

# FY 2024 ADOPTED ANNUAL BUDGET



City of Fishers, Indiana

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

SMART | VIBRANT | ENTREPRENURIAL

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GFOA DISTINGUISHED BUDGET AWARD





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Fishers  
Indiana**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morill*

Executive Director

INTRODUCTION AND CITY OVERVIEW



## VISION STATEMENT

During the State of the City address on February 5<sup>th</sup>, 2015, Mayor Scott Fadness unveiled the long-term vision for the City of Fishers. The City of Fishers is a smart, vibrant, and entrepreneurial city that provides an exceptional quality of life and fosters a culture of innovation and resiliency.



Smart

A Smart Fishers is a city that:

- Continues to develop and redevelop in a purposeful and thoughtful way.
- Incorporates all the best practices of place making and smart growth principles.
- Creates public policy that is progressive and proactive.
- Applies thought and expertise to create high-quality neighborhoods, carefully engineered corridors, world-class parks, and attractive commercial centers.
- Fosters City services that are highly efficient and effective



Vibrant

A Vibrant Fishers is a city that:

- Encourages vitality, energy, and resiliency in all neighborhoods throughout the community.
- Preserves the integrity of each neighborhood and encourages them to foster a strong sense of place.
- Maintains property values, providing long-term sustainability.
- Fosters a strong identity, sense of place and inclusion.



Entrepreneurial

An Entrepreneurial Fishers is a city that:

- Fosters a culture of innovation
- Offers an ecosystem that allows good ideas to grow and flourish.
- Challenges the status quo in order to continually make our City more efficient and effective.

## FISHERS 2040 COMPREHENSIVE PLAN

The City of Fishers has created a 25-year comprehensive plan to ensure future financial sustainability, while creating an environment that supporting quality of life that meets our vision for a smart, vibrant and entrepreneurial city.

Fishers is widely recognized as a highly desirable community to raise a family and grow a business. Our community offers a high quality of life, a low tax rate, quality public schools, a low crime rate and amenities such as trails, free concerts and a growing cultural scene. These positive attributes are the result of deliberate choices the community has made over time.

The comprehensive plan provides the road map of strategies to achieve the Mayor and the Council's vision to become a smart, vibrant and entrepreneurial city. The plan achieves the following:

- Provides a vision for the community that inspires and guides strategic decision making.
- Offers innovative and visionary thinking on Fishers' future.
- Meets state statute to provide a comprehensive planning document to guide future land use and transportation decisions.
- Provides guidance on prioritization of major improvements.
- Facilitates quality development while also maintaining the vitality of existing residential and commercial areas and preservation of natural areas.
- Provides a plan that is sensitive to the regional context and leverages neighboring assets.
- Provides the basis for consistent, comprehensive decision-making on land use.
- Provides a deeper understanding on the linkages among land use decisions, economic development decisions, transportation decisions, natural resource decisions and capital improvement decisions.

The comprehensive plan articulates goals, objectives and action items for each topic area, including land use, residential and neighborhoods, parks and open space and transportation. These are all outlined in the subsequent chapters and consolidated in the implementation chart in the final chapter of this plan. They were developed after each task force completed their research and analysis.

A goal is the desired end result that, together, achieve the vision. The goals anticipate a city that will be smart, vibrant and entrepreneurial. The comprehensive plan provides a framework for the future that targets these key themes:

- Connected
- Innovative
- Resilient
- Accessible
- Sustainable

The objectives are established to support each of the goals. These statements set benchmarks to achieve the goal. Time frames, including short-term, mid-term and long-term priorities, help to set the prioritization of work to be done to achieve the goal.

The action items follow each objective. These are tangible items to be accomplished that will lead to the completion of the objectives and reach the goal. Action items will be routinely reviewed and reassessed as they are completed.

The full comprehensive plan can be found on the City of Fishers website at the link provided below. Each section of the plan outlines the goals, objectives and action items for each section of the plan.

- <https://www.fishers.in.us/1314/Fishers-2040-Plan>

As recommended in the plan, the City undertook an effort to prepare a five-year evaluation and update in late 2020. This update was adopted in June 2021. The update involved a review of progress on the action items, revisions to the future land use special areas, updates to relevant data, and updates to the plan's actions. A steering committee and four task forces (subcommittees) were convened over a period of six months to consider new actions and priorities. This document reflects the outcome of that effort. The City has been working on the tactics outlined in the updated plan.



## 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 the 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. Fishers offers its residents a high quality of life with exceptional schools, a safe community and many trails, parks and other amenities.

## 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 2024 Adopted Budget that showcases our significant investment in quality of life, health and safety, and operational excellence. With a record investment in neighborhood vibrancy, decreased property tax rates, and major funding for pivotal projects such as the Fishers Event Center and Fishers Municipal and Art Center, these investments illustrate our unwavering commitment to our residents while holding ourselves accountable to fiscal responsibility.

The City maintained its financial durability throughout 2023, upholding our AAA Bond Rating shared by less than 2% of governments, while having the lowest municipal tax rate among the largest municipalities in Hamilton County. We also received our 34th straight Certificate of Achievement for Excellence in Financial Report from the Government Finance Officers Association (GFOA) and secured record cash reserves of \$38,418,370.

As we enter 2024, Fishers' financial outlook remains strong due to responsible financial practices and policies. My administration is dedicated to upholding our reputation of financial diligence balanced with bold investments into quality-of-life amenities. Pivotal projects this year include the completion and openings of the Fishers Municipal and Art Center, the Fishers Event Center, and completing the State Road 37 and 141st Street Interchange. Construction of Fishers' first community center, the Fishers Community Center at Johnson Farm, is also slated to begin in 2024. The 100,000+ square foot facility will feature highly desired amenities like a dog park, indoor playground, and an indoor walking and running track.

These exciting new quality of life amenities will not only enhance the lives of our residents but continue to build Fishers' regional and national reputation. When it opens this fall, the Fishers Event Center will be the largest mid-size event center in the region. The 8,500-seat entertainment and sporting venue will serve as the cornerstone of The Crossing, an expansion of Fishers District including new restaurants, retails, and entertainment, like the highly anticipated Chicken N Pickle. The venue will also be the home of the Indy Fuel, along with the all-new Indoor Football League team, Fishers Freight.

The 2024 total Municipal Budget is \$164,412,087 with a breakdown of \$129,169,619 for operations and capital and \$35,242,468 in debt service. The City anticipates over \$72,704,790 million in all funds cash reserve, an increase over 2023. Property tax rates will decrease for the third consecutive year, marking the lowest rate since 2020.

Highlights from the 2024 budget include:

## Educational Innovation

In a first-ever initiative, the budget introduces a Teacher Innovation Micro-Grant Program for Hamilton Southeastern School District teachers, allocating \$500K to foster innovative learning and professional development within the classroom.

## Neighborhood & Community Vibrancy

The 2024 budget features historic investments in neighborhood vibrancy and long-term sustainability, including investments in sidewalk repairs across multiple neighborhoods, urban forestry with the planting of 2,000 trees, and the revitalization of the 96th Street corridor. We have increased our allocation for our Neighborhood Vibrancy Grant program from \$100k to \$750k and lowered the match to make the grant more accessible while also encouraging larger impact projects, from constructing new recreational spaces within residential neighborhoods to establishing trail connections to enhance connectivity in our community.

## Trail Connectivity & Engagement

Investments in trail connectivity and addressing trail gaps are central to the 2024 budget. Three new trail connections are proposed alongside the establishment of a trail node at Hub & Spoke, enhancing connectivity and trailside amenities for residents. This year we will also open the Geist Greenway in east Fishers, spanning five miles from 96th Street to 131st Street.

## Road & Infrastructure

The City will prioritize several infrastructure investments in 2024, including roundabout installations at 126th Street and Southeastern Avenue and 96th Street and Allisonville Road, as well as road widening projects including 136th Street from Southeastern Avenue to Prairie Baptist Road. Design for the new 116th Street and Allisonville Road roundabout will launch in 2024 with a 2025 construction.

## Continued Investment in Public Safety & Critical Services

The 2024 budget underscores the City's dedication to ensuring the safety and well-being of residents with the addition of three new firefighters and police officers, two School Resource Officers, and a forensic tech. Additionally, the Fishers Health Department will add a new health inspector and public health nurse position.

## Budget Overview & Conclusion

The 2024 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.

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 City. As in previous years, we've prioritized operational excellence, investments in quality-of-life amenities, decreased property tax rate, investments in our employees and maintaining a healthy cash reserve balance. It is through these objectives that this document seeks to continue maintaining excellent service and fostering a thriving community for the future.

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. These steps have allowed my administration to return property tax rates to 2020 levels without significant impact to investments and operations. 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, we enter 2024 with a strong financial outlook while also providing an exceptional level of service and outstanding amenities for our community.

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

Moving into the 2024 fiscal year, the City of Fishers will again decrease the property tax rate. The City of Fishers continues to see strong growth year over year in assessed value. This was especially true when it came to 2023 assessed value. Based upon early valuations from the Hamilton County Auditor along with further information provided by them, it became apparent that the City would see a tremendous increase in assessed value. While this would result in a very large growth in property tax revenue, it would also cause extremely large increases to property tax bills received by citizens. 2023 assessed value growth for the City is 16.3% compared to 6.4% from 2022 and will see an additional 5.7% estimated increase in 2024. As the City moved forward in its budget process, it worked to determine the effect of this increase in property tax values to its residents and how to best help our residents cope with such large tax bills. After a thorough analysis of its 2024 budget and aligning the City's goals and vision, it was determined that the City could handle reduction in property tax, doing our best to help our residents not feel the full effects of such a large increase in assessed value and significantly increased property tax bills.

The Indiana State Legislature voted to approve a bill that will extend the increase in Local Income Tax funds to the City of Fishers for the next two years. This increase was set to expire at the end of 2023 but was extended during the 2023 legislative session. This increase will allow the City to continue to fund one-time expenses and projects throughout the City. In 2024 the City will use these funds to invest in the "investing In Our Community" plan. This plan will see infrastructure improvements project completed, support to local schools and teachers and funding for neighborhood vibrancy projects.

In 2021, the City of Fishers entered into an agreement with Community Health Network to collaborate to provide quality health care benefits to, and to control the increase of costs incurred by, the City's employee health plan. Current estimates indicate that health insurance costs to employers will increase 5.4% or greater for 2024. The City's agreement with Community Health Network is for a 5-year period with plan participants using only Community Health Network doctors, physicians, and facilities. The agreement caps the premium increase to 3% each year for the 5-year period. Along with caps on the premiums, the agreement will allow the City to control health care costs and protect the City from large year over year increases in health care related expenses. In 2023 the City is saw a 2% decrease in our health insurance premiums.

## 2024 Budget Summary

### Major Funds – All Departments

	2023 Adopted	2024 Proposed	'23 to '24 Change
Personnel Services	\$ 66,421,081	\$ 71,598,590	\$ 5,177,509
Supplies	\$ 8,762,438	\$ 10,182,650	\$ 1,420,212
Services & Charges	\$ 20,989,762	\$ 23,724,856	\$ 2,735,094
Capital	\$ 1,675,900	\$ 17,350,000	\$ 15,674,100
Total	\$ 97,849,181	\$ 122,856,096	\$ 25,006,915

- Personnel services increase includes a 5% raise for all employees and elected officials.
- Increase in Capital includes projects from the “investing In Our Community” plan.
- Professional Services increase includes grants for local schools, insurance increases and investment and increases in software services.

### General Funds – All Departments

	2023 Adopted	2024 Proposed	'23 to '24 Change
Personnel Services	\$ 55,791,330	\$ 58,800,528	\$ 3,909,252
Supplies	\$ 5,005,336	\$ 5,106,495	\$ 101,159
Services & Charges	\$ 12,907,528	\$ 15,610,268	\$ 2,702,740
Capital	\$ 96,000	\$ 12,590,000	\$ 12,494,000
Total	\$ 73,800,194	\$ 92,107,291	\$ 19,207,151

- The City will bring in a balanced budget while making significant investments in our community and organization and decreasing the tax rate.
- Just under 80% of all City payroll is from the General Fund so it will bear the highest effect of 5% raise and includes staffing needs for the Police, Fire, and Parks Department.
- Professional services/charges increase due to increased cost of doing business.
- The increase in Capital costs are due to new investments from the “Investing In Our Community” Plan.

### Motor Vehicle Highway (MVH) Fund – All Departments

	2023 Adopted	2024 Proposed	'23 to '24 Change
Personnel Services	\$ 1,841,850	\$ 1,996,996	\$ 155,146
Supplies	\$ 1,090,630	\$ 1,115,630	\$ 25,000
Services & Charges	\$ 1,218,383	\$ 1,263,218	\$ 44,835
Capital	\$ 28,000	\$ 0.00	\$ (28,000)
Total	\$ 4,178,863	\$ 4,375,844	\$ 196,981

- Increase due to significant investment being made in local road infrastructure.

