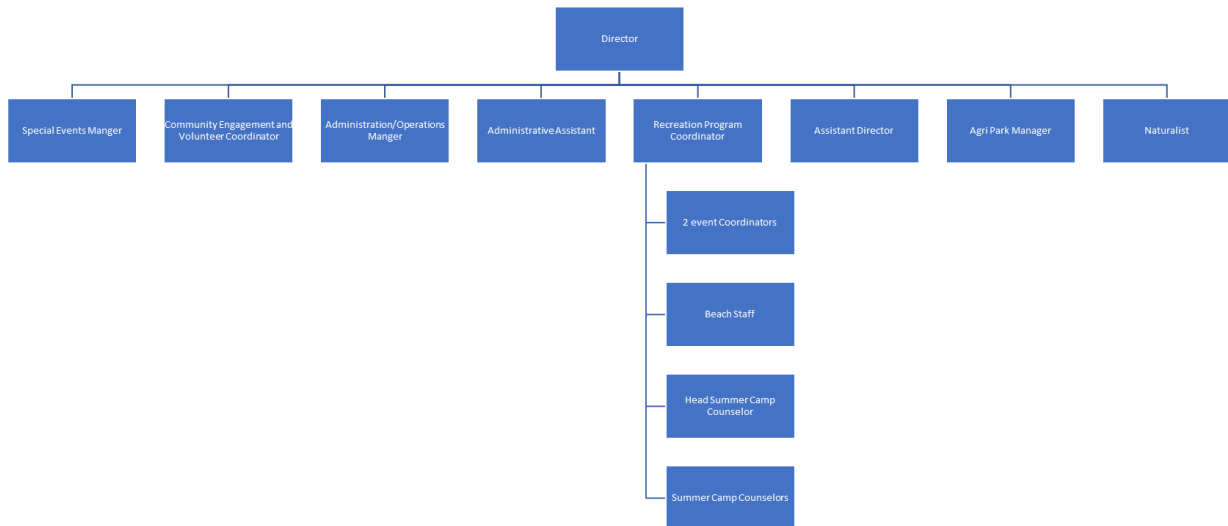
### 2020 Objectives and Outcomes

- Provide support Citywide for all IT systems.
  - Supported set up and maintenance of City Health Department sites
  - Assisted in the creation of a COVID-19 symptom checking app and testing appointment scheduling for community testing site

Fund	General	Sewer	Stormwater	Other	Total
Total	\$ 2,835,771.00	\$ 390,142.00	\$ 289,278.00	\$ 190,000.00	\$ 3,705,191.00

Object	Description	Amount
41113	FT Salaries	\$ 697,746.00
41114	PT Salaries	\$ 57,811.00
41300	Employee Benefits	\$ 341,622.00
42200	Operating Supplies	\$ 373,933.00
43100	Profession Services	\$ 2,226,079.00
43200	Comms & Transportation	\$ 8,000.00

## 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.

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.