Sewer Fund – All Departments

	2023 Adopted	2024 Proposed	'23 to '24 Change
Personnel Services	\$ 4,771,060	\$ 5,036,884	\$ 265,824
Supplies	\$ 2,215,532	\$ 2,504,206	\$ 288,674
Services & Charges	\$ 5,395,459	\$ 4,688,585	\$ (706,874)
Capital	\$ 1,112,000	\$ 830,000	\$ (282,000)
Total	\$ 13,494,051	\$ 14,459,675	\$ (434,376)

- After the initial investment into the expanded Sewer and Stormwater Utility the City was able to stabilize the budget and reduce the costs.

Stormwater Fund – All Departments

	2023 Adopted	2024 Proposed	'23 to '24 Change
Personnel Services	\$ 3,306,739	\$ 3,201,215	\$ (105,524)
Supplies	\$ 263,943	\$ 274,169	\$ 10,226
Services & Charges	\$ 1,364,115	\$ 1,524,475	\$ 160,360
Capital	\$ 39,900	\$ 0.00	\$ (39,900)
Total	\$ 4,974,697	\$ 4,999,859	\$ 25,162

- After the initial investment into the expanded Sewer and Stormwater Utility the City was able to stabilize the budget.

## 2023 CITY HIGHLIGHTS

### **Economic Development**

The City of Fishers experienced continued momentum in economic development as we foster a thriving and sustainable city.

- With \$299 million in total investment and 625 new job commitments with an average wage of \$81,000, Fishers is no longer the sleepy suburb of years past but a dynamic community where you can live, play, and work.
- Redevelopment projects like CityWalk and District South are helping to cultivate a vibrant downtown and continued growth in the life science sector has put Fishers on the map not only nationally, but also internationally, as global corporations are building headquarters right here in our community.
- Pure Pharmacy announced its expansion in the Patch Development building at Indy Metro Airport and plans on hiring 50 new employees while investing over \$4.5 million.
- Andretti Autosport continues work on their new global headquarters in Fishers, which will bring 500 new jobs and invest \$200 million in their facility by 2025.
- In 2024, we expect additional growth in the life science industry. The Fishers Life Science & Innovation Park is fully leased, and life science companies are constructing facilities along the I-69 corridor.

### **Quality of Life Investments**

2023 was a key year in implementing a vision of Fishers' next chapter in quality of life.

- We broke ground on the Fishers Event Center, the largest mid-size event center in the region and a major new destination for residents and visitors alike. The 8,500-seat entertainment and sporting venue will open in late 2024 as part of The Crossing in the expanded Fishers District. The center will serve as the home of Indy Fuel and Fishers Freight, an all-new Indoor Football League team.
- We announced the Fishers Community Center at Johnson Farm, a 100,000+ square feet facility on Hoosier Road near 121st Street breaking ground in early 2024.
- The Neighborhood Vibrancy Grant awarded 21 projects and nearly \$90,000 to bolster community neighborhoods. The program has awarded \$1 million in grant funding since its inception.
- The Fishers Arts & Culture Commission launched the Fishers Arts & Culture Business Matching Grant program to infuse vibrancy and encourage public art within the community.
- The opening of the 70-acre Geist Waterfront Park on Olio Road. The park is the only public parcel on Geist Reservoir and features a beach and swimming area, playground, picnic shelters, walking trails, and non-motorized boat launch.



- The Fishers City Hall & Art Center construction is moving ahead on schedule and is set to open in summer 2024. Once opened, the facility will offer art classes hosted by the Indianapolis Art Center, public art galleries, and a performance theater where the community can gather to celebrate and appreciate the arts.

### **Infrastructure Improvements**

- Mayor Fadness announced a \$3.7 million investment in the 96th Street corridor, just east of the I-69 interchange, to revitalize this southern gateway to our community. Investments include additional streetlights, median and landscape construction along North by Northeast Boulevard, and façade improvement grants for commercial properties along the north side of 96th Street.
- Fishers Department of Public Works repaired more than 3,500 sidewalk panels, while the Fishers Engineering team resurfaced 24 miles of roads—including nearly 100 roads—throughout the community.
- Nearly six miles of new trails and sidewalks were installed to create a more pedestrian-friendly Fishers.
- 200 native trees were planted to continue the process of greening and revitalizing the Allisonville Road corridor, along with growing the tree canopy at Heritage Park at White River.
- Paving was completed along the Fishers Nickel Plate Trail from 96th to 106th Street and five new trail connections were installed.

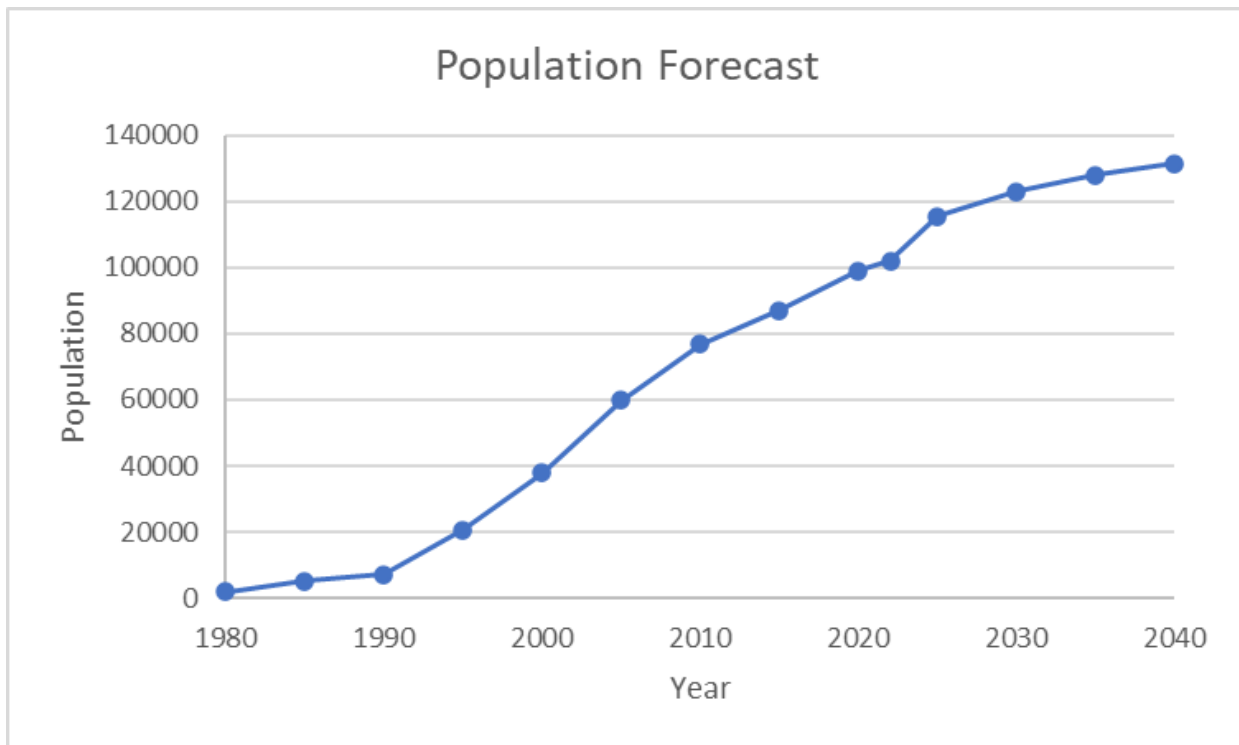
### **Health & Safety**

- Fishers was named the second safest in America for 2024 by MoneyGeek, and the fourth safest suburb in 2023 by SmartAsset.
- Fishers Fire & Emergency Services partnered with Indiana Department of Transportation to supply 3,300 bicycle helmets to all 1st and 2nd graders in Fishers.
- Fishers Health Department launched a Retail Food Inspection Grading System for Fishers restaurants to ensure the highest standards of health and safety for residents and visitors. Fishers is the second municipality in the state and the only in central Indiana to implement this protocol.
- Station 397 opened on east 136th Street to serve the Northeast corner of Fishers and features Fishers' first Safe Haven Baby Box.
- New health benefits were implemented for City employees, including free heart scans and vascular screenings, and free cancer screenings (GRAIL Galleri blood test) for Fishers firefighters.

## CITY DEMOGRAPHIC DATA

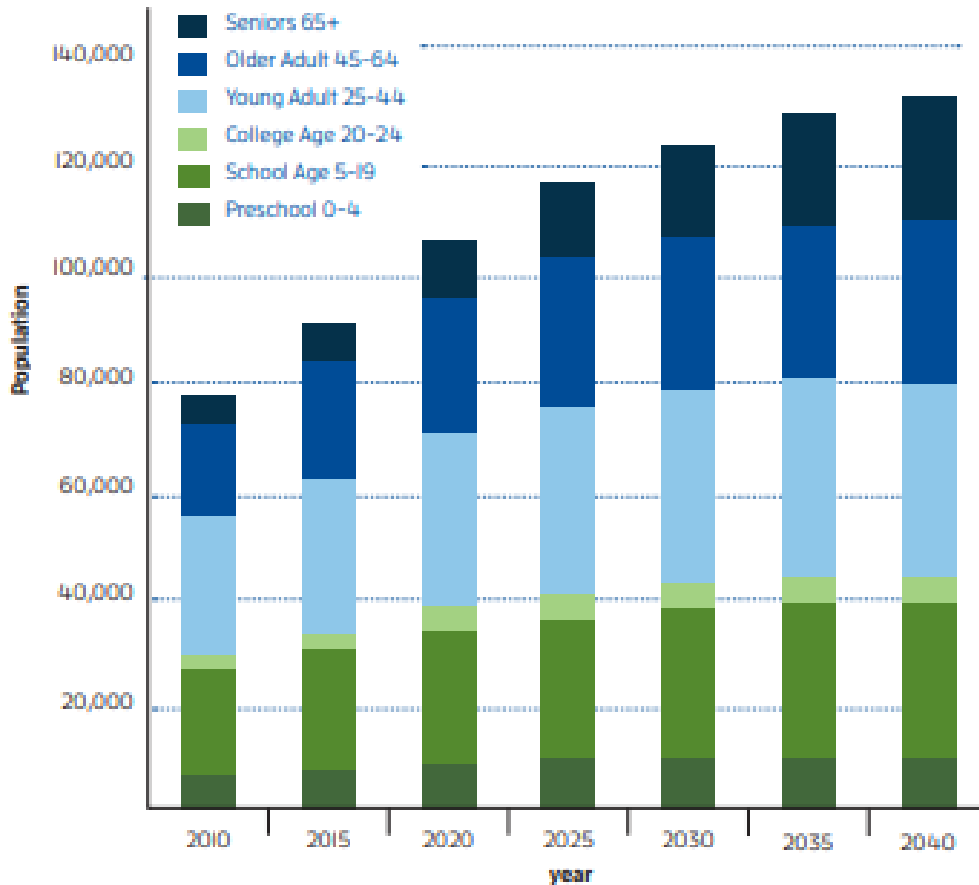
Fishers' population will continue to increase as the city expands and develops. The city's current population as of the 2022 Census is 101,966. By the year 2040, Fishers' population is forecasted to be 30 percent greater than today. The City will grow by approximately 30,675 people with a projected population of 131,525 residents.

The current rate of growth will slow. The City's population is forecasted to grow at an annual rate of more than two percent for roughly the next 5 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 implications for the City's planning and fiscal policies.



Based on the 2021 American Community Survey, the median age of Fishers' residents is 36.5, which is younger than the state median age of 37.8 years. The over-age-65 demographic will more than double as a proportion of the total population between now and the year 2040. In 2015 the population over 65 was 7.5%, in 2022 it 10.7%, and it is estimated to be 17.85% by 2040. The aging population has significant implications for the City's future.

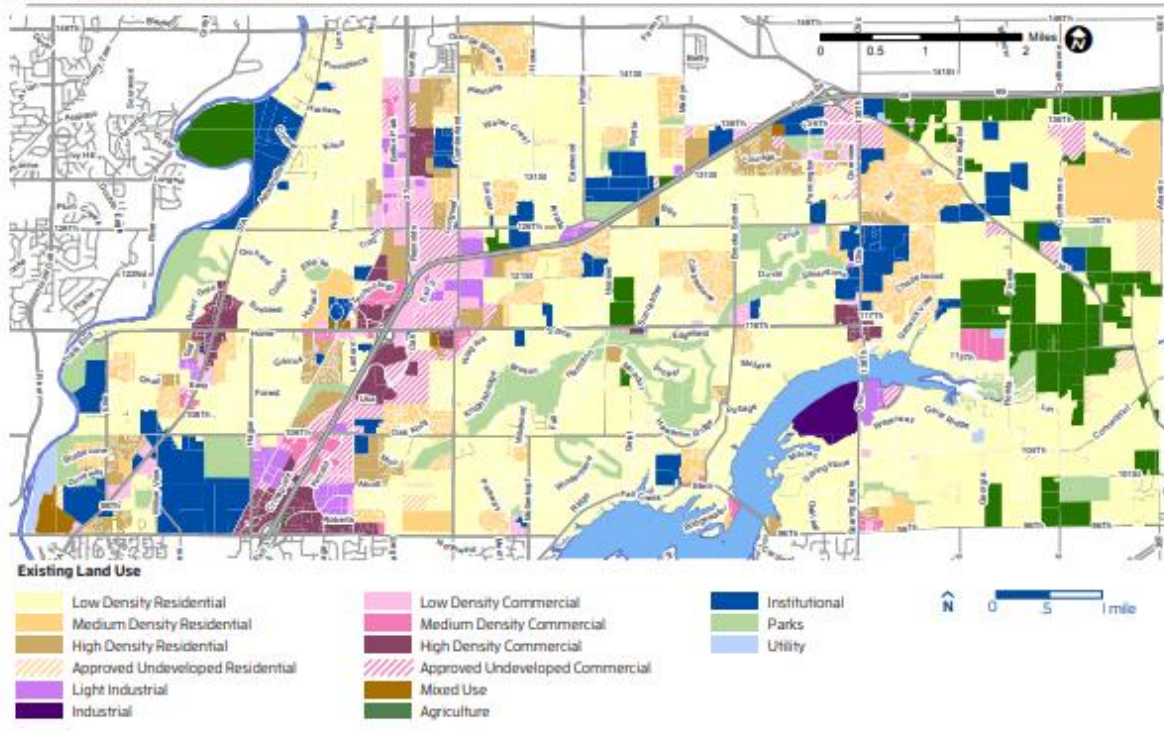
As the population ages, the demand for quality, low-maintenance housing options in walkable settings is expected to remain strong.



Since 1971, the city limits of Fishers have grown each decade. In 2005, Fishers was situated on 18,169 acres and has since grown to 24,960 acres. As the City grows and the demographic changes, it is likely that the community values regarding design of buildings and the environment will shift. The land use in the City is diverse. Currently, Fishers categorized land use as residential, commercial, mixed-use, institutional, public and private parks, agricultural, and utilities.

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.

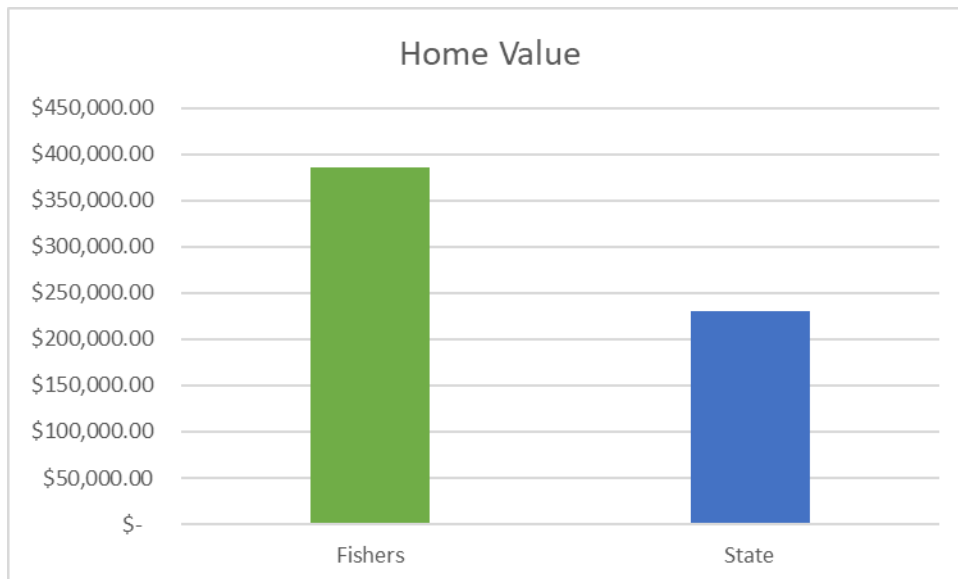
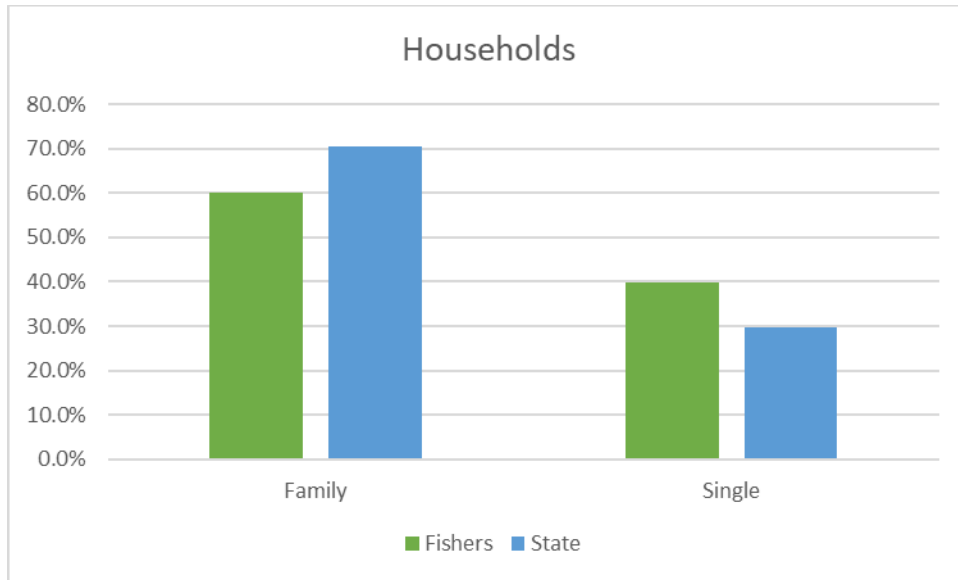
EXISTING LAND USE (JANUARY 2021)



Land Use Classification	Acres	Percent of land area
<b>Residential</b>	<b>16,786</b>	<b>65%</b>
Low Density Residential	13,033	51%
Medium Density Residential	2,377	9%
High Density Residential	954	4%
Approved Undeveloped Residential	423	2%
<b>Commercial</b>	<b>2,561</b>	<b>10%</b>
Low Density Commercial	653	3%
Medium Density Commercial	279	1%
High Density Commercial	672	3%
Approved Undeveloped Commercial	861	3%
Mixed Use	96	<1%
<b>Agriculture</b>	<b>1,861</b>	<b>7%</b>
Agriculture	1,891	7%
<b>Industrial</b>	<b>558</b>	<b>3%</b>
Light Industrial	386	2%
Industrial	172	1%
<b>Public/Institutional</b>	<b>3,966</b>	<b>15%</b>
Institutional	2,101	8%
Parks	1,762	7%
Utility	103	<1%
<b>TOTAL</b>	<b>23,871</b>	<b>100%</b>

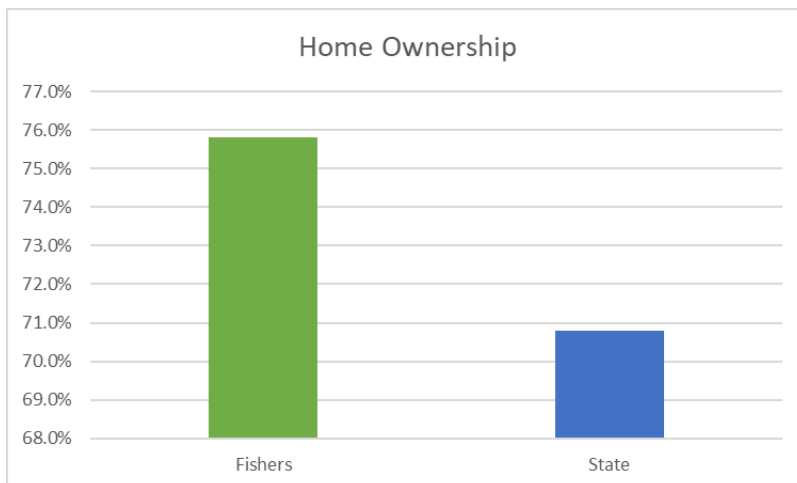
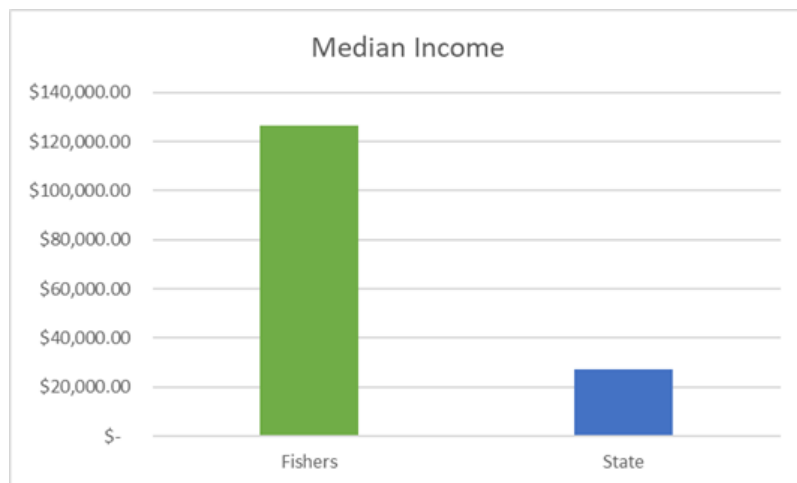
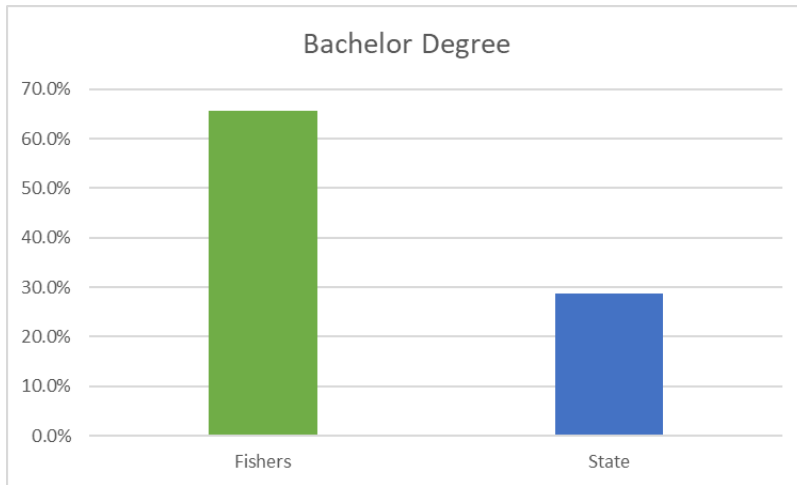
The future of land use in Fishers is outlined in the 2040 Comprehensive Plan that is located on the Fishers' website by clicking [here](#).

Housing needs are evolving in the City due to the demographic shifts in the population. Currently, 73.9% of residents live in a family household with 26.1% living alone. It is anticipated that the variety of housing available in Fishers will need to evolve as our baby-boomer and millennial populations look for homes that meet their needs.



Most of the homes in Fishers have been built in the past two decades. The homes are in good repair and initiatives, such as, Keep Fishers Beautiful, help neighborhoods maintain and improve their properties. Currently, the median home value in Fishers was \$385,000 compared to the state median of \$230,053. This is mostly, due to the fact that 44% of Fishers housing stock was built after 2000.

Fishers' residents are well educated, with 71.8 percent of resident over the age of 25 having a bachelor's degree or higher according to the 2021 American Community Survey. The median family household income for 2021 is \$121,501 and 77.6% of residents own their homes.



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 16 four-star schools and 21 gold star schools. There is approximately 21,500 students in Pre-K through grade 12, 1,400 teachers and approximately 2,500 employees which makes the school system the largest employer in the City. 97.6% of high school students in the district successfully complete all requirements for graduation within 4 years which is higher than the state average of 87%. The excellence of the school district is an important draw for families looking to relocate to Fishers.

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

As Fishers continues to grow at a fast pace the transportation network will experience additional stress. Many residents commute south of the City to Indianapolis on an already congested roadway system. Fishers has committed to significant investments in transportation improvement including those beyond roads to manage the rapid growth of the area. The City is responsible for maintaining the City's roads and streets, while the main throughfare of Interstate 69 and State Road 37 are maintained by the State of Indiana.

The City has a well maintained and highly regarded parks system that includes natural areas, neighborhood playgrounds and communities serving athletic facilities. The parks system is future looking as well. In 2023, the Geist Waterfront Park located in the eastern portion of Fishers opened for visitors. The City of Fishers has invested in a 70-acre waterfront property, acquired in 2018, at Geist Reservoir to develop a waterfront park, adding to Fishers Parks list of robust, vibrant, and diverse recreational facilities city-wide.

Features of Geist Waterfront Park include a beach, walking trails, open green space, and a non-motorized boat launch. The park will provide the only public access to the reservoir. Geist Waterfront Park will be built in phases, with an anticipated full completion date of 2040.