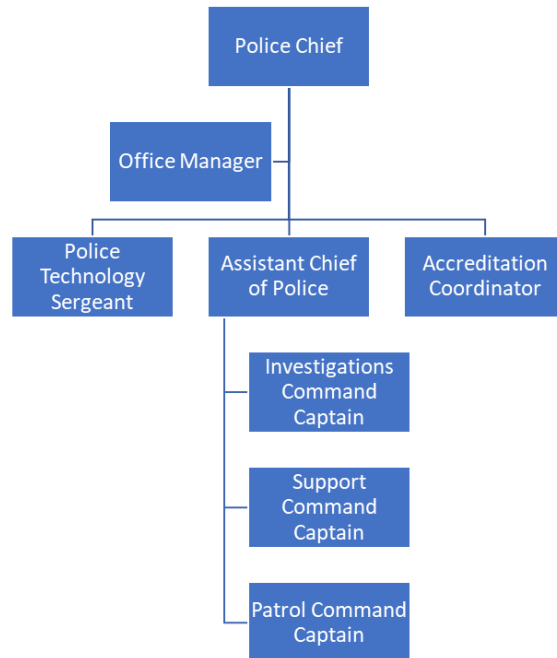
### 2020 Objectives and Outcomes

- Seek accreditation through the National Recreation and Park Association and Commission for Accreditation of Park and Recreation Agencies.
  - Staff earned a Certified Playground Safety Inspector Accreditation
- Development and Management of Community events
  - Created COVID-19 safe events after many community events were cancelled for safety
  - Opened and safely managed summer farmer's market
  - Started an online farmer's market and delivery program
- Opened the Fishers AgriPark
  - Safe community events provided all year
  - Hired a Farm Manager

Fund	General	Other	Total
Total	\$ 2,740,494.00	\$ 765,453.00	\$ 3,505,947.00

Object	Description	Amount
41113	FT Salaries	\$ 623,111.00
41114	PT Salaries	\$ 349,772.00
41300	Employee Benefits	\$ 411,111.00
42200	Operating Supplies	\$ 220,500.00
43100	Profession Services	\$ 1,885,453.00
43200	Comms & Transportation	\$ 3,500.00
43901	Refunds Awards Indemnities	\$ 12,500.00

## 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.

## 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.

### 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.

### 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.

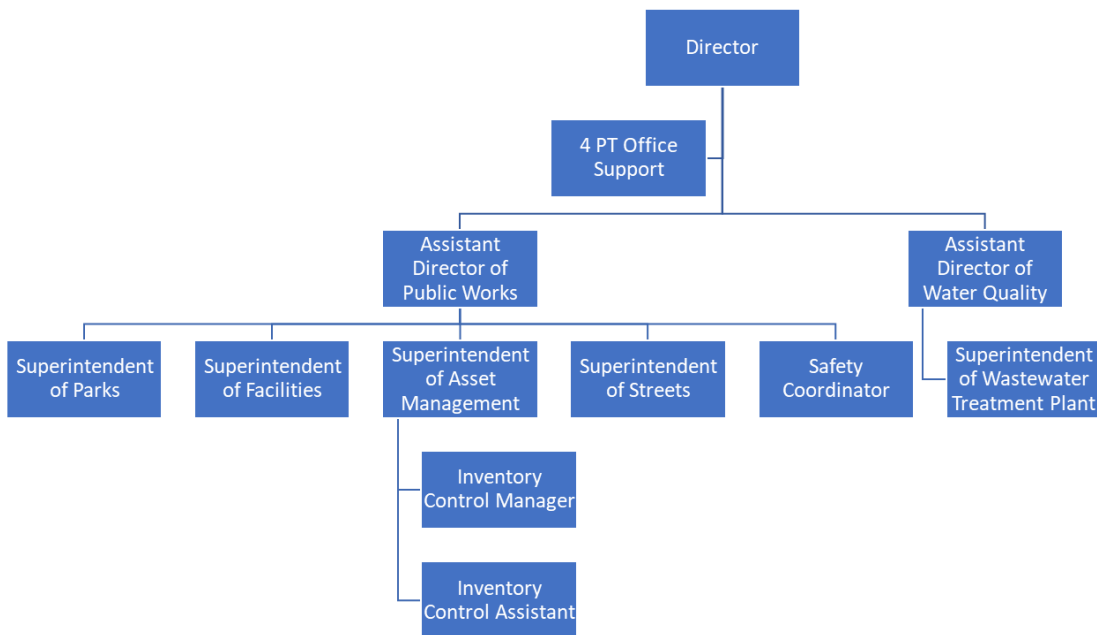
### 2020 Objectives

- Implement IT systems to improve reporting and officer response.
  - Implemented Real Time Crime System offered through LeadsOnline.
  - 1<sup>st</sup> agency in the nation to successfully implement a system to create new coding of data to allow for technologies used in the County to communicate. Now assisting other agencies in the County with implementation.
- Create partnerships with other agencies in the region.
  - Implemented the Central Indiana Crime Gun Initiative in partnership with other Central Indiana agencies.
  - 80 guns with 52 connection to violent crime in the area have been recovered by the department.

Fund	General	Other Combined Funds	Total
Total	\$ 18,256,595.00	\$ 60,000.00	\$ 18,316,595.00

Object	Description	Amount
41113	FT Salaries	\$ 11,180,639.00
41300	Employee Benefits	\$ 6,037,956.00
42200	Operating Supplies	\$ 471,000.00
43100	Profession Services	\$ 473,200.00
43200	Comms & Transportation	\$ 153,800.00

## Public Works



Fishers Public Works 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 wastewater 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 the above duties, the Public Works department’s budget includes utility cost of all Town owned properties.

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.

## 2020 OBJECTIVES

- Improvements to concrete roads
  - 2,568 labor hours logged to repair 5,788 feet of concrete joints during overnight hours
- Assist in the set-up of the community COVID-19 testing and vaccination sites
  - Renovate garage space to be used for testing site
  - Renovate vacant store to be used for vaccination site
- Increase the number of work orders completed
  - 6,253 work orders completed which is a small increase from the previous year
  - 12,000 wastewater work order completed
- Continue the dredging operation at Geist Reservoir
  - 30,000 CU yards of material dredged
- Perform stormwater pollution inspections
  - Over 1,950 pollution prevention and related inspections performed

Fund	General	MVH	LRS	Other	Sewer	Stormwater	Total
Total	\$ 7,344,244.00	\$ 2,281,864.00	\$ 1,108,445.00	\$ 3,100,000.00	\$ 5,732,898.00	\$ 2,876,839.00	\$ 22,444,290.00

Object	Description	Amount
41113	FT Salaries	\$ 5,280,417.00
41114	PT Salaries	\$ 945,102.00
41300	Emplyee Benefits	\$ 2,810,701.00
42200	Operating Supplies	\$ 3,778,718.00
43100	Professional Services	\$ 4,930,754.00
43151	Sludge Removal	\$ 470,933.00
43200	Comms & Transportation	\$ 53,200.00
43202	Postage	\$ 250.00
43300	Printing and Advertising	\$ 500.00
43500	Utility Services	\$ 612,715.00
44200	Infrastructure	\$ 2,681,424.00
44400	Improve't Other than Buildings	\$ 400,000.00
44500	Machinery and Equipment	\$ 463,576.00
44920	Capital Expenses	\$ 16,000.00



## **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 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., ear marks, 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.

## **Abbreviations and Acronyms**

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

<b>GIS</b>	Geographic Information Systems
<b>HSIP</b>	Highway Safety Improvement Program
<b>HUD</b>	Housing and Urban Development
<b>IAC</b>	Indiana Association of Cities and Towns
<b>IC</b>	Indiana Code
<b>IDEM</b>	Indiana Department of Environmental Management
<b>INDOT</b>	Indiana Department of Transportation
<b>IoT</b>	Internet of Things
<b>IT</b>	Information Technology
<b>LIT</b>	Local Income Tax
<b>LOIT</b>	Local Option Income Tax
<b>MGD</b>	Millions Gallons per Day
<b>MOU</b>	Memorandum of Understanding
<b>NASRO</b>	National Association of School Resource Officers
<b>NPC</b>	Nickel Plate Code
<b>PD</b>	Police Department
<b>PIF</b>	Park Impact Fees
<b>RFP</b>	Request for Proposal
<b>RFQ</b>	Request for Quote
<b>RIF</b>	Road Impact Fees
<b>ROI</b>	Return on Investment
<b>ROW</b>	Right of Way

<b>STP</b>	Surface Transportation Program
<b>TIF</b>	Tax Increment Financing
<b>UDO</b>	Unified Development Ordinance
<b>WWTP</b>	Wastewater Treatment Plant