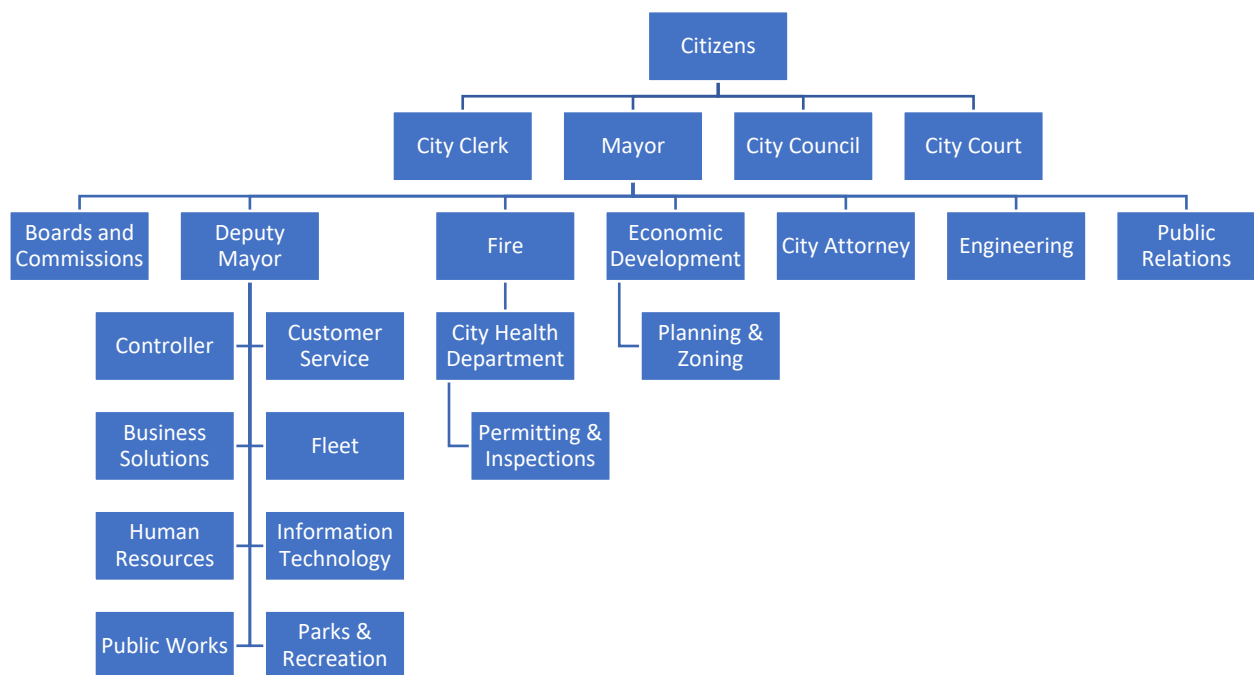


## FISHERS GOVERNMENT STRUCTURE

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.

Together with City employees the Mayor and City Council work to achieve the goals of the City. The Mayor determines the goals of the City using the vision statement he created and the 2040 Plan. The City Council approves the budget, capital projects and ordinances needed to work towards the goal. Finally, the City employees implement strategies and tactics needed to achieve the City's goals and vision.



City Council Members

**District NW**  
**Selina Stoller**

**District NC**  
**John P. DeLucia**

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

**District SW**  
**Bill Stuart**

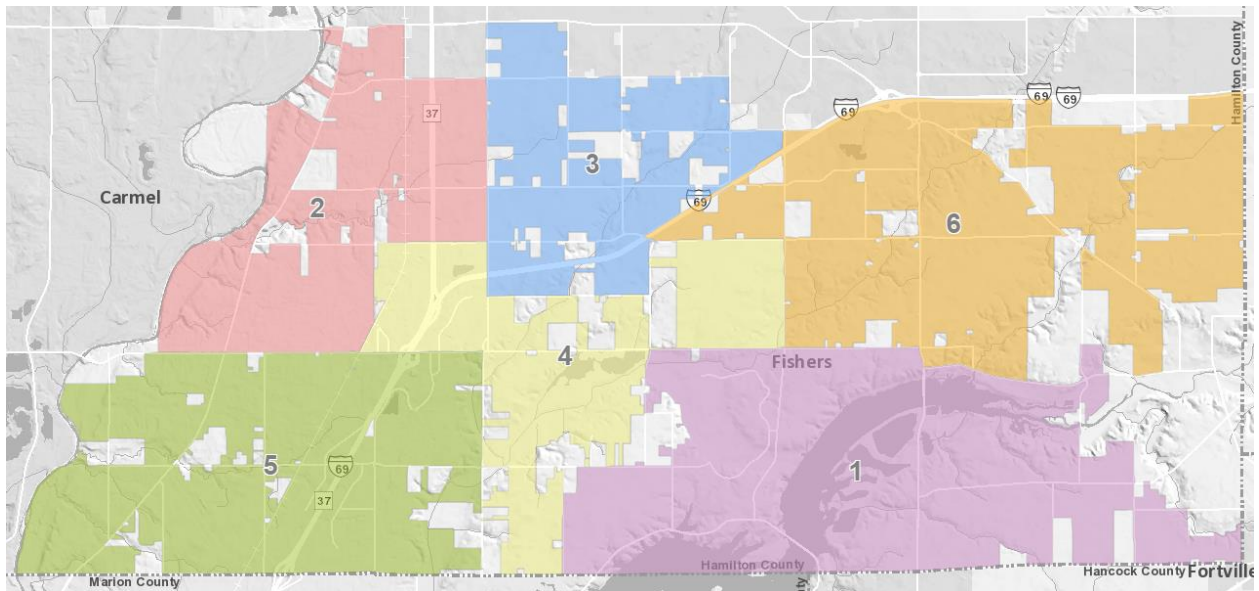
**District SC**  
**John Weingardt**

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

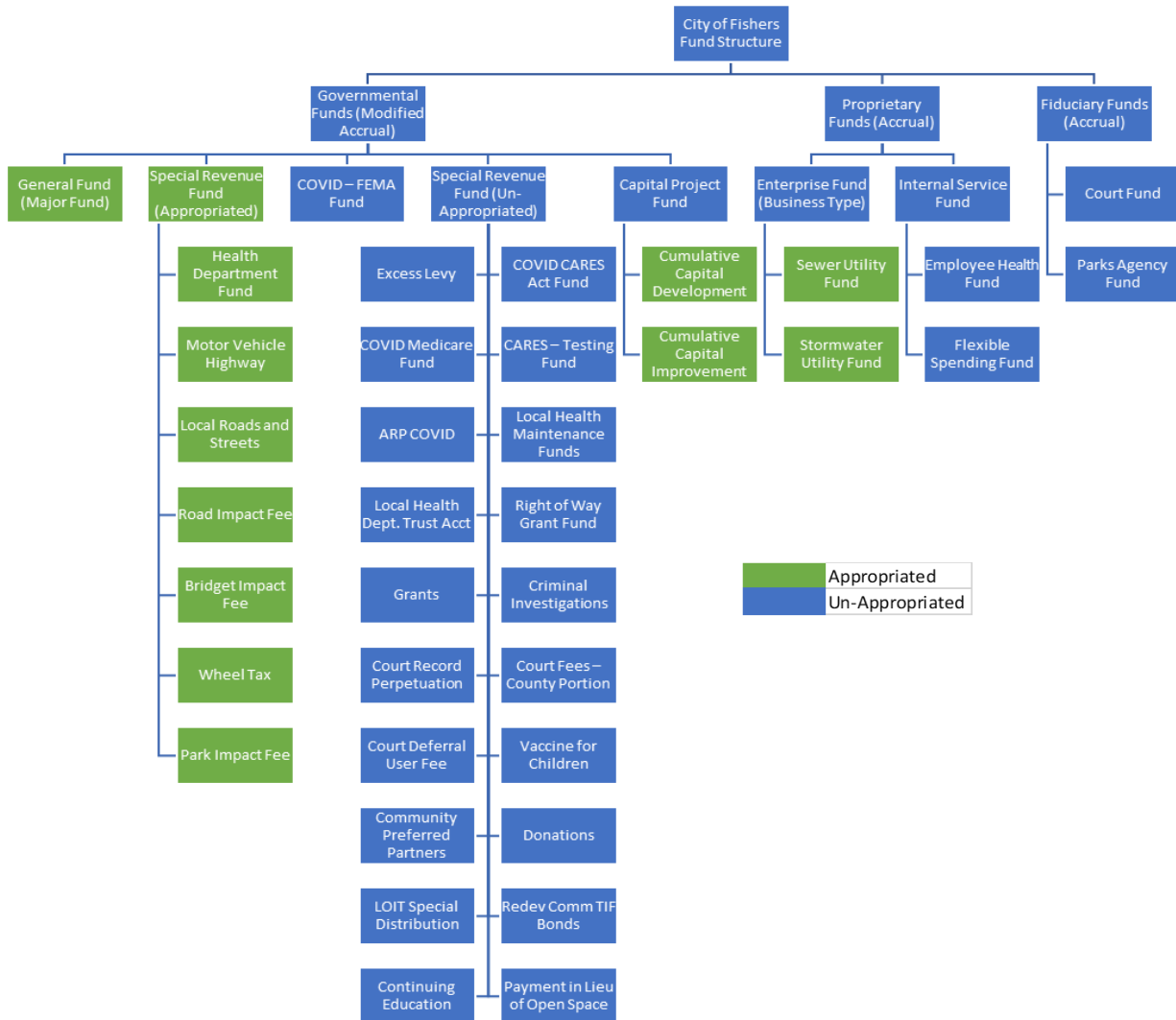
**District At Large**  
**Tiffanie Ditlevson**

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

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



## FUND DEFINITIONS AND STRUCTURE



## BASIS OF ACCOUNTING

Governmental fund types for the City of Fishers are recognized on the modified accrual basis of accounting and are reported using a current financial resources measurement focus, which means that revenues are recognized when they become measurable and available, and expenditures are recognized when the liability is incurred. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are recorded when the related fund liability is incurred, except for unmatured principal and interest on long-term debt, claims, judgments, compensated absences, and pension expenditures, which are recorded as a fund liability when expected to be paid with expendable available financial resources.

Property taxes are recognized as revenues in the year they are levied.

Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider are met. Special assessments are recorded as revenue when earned. Unbilled receivables are recorded as revenues when services are provided.

As a general rule, the effect of interfund activity has been eliminated from the governmentwide financial statements. Exceptions to this general rule are charges between the City's wastewater and stormwater and various other functions of the government. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

Proprietary and fiduciary funds are reported using the economic resources measurement focus and the accrual basis of accounting which means that revenues and expenditures are recognized when they occur. This process varies generally accepted accounting principles because of provisions made to treat encumbrances as budgeted expenditures in the year of the commitment to purchase.

The proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Wastewater Utility and Stormwater Utility are charges to customers for sales and services. Special assessments are recorded as receivables and contribution revenue when levied. Operating expenses for proprietary funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

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 the 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.

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.

## 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 use a cash basis of budgeting. The City 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.

All fund types are recognized on a cash basis which means that revenues are recognized when they become measurable and available, and expenditures are recognized when the liability is incurred.

The basis of budgeting is different than the basis of accounting and reporting. This is a result of the State of Indiana requiring municipalities to budget on a cash basis while reporting is done on a modified accrual basis.

## 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. Appropriations to an individual fund may only be amended through formal approval of the City Council by an Ordinance. This is also true for transfers of funds between different expenditure categories. The City of Fishers Controller is authorized to approve the transfer of unencumbered monies between the same 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 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 them 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.

#### 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.

#### APPROPRIATED FUNDS

The following is a list of funds that are required to be appropriated 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
- Health Department Fund

		Classification	Budget Type	Administration	Controller	Clerk/Court	Engineering	Fire	Health Department	Fleet	IT	Parks	Police	Public Works
Fund	Description													
<b>General Fund</b>														
1010	General Fund	Major	Annual	X	X	X	X	X		X	X	X	X	X
<b>Speical Revenue Funds</b>														
2010	Motor Vehicle Highway		Annual				X			X				X
2020	Local Roads & Streets		Annual				X							X
2120	Health Department Fund		Annual						X					
2170	Donations		Annual											
2330	Continuing Education		Annual										X	
2360	Court Record Perpetuation		Annual			X								
2450	Rainy Day		Annual	X										
2570	LOIT Special Distribution(257)		Annual				X							
2590	Wheel Tax		Annual				X							
2706	Criminal Investigation		Annual										X	
2707	Park Impact Fee		Annual				X					X		
2708	Road Impact Fee		Annual				X							
2709	Bridge Impact Fees		Annual				X							
6085	Sewer Construction PassThrough		Annual				X							
<b>Capitla Projects Funds</b>														
4010	Cumulative Capital Improv		Annual								X			
4020	Cumulative Capital Dvp		Annual	X							X			
3780	State Road 37		Annual				X							
<b>Enterprise Funds</b>														
6060	Sewer		Annual	X	X		X			X	X			X
6080	Sewer Construction		Annual											X
6260	Stormwater		Annual	X	X		X			X	X			X
<b>Internal Service Funds</b>														
7040	Employee Health Fund			X	X	X	X	X	X	X	X	X	X	X
7650	Flexible Spending Fund			X	X	X	X	X	X	X	X	X	X	X
<b>Grant Funds</b>														
2705	Grants						X		X			X	X	X
1760	ARP COVID Local Fiscal Recove			X										
2121	Local Health Maintenance Fund								X					
2122	IN Local Health Dept Trust Acc								X					
2715	Vaccine for Children								X					
2704	Right of Way Grant Fund						X							
1501	COVID - CARES Act Funds			X				X	X		X			X
1502	COVID - FEMA Funds			X				X	X		X			X
1503	COVID - Medicaid Funds			X				X						
1504	CARES - IT Funds			X					X					
1505	CARES - Testing Funds								X					

Governmental 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. The general fund uses the modified accrual basis of budgeting and accounting.

### 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 special revenue funds use the modified accrual basis of budgeting and accounting. 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. These funds use the modified accrual basis of budgeting and accounting.

- 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.

## 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

An Annual Comprehensive Financial Report (ACFR) follows the audit by a separate independent agency. The CAFR includes the independent auditor's report. The ACFR 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.

## BALANCED BUDGET

The City of Fishers always strives to bring a balanced budget before the City Council for approval. The City has presented a balanced budget each year that Fishers has been a City.

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.

## 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 with 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

The 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

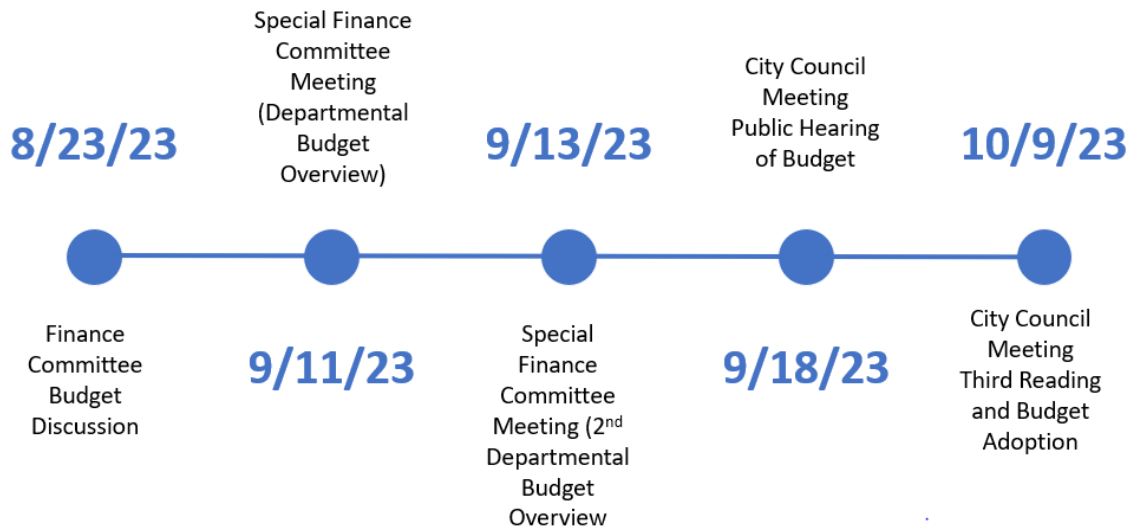
Federal and state governmental units represent an important source of supplementary funding used to finance housing, employment, construction programs, and other activities beneficial to the community. Grant contributions in the proprietary funds are for the purpose of construction activities, principal 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 requirements of the grant are not met. In order to receive a grant, some form of proposal or application is usually required.

## BUDGET PROCESS



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

### Budget Preparation

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

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

### Adoption

The budget is discussed in the City Finance Committee made up of a small group of council members. A public hearing is held to discuss the budget with advertisement of the hearing made 10 days prior. The hearing must take place 10 days 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.

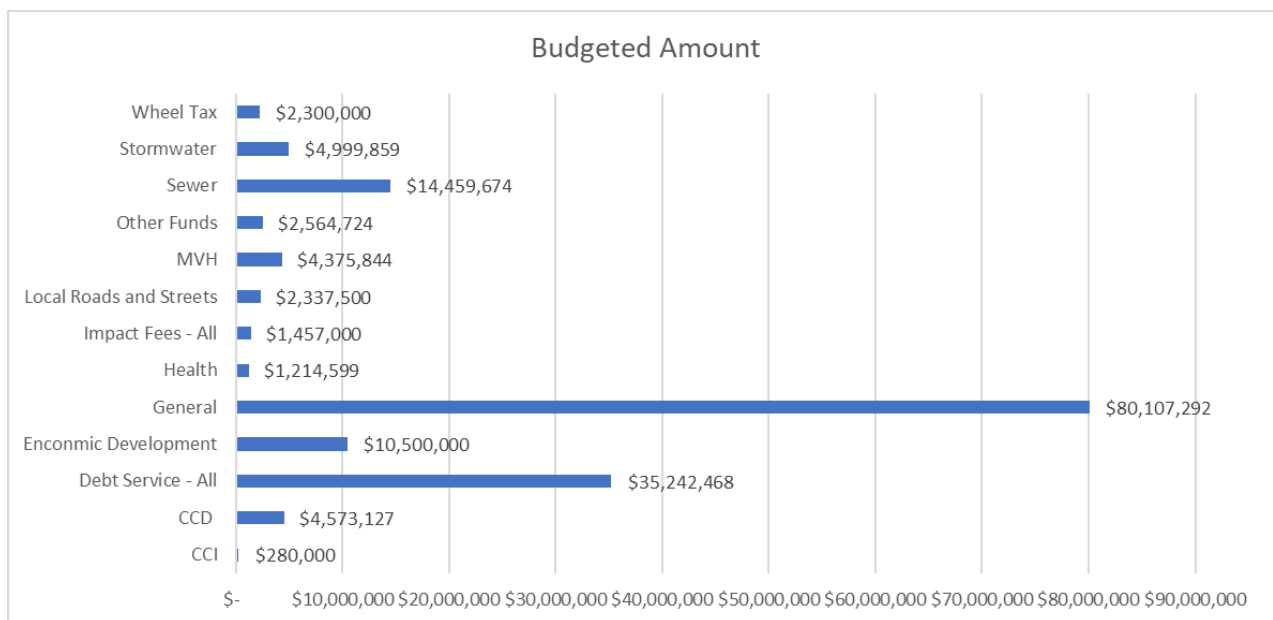
Re-appropriations moves revenue that was taken in during the current budget year and appropriates it to an existing budget for use during the budget year. Re-appropriations must be approved by the Controller’s Office and the City Council prior to updating entries being made in the financial system.

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 2024 budget presented and adopted by the City Council was just over \$164 million.



Additional information regarding the FY 2024 budget can be found on the City’s [website](#). Information included on the website is the following:

- Budget Preparation Press Release
- Budget Infographic
- Budget Highlights and FY 2024 Projects
- Finance Committee Meeting Presentation
- City Council Meeting Presentation and Video Recording

## Fiscal Year 2024 Budget Instructions

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

June 12-30, 2023	2024 departmental salary and benefits review and health insurance forecasts.	Controller's Office / HR / Department Heads
June 30, 2023	Create operating budget projection and capital budget projection in Munis	Controller's Office
June 30, 2023	Start building salary workbook	Controller's Office
July 3-14, 2023	Departmental entry of operating and capital budgets into Munis	All Departments
July 17, 2023	Roll budget projection to the Department Level in Munis for Department Head review	Controller's Office
July 17-21, 2023	Departmental budget meetings	Deputy Mayor / Department Heads / Controller's Office
July 17, 2023	DLGF provides each unit with an estimate for the 2023 non-property tax revenues of MVH, LRS, ABC Gallonage, FIT, CVET, and Excise based on historical distribution amounts.	DLGF
July 24, 2023	Roll budget projection to Controller's Office level in Munis for Controller's Office to make updates.	Controller's Office
July 22-28, 2023	Create budget summary workbook from departmental budget requests.	Controller's Office
August 1-3, 2023	Finalize rough draft of FY 2024 budget and fiscal plan.	Controller's Office
August 16, 2023	Deadline for DLGF to release the first 2024 LIT estimates.	DLGF
August 16, 2023	August regular Finance Committee Meeting	Controller's Office
August 21, 2023	City Council Meeting – High level budget discussion	Mayor's Office / Controller's Office
August 1-31, 2023	Budget entry into Gateway, updating accordingly for any changes	Controller's Office
August 30-31, 2023	Special Finance Committee Meeting – High Level Review	Controller's Office
September 6-7, 2023	Special Finance Committee Meeting – Departmental Budgets	Controller's Office
September 8, 2023	Post notice to taxpayers ("Form 3") on Gateway of 2023 proposed budget and public hearing.	Controller's Office
September 13, 2023	Finance Committee Meeting – Final Review	Controller's Office

September 18, 2023	Public hearing of budget and City Council suggested changes (Adoption of appeal)	Mayor
October 2, 2023	Deadline for DLGF to provide the second 2024 LIT estimates.	DLGF
October 4, 2023	Finance Committee Meeting – Additional Final Review	Controller's Office
October 9, 2023	Adoption of the 2024 Budget	City Council
October 9, 2023	Adoption of the 2024 Salary Ordinance (including employees and elected officials)	City Council
October 12, 2023	Last day to post notice to taxpayers of proposed 2023 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 16, 2023	Certify budget adoption in Gateway	Controller
October 17-31, 2023	Roll budget projection Mayor's Office level in Munis. No other changes will be made.	Controller's Office
October 22, 2023	Last <i>possible</i> day for taxing units to hold public hearing on 2024 budgets. In second class cities, public hearing may be held any time after introduction of 2024 budget.	Mayor
October 22, 2023	Last <i>possible</i> day ten or more taxpayers may object to a proposed 2024 budget, tax rate, or tax levy (must be filed not more than seven days after the public hearing.)	Mayor
November 1, 2023	Deadline for all taxing units to adopt 2024 budgets, tax rates, and tax levies.	Mayor
November 8, 2023	Deadline to submit signed budget adoption, tax rate, and levy through Gateway.	Controller's Office
November 8, 2023	Soft post operating budget and capital budget in Munis for Departments to begin processing requisitions again next year's budget.	Controller's Office
November 30, 2023	Last day for all departments to get requisitions converted to purchase orders using FY 2023 funding.	All Departments
January 12, 2024	Completion and submission to GFOA for Distinguished Budget Award or request an extension for submission if necessary	Controller's Office
April 1, 2024	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 2024 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.

## **Mayor's Office FY 2024 Budget Policy Instructions**

Thank you in advance for approaching the budget season professionally, diligently, and with the best interests of the community at the forefront of your decision making. It is our shared responsibility to establish a budget that most effectively and efficiently utilizes taxpayer money to ensure the City of Fishers is the best possible place to live, work, and play for our residents. As has always been the case, requests regarding personnel, operating, and capital expenses should be well justified; supported with data and a vision for how those funds would be used to improve outcomes for our City. As we always have, I am confident that collectively, we will produce a balanced budget that reflects the priorities and needs of our citizens and community.

## **FY 2024 Controller's Office Technical Instructions**

Budget entry will begin for all departments on July 3<sup>rd</sup>. All budgets for each department must be completed no later than COB July 14<sup>th</sup>. The Munis system will lock the budget entry module on July 17<sup>th</sup> and no additional entry will be allowed by departments.

All communications regarding each departments budget will be made in the Budget Teams channel. The personnel and operating budget spreadsheets will be posted there, and updates will be made as needed. Please use that space for communication as well, so that we can continue to be transparent in our budgeting process.

Departments can access the approved budget for FY 23 via the instructions provided.

## 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.

## Operating Supplies

- Operating supplies budget does not need to be very specific (we don't need to know how many pencils your department will buy). Examples include office supplies, general supplies or supplies needed for events.
- The operating supplies budget should include line item(s) for uniform purchases. In most cases the uniform object code is no longer in use.

## 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

- There are multiple capital objects. The appropriate objects should be used for each purchase. If you are unsure of which object to use, contact the Controller's Office.
  - 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.



FINANCIAL SUMMARIES



## CITY OF FISHERS FISCAL PLAN

Data includes historical, present, and future revenues and expenditures dating from 2018 through 2026. The following data focuses on the following funds: Combined Funds, General Funds, Health Department Fund, Motor Vehicle Highway Fund, Local Roads and Streets Fund, Cumulative Capital Development Fund, Cumulative Capital Improvement Fund, Park Impact Fee Fund, combined Road Impact Fee Fund, Bridge Impact Fee Fund, Sewer Operations Fund, and Stormwater Operations Fund.

The upcoming tables include appropriated funds, projections for revenue and expenditures and fund balances, which are the excess of the assets of a fund over its liabilities, reserves, and carryover. These tables 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 expenditure. 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 May 5, 2023.

### Long Range Planning

The City's fiscal plan is the source document for long range financial planning. The document includes 2 years of projected data for our major and non-major appropriated funds. The document provides information that helps to identify future revenue and expenditures trends that is essential to the planning and development of the current budget and long-range planning decisions. The assumptions used to make estimates of future revenues and expenditures is included at the end of the document. Remember that the vision of Fishers is focused on being Smart, Vibrant and Entrepreneurial. Keeping with these ideals is important when planning our current and future budget.

- Some key information that has been included in our long-term planning are the following: Increased assessed home values that will increase property tax revenue year over year.
- One time increase to the local income tax revenue in the 2024 fiscal year will be used for projects outlined in the "Investing in our Community" plan. The amount of revenue in the local income tax fund will decrease in future years.
- A food and beverage tax was approved by the City Council to begin in the 2023 fiscal year. the City will be using the revenue from the tax to help construct the arena development that began in 2023.

CITY OF FISHERS

Combined Funds

Projected Revenues and Expenditures

Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	<b>\$29,058,670</b>	<b>\$30,201,651</b>	<b>\$30,237,915</b>	<b>\$31,525,215</b>	<b>\$37,199,117</b>	<b>\$46,094,906</b>	<b>\$44,174,322</b>	<b>\$51,798,176</b>	<b>\$56,057,629</b>
<b>REVENUE \$:</b>									
Property tax - All Funds	37,716,351	39,306,068	43,761,205	47,508,412	50,381,478	53,211,517	61,422,073	65,128,009	67,749,073
Loss from circuit breaker	(1,725,926)	(2,009,253)	(2,127,561)	(2,814,593)	(2,268,349)	(2,710,632)	(3,501,559)	(3,700,055)	(3,900,878)
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	3,488,286	3,252,018	3,388,167	3,557,759	3,754,877	3,866,480	4,396,439	4,568,466	4,657,280
CVET	43,995	42,675	51,947	49,404	50,558	52,237	57,267	57,696	57,024
COIT - Special	0	2,396,373	2,554,061	2,268,595	3,129,149	3,818,808	2,095,214	4,800,715	1,685,467
COIT - Regular - All Funds	20,191,733	22,314,303	21,834,303	23,681,442	30,590,268	26,994,253	37,669,435	31,101,289	32,448,226
Licenses and permits - General Fund Only	1,874,282	1,991,556	1,868,438	1,993,744	2,175,901	1,966,785	2,015,000	2,015,000	2,015,000
Food and Beverage - Eco. Dev. Only	0	0	0	0	0	0	0	0	0
Ticket sales - Eco. Dev. Only	0	0	0	0	0	0	0	0	0
PILOT - Eco. Dev. Only	0	0	0	0	0	1,500,000	1,500,000	1,500,000	1,500,000
TIF Increment - Eco. Dev. Only	0	0	0	0	0	0	0	0	0
Intergovernmental revenue - General Fund Only	737,831	754,488	747,757	769,996	764,431	896,737	896,028	903,447	903,447
Charges for services - General Fund Only	4,428,510	3,924,687	3,716,507	3,840,139	5,432,492	5,136,072	5,270,307	5,420,676	5,621,681
Fines and forfeits - General Fund Only	222,697	168,824	212,922	177,367	183,677	205,041	210,000	210,000	210,000
Cigarette tax state - CCI	210,260	202,107	197,531	187,465	177,638	183,090	182,217	182,217	182,217
State distribution - Local Roads and Streets Fund	1,434,691	1,987,701	2,053,406	2,039,373	2,232,662	2,362,996	2,400,000	2,400,000	2,400,000
State distribution - Motor Vehicle Highway Fund	3,130,676	4,033,932	3,722,165	3,281,962	3,627,173	4,163,550	4,200,000	4,200,000	4,200,000
Wheel tax and Surtax	0	0	0	0	0	0	0	0	0
Park impact fees - Park Impact Fund	547,287	633,001	530,056	665,653	688,328	923,765	600,000	600,000	600,000
Road impact fees - Road Impact Fund	1,872,776	2,478,187	1,954,971	1,923,754	1,615,062	1,514,825	1,500,000	1,500,000	1,500,000
Bridge impact fees - Bridge Impact Fund	194,289	115,106	131,534	153,195	147,496	177,985	150,000	150,000	150,000
Wheel Tax	0	1,987,241	2,063,849	2,312,511	2,274,375	2,346,000	2,300,000	2,346,000	2,392,920
Certified Tech Park revenue	449,255	964,650	1,082,468	2,803,627	0	100,000	100,000	100,000	100,000
All other revenue - All Funds	4,650,644	1,949,078	3,957,375	7,983,418	2,099,089	2,675,772	1,214,620	1,146,155	1,146,155
<b>Total revenues</b>	<b>79,467,637</b>	<b>86,492,742</b>	<b>91,701,101</b>	<b>102,223,223</b>	<b>107,056,305</b>	<b>109,425,281</b>	<b>124,677,042</b>	<b>124,629,614</b>	<b>125,617,611</b>
<b>EXPENDITURES \$:</b>									
Personal services	39,384,367	42,584,563	44,084,379	44,688,364	49,154,130	48,156,971	56,471,682	58,313,731	60,217,699
Supplies	3,661,264	3,831,574	5,339,612	5,663,819	5,634,605	7,066,584	7,030,585	6,014,565	6,014,565
Other services and charges	24,978,334	25,329,450	30,610,366	32,616,405	34,653,776	36,225,495	43,050,897	48,229,288	48,652,595
Capital outlay	10,324,113	14,696,859	10,379,444	13,580,733	8,718,005	14,520,431	9,335,517	8,212,578	8,432,575
Other	0	0	0	0	0	0	1,564,506	0	0
Projected unused appropriation						(200,000)	(400,000)	(400,000)	(400,000)
<b>Total expenditures</b>	<b>78,348,098</b>	<b>86,442,446</b>	<b>90,413,801</b>	<b>96,549,321</b>	<b>98,160,516</b>	<b>105,769,481</b>	<b>117,053,187</b>	<b>120,370,162</b>	<b>122,917,434</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>1,119,539</b>	<b>50,296</b>	<b>1,287,300</b>	<b>5,673,902</b>	<b>8,895,789</b>	<b>3,655,800</b>	<b>7,623,855</b>	<b>4,259,452</b>	<b>2,700,177</b>
<b>ADJUSTMENT \$:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers	13,228	0	0	(1,800,000)	0	0	0	0	0
Adjustments/Transfer to Health Fund	10,214	(14,032)	0	1,800,000	0	0	0	0	0
Encumbrances						(5,576,384)	0	0	0
<b>ENDING CASH BALANCE</b>	<b>\$30,201,651</b>	<b>\$30,237,915</b>	<b>\$31,525,215</b>	<b>\$37,199,117</b>	<b>\$46,094,906</b>	<b>\$44,174,322</b>	<b>\$51,798,176</b>	<b>\$56,057,629</b>	<b>\$56,757,806</b>

CITY OF FISHERS

0101 General Fund

Projected Revenues and Expenditures

Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	-0.0050 BUDGET 2022	-0.0050 BUDGET 2023	0.0000 Projected 2024	0.0000 Projected 2025
<b>BEGINNING CASH BALANCE</b>	\$14,555,317	\$15,866,665	\$16,850,188	\$16,069,387	\$21,288,867	\$29,598,321	\$28,465,936	\$34,822,159	\$38,347,913
<b>REVENUE \$:</b>									
Property tax	24,067,232	25,031,903	25,881,230	26,795,679	28,092,126	29,342,457	30,733,345	32,457,482	34,296,644
Loss from circuit breaker	(1,427,886)	(1,724,146)	(1,847,033)	(2,350,181)	(2,044,731)	(2,353,265)	(2,996,501)	(3,164,605)	(3,343,923)
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	2,225,915	2,071,184	2,003,992	2,006,646	2,093,676	2,143,125	2,199,819	2,276,764	2,357,659
CVET	28,074	27,179	30,725	27,864	28,190	28,818	28,675	28,770	28,880
LIT - Special Distribution	0	2,396,373	2,554,061	2,288,595	3,129,149	3,818,808	2,095,214	4,800,715	1,685,467
LIT - Regular Distribution	19,620,988	21,834,303	21,504,303	23,353,442	30,555,268	26,994,253	37,669,435	31,101,289	32,448,226
Licenses and permits	1,874,282	1,991,556	1,868,438	1,993,744	2,175,901	1,986,785	2,015,000	2,015,000	2,015,000
Intergovernmental revenue	737,831	754,488	747,757	789,996	764,431	896,737	896,028	903,447	903,447
Charges for services	4,428,510	3,924,687	3,716,507	3,840,139	5,432,492	5,136,072	5,270,307	5,420,676	5,621,681
Fines and forfeits	222,697	168,824	212,922	177,367	183,677	205,041	210,000	210,000	210,000
Miscellaneous revenue	2,550,520	1,450,243	2,296,513	1,757,976	472,353	451,153	325,000	325,000	325,000
<b>Total revenues</b>	<b>54,328,163</b>	<b>57,928,594</b>	<b>58,989,415</b>	<b>60,681,267</b>	<b>70,882,532</b>	<b>68,649,984</b>	<b>78,446,322</b>	<b>76,374,538</b>	<b>76,548,081</b>
<b>EXPENDITURE \$:</b>									
Personal services									
Base pay and other	25,176,744	27,012,635	27,613,324	27,607,721	31,442,553	29,981,957	37,320,625	37,320,625	38,440,244
Inflation adjustments								1,119,619	1,153,206
Added personnel								0	0
Health insurance						6,895,575	7,102,443	7,315,514	7,534,979
Employee benefits	11,931,296	13,233,773	14,554,019	15,404,448	15,632,294	8,996,805	9,401,661	9,824,736	10,266,851
Total personal services	37,108,040	40,246,408	42,167,343	43,012,169	47,074,847	45,874,337	53,824,729	55,580,494	57,395,280
Supplies	3,180,330	3,144,783	3,927,698	4,055,621	3,855,766	4,979,549	4,756,335	4,756,335	4,756,335
Other services and charges	9,682,770	9,875,844	12,072,542	9,556,766	11,509,814	11,897,855	12,248,529	12,860,955	13,504,004
Capital outlay	3,055,889	3,662,204	82,633	2,137,031	132,651	5,250,000	98,000	51,000	52,020
Other	0	0	0	0	0	0	1,564,506	0	0
Projected unused appropriation						(200,000)	(400,000)	(400,000)	(400,000)
<b>Total expenditures</b>	<b>53,027,029</b>	<b>56,929,039</b>	<b>58,250,216</b>	<b>58,761,787</b>	<b>62,573,078</b>	<b>67,801,741</b>	<b>72,090,099</b>	<b>72,848,784</b>	<b>75,307,639</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>1,301,134</b>	<b>997,555</b>	<b>719,199</b>	<b>1,919,480</b>	<b>8,309,454</b>	<b>848,243</b>	<b>6,356,223</b>	<b>3,525,754</b>	<b>1,240,442</b>
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers Rainy Day	0	0	(1,500,000)	1,500,000	0	0	0	0	0
Adjustments/Transfer to Health Fund	10,214	(14,032)	0	1,800,000	0	0	0	0	0
Encumbrances						(1,980,628)			
<b>ENDING CASH BALANCE</b>	<b>\$15,866,665</b>	<b>\$16,850,188</b>	<b>\$16,069,387</b>	<b>\$21,288,867</b>	<b>\$29,598,321</b>	<b>\$28,465,936</b>	<b>\$34,822,159</b>	<b>\$38,347,913</b>	<b>\$39,588,356</b>
<b>Rainy Day Cash</b>	<b>\$1,731,678</b>	<b>\$1,113,371</b>	<b>\$1,716,303</b>	<b>\$36,377</b>	<b>\$647</b>	<b>\$647</b>	<b>\$647</b>	<b>\$647</b>	<b>\$647</b>
<b>Total Rainy Day and General Fund Cash</b>	<b>\$17,598,343</b>	<b>\$17,963,559</b>	<b>\$17,785,690</b>	<b>\$21,325,244</b>	<b>\$29,598,968</b>	<b>\$28,466,583</b>	<b>\$34,822,806</b>	<b>\$38,348,561</b>	<b>\$39,589,003</b>

CITY OF FISHERS  
**Health Fund**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	\$0	\$0	\$0	\$0	\$46,328	\$674,237	\$1,905,799	\$1,890,945	\$1,891,198
<b>REVENUES:</b>									
Property tax	0	0	0	0	698,288	742,859	863,347	915,298	952,060
Loss from circuit breaker	0	0	0	0	(50,787)	(59,561)	(84,176)	(89,242)	(92,826)
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
Excise tax	0	0	0	0	52,043	54,243	61,796	64,204	65,446
CVET	0	0	0	0	701	730	782	787	778
LIT	0	0	0	0	0	0	0	0	0
Miscellaneous/Fees	0	0	0	2,056,088	728,291	1,462,265	240,000	240,000	240,000
<b>Total revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,056,088</b>	<b>1,428,536</b>	<b>2,200,336</b>	<b>1,081,749</b>	<b>1,131,047</b>	<b>1,165,458</b>
<b>EXPENDITURES:</b>									
Personal services									
Base pay and other	0	0	0	62,002	318,109	434,718	608,831	608,831	627,096
Inflation adjustments								18,265	18,813
Added personnel								0	0
Health insurance						57,058	58,770	60,533	62,349
Employee benefits				22,121	165,822	131,581	137,502	143,690	150,156
<b>Total personal services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>84,123</b>	<b>483,931</b>	<b>623,357</b>	<b>805,103</b>	<b>831,319</b>	<b>858,414</b>
Supplies	0	0	0	73,768	66,590	183,050	132,000	132,000	132,000
Other services and charges	0	0	0	51,869	250,106	181,500	159,500	167,475	175,849
Capital outlay	0	0	0	0	0	0	0	0	0
<b>Total expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>209,760</b>	<b>800,627</b>	<b>967,907</b>	<b>1,096,603</b>	<b>1,130,794</b>	<b>1,166,263</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,846,328</b>	<b>627,909</b>	<b>1,232,429</b>	<b>(14,854)</b>	<b>253</b>	<b>(805)</b>
<b>ADJUSTMENTS:</b>									
Transfer	0	0	0	(1,800,000)	0	0	0	0	0
Encumbrances						(867)			
<b>ENDING CASH BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,328</b>	<b>\$674,237</b>	<b>\$1,905,799</b>	<b>\$1,890,945</b>	<b>\$1,891,198</b>	<b>\$1,890,393</b>

CITY OF FISHERS  
**0708 Motor Vehicle Highway Fund**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CA\$H BALANCE</b>	\$2,421,871	\$3,043,592	\$711,492	\$1,026,430	\$1,773,019	\$2,245,777	\$2,308,060	\$2,308,197	\$2,248,266
<b>REVENUE \$:</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	3,130,676	4,033,932	3,722,165	3,281,962	3,627,173	4,163,550	4,200,000	4,200,000	4,200,000
Fees	526,143	243,004	368,665	373,304	261,475	385,414	375,000	375,000	375,000
Sale of property	0	0	0	0	0	0	0	0	0
Insurance reimbursements	140,404	39,353	0	17,049	92,826	43,551	0	0	0
Miscellaneous	702	104,707	0	960	13,250	6,000	4,000	4,000	4,000
<b>Total revenues</b>	<b>3,797,925</b>	<b>4,420,996</b>	<b>4,090,830</b>	<b>3,673,275</b>	<b>3,994,724</b>	<b>4,598,515</b>	<b>4,579,000</b>	<b>4,579,000</b>	<b>4,579,000</b>
<b>EXPENDITURE \$:</b>									
Personal services									
Base pay and other	1,129,609	1,677,298	1,290,046	1,091,444	1,150,683	1,175,397	1,338,848	1,338,848	1,379,013
Inflation adjustments								40,165	41,370
Added personnel								0	0
Health insurance						176,851	182,157	187,622	193,251
Employee benefits	1,146,738	660,857	626,990	500,628	444,669	307,029	320,845	335,283	350,371
Total personal services	2,276,347	2,338,155	1,917,036	1,592,072	1,595,352	1,659,277	1,841,850	1,901,918	1,964,005
Supplies	470,205	615,804	638,823	559,176	668,617	914,940	1,090,630	1,090,630	1,090,630
Other services and charges	366,853	994,468	986,074	750,438	885,631	1,388,109	1,218,383	1,218,383	1,218,383
Capital outlay	76,027	2,804,669	233,959	25,000	172,366	0	428,000	428,000	428,000
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>3,189,432</b>	<b>6,753,096</b>	<b>3,775,892</b>	<b>2,926,686</b>	<b>3,521,966</b>	<b>3,962,326</b>	<b>4,578,863</b>	<b>4,638,931</b>	<b>4,701,018</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>608,493</b>	<b>(2,332,100)</b>	<b>314,938</b>	<b>746,589</b>	<b>472,758</b>	<b>636,189</b>	<b>137</b>	<b>(59,931)</b>	<b>(122,018)</b>
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds/adjustment	13,228	0	0	0	0	0	0	0	0
Encumbrances						(573,906)			
<b>ENDING CA\$H BALANCE</b>	<b>\$3,043,592</b>	<b>\$711,492</b>	<b>\$1,026,430</b>	<b>\$1,773,019</b>	<b>\$2,245,777</b>	<b>\$2,308,060</b>	<b>\$2,308,197</b>	<b>\$2,248,266</b>	<b>\$2,126,248</b>

CITY OF FISHERS  
**0706 Local Road and Street Fund**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	\$1,092,165	\$1,294,134	\$1,813,873	\$2,025,504	\$2,399,570	\$2,765,259	\$2,395,395	\$2,395,395	\$2,395,395
<b>REVENUES:</b>									
Local road & street distrib.	1,434,691	1,987,701	2,053,406	2,039,373	2,232,662	2,362,996	2,400,000	2,400,000	2,400,000
Miscellaneous	0	3,500	5,367	0	12,629	17,973	0	0	0
<b>Total revenues</b>	<b>1,434,691</b>	<b>1,991,201</b>	<b>2,058,773</b>	<b>2,039,373</b>	<b>2,245,291</b>	<b>2,380,969</b>	<b>2,400,000</b>	<b>2,400,000</b>	<b>2,400,000</b>
<b>EXPENDITURES:</b>									
Supplies	0	0	701,840	975,054	772,734	792,445	855,020	0	0
Other services & charges	1,232,722	1,471,462	49,879	74,236	466,570	300,000	465,500	2,400,000	2,400,000
Capital outlays	0	0	1,095,423	616,017	640,298	1,217,308	1,079,480	0	0
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>1,232,722</b>	<b>1,471,462</b>	<b>1,847,142</b>	<b>1,665,307</b>	<b>1,879,602</b>	<b>2,309,751</b>	<b>2,400,000</b>	<b>2,400,000</b>	<b>2,400,000</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>201,969</b>	<b>519,739</b>	<b>211,631</b>	<b>374,066</b>	<b>365,689</b>	<b>71,218</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(441,082)			
<b>ENDING CASH BALANCE</b>	<b>\$1,294,134</b>	<b>\$1,813,873</b>	<b>\$2,025,504</b>	<b>\$2,399,570</b>	<b>\$2,765,259</b>	<b>\$2,395,395</b>	<b>\$2,395,395</b>	<b>\$2,395,395</b>	<b>\$2,395,395</b>

CITY OF FISHERS  
**2379 Cumulative Capital Improvement Fund**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	\$84,338	\$294,598	\$182,956	\$347,598	\$266,713	\$232,824	\$186,112	\$185,329	\$185,329
<b>REVENUES:</b>									
Cigarette tax distribution	210,260	202,107	197,531	187,465	177,638	183,090	182,217	182,217	182,217
Miscellaneous	0	0	0	0	0	0	0	0	0
<b>Total revenues</b>	<b>210,260</b>	<b>202,107</b>	<b>197,531</b>	<b>187,465</b>	<b>177,638</b>	<b>183,090</b>	<b>182,217</b>	<b>182,217</b>	<b>182,217</b>
<b>EXPENDITURES:</b>									
Supplies	0	0	0	0	70,898	161,000	161,000	0	0
Other services and charges	0	0	0	0	83,900	22,000	22,000	0	0
Capital outlay	0	313,749	32,889	268,350	56,729	0	0	182,217	182,217
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>0</b>	<b>313,749</b>	<b>32,889</b>	<b>268,350</b>	<b>211,527</b>	<b>183,000</b>	<b>183,000</b>	<b>182,217</b>	<b>182,217</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>210,260</b>	<b>(111,642)</b>	<b>164,642</b>	<b>(80,885)</b>	<b>(33,889)</b>	<b>90</b>	<b>(783)</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(46,802)			
<b>ENDING CASH BALANCE</b>	<b>\$294,598</b>	<b>\$182,956</b>	<b>\$347,598</b>	<b>\$266,713</b>	<b>\$232,824</b>	<b>\$186,112</b>	<b>\$185,329</b>	<b>\$185,329</b>	<b>\$185,329</b>



CITY OF FISHERS  
**2391 Cumulative Capital Development**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	\$872,049	\$1,460,280	\$2,093,700	\$1,656,691	\$1,012,725	\$1,174,647	\$842,206	\$1,359,032	\$1,359,032
<b>REVENUES:</b>									
Property tax	2,795,952	2,892,112	3,164,597	3,338,609	3,491,440	3,713,295	4,316,735	4,576,489	4,760,299
Loss from circuit breaker	(167,108)	(198,264)	(228,874)	(294,116)	(255,719)	(297,806)	(420,882)	(446,208)	(464,129)
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	258,590	239,251	244,987	250,018	260,213	271,213	308,981	321,023	327,239
CVET	3,281	3,140	3,756	3,472	3,504	3,648	4,029	4,057	4,009
Miscellaneous	1,024,123	0	0	16,357	282,164	0	0	0	0
<b>Total revenues</b>	<b>3,914,818</b>	<b>2,936,239</b>	<b>3,184,466</b>	<b>3,314,340</b>	<b>3,781,602</b>	<b>3,690,350</b>	<b>4,208,863</b>	<b>4,455,361</b>	<b>4,627,418</b>
<b>EXPENDITURES:</b>									
Supplies	0	0	24,189	0	0	0	0	0	0
Other services and charges	0	8,978	34	0	0	0	0	0	0
Capital outlay	3,326,587	2,293,841	3,597,252	3,958,306	3,619,680	3,663,125	3,692,037	4,455,361	4,627,418
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>3,326,587</b>	<b>2,302,819</b>	<b>3,621,475</b>	<b>3,958,306</b>	<b>3,619,680</b>	<b>3,663,125</b>	<b>3,692,037</b>	<b>4,455,361</b>	<b>4,627,418</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>588,231</b>	<b>633,420</b>	<b>(437,009)</b>	<b>(643,966)</b>	<b>161,922</b>	<b>27,225</b>	<b>516,826</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						(359,666)			
<b>ENDING CASH BALANCE</b>	<b>\$1,460,280</b>	<b>\$2,093,700</b>	<b>\$1,656,691</b>	<b>\$1,012,725</b>	<b>\$1,174,647</b>	<b>\$842,206</b>	<b>\$1,359,032</b>	<b>\$1,359,032</b>	<b>\$1,359,032</b>

CITY OF FISHERS  
**Park Impact Fees Fund**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	\$896,287	\$892,220	\$450,067	\$1,008,050	\$1,370,105	\$1,468,590	\$1,202,690	\$1,202,690	\$1,202,690
<b>REVENUES:</b>									
Park impact fees	547,287	633,001	530,056	665,653	688,328	923,765	600,000	600,000	600,000
Miscellaneous	1,996	4,600	275,075	0	4,200	2,400	0	0	0
<b>Total revenues</b>	<b>549,283</b>	<b>637,601</b>	<b>805,131</b>	<b>665,653</b>	<b>692,528</b>	<b>926,165</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>EXPENDITURES:</b>									
Other services and charges	0	54,658	44,730	0	74,724	70,000	70,000	0	0
Capital outlays	553,330	1,025,096	202,418	303,598	519,319	630,000	530,000	600,000	600,000
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>553,330</b>	<b>1,079,754</b>	<b>247,148</b>	<b>303,598</b>	<b>594,043</b>	<b>700,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(4,047)</b>	<b>(442,153)</b>	<b>557,983</b>	<b>362,055</b>	<b>98,485</b>	<b>226,165</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(492,065)			
<b>ENDING CASH BALANCE</b>	<b>\$892,220</b>	<b>\$450,067</b>	<b>\$1,008,050</b>	<b>\$1,370,105</b>	<b>\$1,468,590</b>	<b>\$1,202,690</b>	<b>\$1,202,690</b>	<b>\$1,202,690</b>	<b>\$1,202,690</b>

CITY OF FISHERS  
**Combined Road Impact Fees**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	\$2,682,354	\$1,459,961	\$1,226,792	\$822,689	\$1,554,268	\$1,854,079	\$201,688	\$201,688	\$201,688
<b>REVENUES:</b>									
Road impact fees	1,872,776	2,478,187	1,954,971	1,923,754	1,615,062	1,514,825	1,500,000	1,500,000	1,500,000
Miscellaneous	95,518	0	0	87,365	0	0	0	0	0
<b>Total revenues</b>	<b>1,968,294</b>	<b>2,478,187</b>	<b>1,954,971</b>	<b>2,011,119</b>	<b>1,615,062</b>	<b>1,514,825</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>EXPENDITURES:</b>									
Debt service	0	0	0	0	0	450,000	450,000	464,126	464,126
Other services and charges	0	0	0	1,279,540	500	0	0	1,035,874	1,035,874
Capital outlays	3,190,687	2,711,356	2,359,074	0	1,314,751	1,300,000	1,050,000	0	0
Projected unused appropriation						0	0	0	0
<b>Total expenditures</b>	<b>3,190,687</b>	<b>2,711,356</b>	<b>2,359,074</b>	<b>1,279,540</b>	<b>1,315,251</b>	<b>1,750,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>(1,222,393)</b>	<b>(233,169)</b>	<b>(404,103)</b>	<b>731,579</b>	<b>299,811</b>	<b>(235,175)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ADJUSTMENTS:</b>									
Encumbrances						(1,417,218)			
<b>ENDING CASH BALANCE</b>	<b>\$1,459,961</b>	<b>\$1,226,792</b>	<b>\$822,689</b>	<b>\$1,554,268</b>	<b>\$1,854,079</b>	<b>\$201,688</b>	<b>\$201,688</b>	<b>\$201,688</b>	<b>\$201,688</b>

CITY OF FISHERS  
**Bridge Impact Fees (405)**  
 Projected Revenues and Expenditures  
 Revised August 10, 2022 [Draft] (v2)

	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Actual 2021	BUDGET 2022	BUDGET 2023	Projected 2024	Projected 2025
<b>BEGINNING CASH BALANCE</b>	<u>\$86,709</u>	<u>\$170,998</u>	<u>\$285,957</u>	<u>\$356,526</u>	<u>\$164,237</u>	<u>\$311,733</u>	<u>\$225,202</u>	<u>\$215,202</u>	<u>\$215,202</u>
<b>REVENUES:</b>									
Bridge impact fees	194,289	115,106	131,534	153,195	147,496	177,985	150,000	150,000	150,000
Miscellaneous	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total revenues</b>	<u>194,289</u>	<u>115,106</u>	<u>131,534</u>	<u>153,195</u>	<u>147,496</u>	<u>177,985</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<b>EXPENDITURES:</b>									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlays	110,000	20,147	40,965	345,484	0	160,000	160,000	150,000	150,000
Projected unused appropriation						<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total expenditures</b>	<u>110,000</u>	<u>20,147</u>	<u>40,965</u>	<u>345,484</u>	<u>0</u>	<u>160,000</u>	<u>160,000</u>	<u>150,000</u>	<u>150,000</u>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	84,289	94,959	90,569	(192,289)	147,496	17,985	(10,000)	0	0
<b>ADJUSTMENTS:</b>									
Encumbrances						(104,516)			
<b>ENDING CASH BALANCE</b>	<u>\$170,998</u>	<u>\$285,957</u>	<u>\$356,526</u>	<u>\$164,237</u>	<u>\$311,733</u>	<u>\$225,202</u>	<u>\$215,202</u>	<u>\$215,202</u>	<u>\$215,202</u>

## Economic and Policy Assumptions

### 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.

### Expenditures

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

### Assessed Value Growth (AV)

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

<u>2024</u>	<u>2025</u>
6.00%	4.00%

### Property tax collections

The loss from the circuit breaker is expected to be:

<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
(2,710,632)	(3,501,559)	(3,700,055)	(3,900,878)
8.02%	9.75%	7.75%	9.75%

**LIT Rates**

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Calendar Year	4.85%	4.63%	4.42%	4.24%	4.06%
	<u>2022-2023</u>	<u>2023-2024</u>			
Fiscal Year	4.53%	4.33%	4.15%		

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

**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:      1.0%

**Projected Revenues**

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

	2022	2023	2024	2025
General Fund - License and Permits	\$1,751,818	\$1,800,000	\$1,800,000	\$1,800,000
General Fund - Other Permits	\$162,837	\$160,000	\$160,000	\$160,000
Economic Development - Food and beverage	\$0	\$0	\$0	\$0
Economic Development - Ticket sales	\$0	\$0	\$0	\$0
Economic Development - PILOT (sewer)	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Economic Development - TIF increment	\$0	\$0	\$0	\$0

**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.

	2022	2023	2024	2025
Financial Institutions Tax	90.0%	90.0%	90.0%	90.0%
Excise	98.0%	98.0%	98.0%	98.0%
CVET	95.0%	95.0%	95.0%	95.0%

**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.

**Unappropriated Expenditures**

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

**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%.

**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:

	2023	2024	2025
Cumulative Capital Development	0.0500	0.0500	0.0500

**Allocation of Frozen Property Tax Levy Less Cumulative Rates Within Freeze**

It is expected that the maximum levy will be allocated to the Health Fund in the amount of one cent per \$100 and the balance allocated to the General Fund.

**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.

**Use of LIT Revenue**

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

	2022	2023	2024	2025
General Fund - Special Distribution	3,818,808	2,095,214	4,800,715	1,685,467
General Fund - Regular Distribution	26,994,253	37,669,435	31,101,289	32,448,226
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	0	0	0	0
COIT Bond Issue – YMCA	0	0	0	0
GO Bond Issue - Station 95 & BMV	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(\$8,000,000)	0	0	0	0
GO Bond Issue - Geist Road Improvements	0	0	0	0
Rainy Day	0	0	0	0
Certified Tech Park	0	0	0	0

**Annexation**

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

	2023	2024	2025
	\$1,500,000	\$1,500,000	\$1,500,000

**True Tax value growth in the Townships**

	2023	2024	2025
The Delaware true tax value is expected to increase by the following amount:	15.30%	3.00%	3.00%
The Fall Creek true tax value is expected to increase by the following amount:	24.22%	18.00%	18.00%

**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:

	2022	2023	2024	2025
	\$310,840	\$275,000	\$275,000	\$275,000

**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.

	2022	2023	2024	2025
Fire Budget	\$23,135,615	\$24,061,040	\$25,023,482	\$26,024,421

**Emergency Medical Service Revenue**

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

	2022	2023	2024	2025
EMS revenue - General Fund	\$1,639,482	\$1,650,000	\$1,650,000	\$1,650,000

**Maximum Levy Appeals**

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

	2023	2024	2025
Extension of services	0	0	0
Annexation	0	0	0
Growth factor	0	0	0

**Debt Payments**

It is expected that the following payments will be made.

	2022	2023	2024	2025
Pre-July 2005 Bonds	\$983,300	\$870,000	\$878,000	\$0
COIT Bonds	0	0	0	0
Post-July 2005 Bonds	\$5,332,973	\$5,333,123	\$3,778,424	\$3,630,101
Road Impact Fees Fund - Lease Rental Road Projects	\$450,000	\$450,000	\$464,126	\$464,126
Allisonville Road Bond	\$14,217,483	\$21,251,083	\$24,610,501	\$25,660,558
TIF (Saxony)	\$452,275	\$454,025	\$455,025	\$455,400
Total	\$21,436,031	\$28,358,231	\$30,186,076	\$30,210,185

**Park Impact Fees Budget**

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

	2022	2023	2024	2025
Park impact fees	\$923,765	\$600,000	\$600,000	\$600,000

**Road Impact Fees Budget**

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

	2022	2023	2024	2025
Revenue - Road impact fees	\$1,514,825	\$1,500,000	\$1,500,000	\$1,500,000
Expenditures - Lease Rental - Road Projects	\$175,000	\$175,000	\$175,000	\$175,000

**Bridge Impact Fees Budget**

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

	2022	2023	2024	2025
	\$177,985	\$150,000	\$150,000	\$150,000

**Property Tax Rates**

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

Rate:	2023	2024	2025
	-0.70%	0.00%	0.00%

**Assessed Valuation for Fire Contracted Area**

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

	2022	2023	2024	2025
Delaware Township	\$167,311,490	\$192,910,148	\$198,697,452	\$204,658,376
Fishers	\$12,623,717,083	14,675,071,109	\$15,555,575,376	\$16,177,798,391
Fall Creek Township	503,451,160	625,387,031	\$737,956,697	\$870,788,902
Total Fire Area	\$13,294,479,733	\$15,493,368,288	\$16,492,229,524	\$17,253,245,668

**Unused Appropriation**

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

	2022	2023	2024	2025
General Fund	(200,000)	(400,000)	(400,000)	(400,000)
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	(82,000)	0	0	0
Sewer Improvement	0	0	0	0
Stormwater	(50,000)	(50,000)	(50,000)	(50,000)

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

	2023	2024	2025
Account 1 - Administrative contingency	3.0%	3.0%	3.0%
Account 1 - Health insurance	3.0%	3.0%	3.0%
Account 1 - Employee benefits	4.5%	4.5%	4.5%
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%

**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.

**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.

	2022	2023	2024	2025
Carmel City - annexation	0	0	0	0
Hamilton County Major Bridge	0	0	0	0

**Continuing Education Fund**

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

**Non-Farm Personal Income**

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

2022	2023	2024	2025
6.00%	4.00%	4.00%	4.00%

**Additional Appropriations**

The following additional appropriations are expected after January 1, 2022:

	2022
LRS - Capital Outlay	\$300,000
MVH - Capital Outlay	\$300,000
Wheel Tax - Capital outlay	\$0
Bridge Impact	\$0
CCD - Capital outlay	\$0

**Projected Sewer Revenues**

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

	2022	2023	2024	2025
<b>Sewer Operating</b>				
Construction Inspection Fees - Sewer	5,017	5,000	5,000	5,000
Construction Inspection Fees - Storm	0	0	0	0
User Fees-Operating Sewer	11,100,000	13,429,500	13,901,680	14,320,680
User Fees-Operating Storm	0	0	0	0
Connection Fees-Operating	19,660	20,000	20,000	20,000
Insurance Reimbursement	0	0	0	0
Refunds	0	0	0	0
Other	389	0	0	0
Interest	37,278	40,000	40,000	40,000
Miscellaneous	0	0	0	0
<b>Sewer Bond</b>				
User Fees - Sinking Bond and Interest	3,000,611	3,000,000	3,000,000	3,000,000
<b>Sewer Construction</b>				
Inspection fees	170,194	170,000	170,000	170,000
Miscellaneous	0	0	0	0
<b>Sewer Construction</b>				
Availability Fees	1,400,000	1,100,000	1,122,000	1,144,440
Guaranteed Revenue-Flatfork	1,000	1,000	1,000	1,000
Lien levy	71,103	70,000	70,000	70,000
Reimbursement-Sewer Improvement	0	0	0	0
Miscellaneous	883	0	0	0
<b>Stormwater</b>				
Construction Inspection Fees	110,500	110,500	110,500	110,500

User Fees	4,750,000	4,845,000	4,941,900	5,040,738
Rate increase	0	0	0	0
Ordinance Violations	0	0	0	0
Insurance Reimbursement	0	0	0	0
Refunds	0	0	0	0
Miscellaneous	160	0	0	0

**Rainy Day - Specified Expenditures**

It is expected the city will have the following expenditures :

Transfer to General Fund	2022	2023	2024	2025
	\$0	\$0	\$0	\$0

**Certified Tech Park**

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

<b>Revenue</b>	2022	2023	2024	2025
Certified Tech Park revenue	100,000	100,000	100,000	100,000
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	508,754	100,000	100,000
Capital Outlay	0	0	0	0

**Wheel Tax Fund**

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

<b>Revenue</b>	2022	2023	2024	2025
Wheel Tax	2,346,000	2,300,000	2,346,000	2,392,920
Misc	0	0	0	0
<b>Expenses</b>				
Other Services and Charges	0	0	0	0
Capital Outlay	2,346,000	2,300,000	2,346,000	2,392,920

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

	2022	2023	2024	2025
Total Non-Riverboat Counties	5,570,635	5,570,635	5,570,635	5,570,635
Total Hamilton County	351,295	351,295	351,295	351,295
Hamilton County Percent	6.31%	6.31%	6.31%	6.31%
State Appropriation	\$33,000,000	\$33,000,000	\$33,000,000	\$33,000,000
Hamilton County Percent	6.31%	6.31%	6.31%	6.31%
Hamilton County wagering tax portion	2,081,043.72	2,081,043.72	2,081,043.72	2,081,043.72
<b>Population - Payable Year</b>	2022	2023	2024	2025
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	99,757	99,757	99,757	99,757
Cicero	4,812	4,812	4,812	4,812
<b>Fishers</b>	<b>98,977</b>	<b>98,977</b>	<b>98,977</b>	<b>98,977</b>
Noblesville	69,604	69,604	69,604	69,604
Sheridan	2,665	2,665	2,665	2,665
Westfield	46,410	46,410	46,410	46,410
Total	351,295	351,295	351,295	351,295
<b>Percent - Pavable Year</b>	2022	2023	2024	2025
Hamilton County	7.59%	7.59%	7.59%	7.59%
Arcadia	0.47%	0.47%	0.47%	0.47%
Atlanta	0.21%	0.21%	0.21%	0.21%
Carmel	28.40%	28.40%	28.40%	28.40%
Cicero	1.37%	1.37%	1.37%	1.37%
<b>Fishers</b>	<b>28.17%</b>	<b>28.17%</b>	<b>28.17%</b>	<b>28.17%</b>
Noblesville	19.81%	19.81%	19.81%	19.81%
Sheridan	0.76%	0.76%	0.76%	0.76%
Westfield	13.21%	13.21%	13.21%	13.21%
Total	100.00%	100.00%	100.00%	100.00%
<b>Revenue - Payable Year</b>	2022	2023	2024	2025
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	590,952.56	590,952.56	590,952.56	590,952.56
Cicero	28,505.91	28,505.91	28,505.91	28,505.91
<b>Fishers</b>	<b>586,331.90</b>	<b>586,331.90</b>	<b>586,331.90</b>	<b>586,331.90</b>
Noblesville	412,328.58	412,328.58	412,328.58	412,328.58
Sheridan	15,787.25	15,787.25	15,787.25	15,787.25
Westfield	274,929.16	274,929.16	274,929.16	274,929.16
Total	\$2,081,043.72	\$2,081,043.72	\$2,081,043.72	\$2,081,043.72

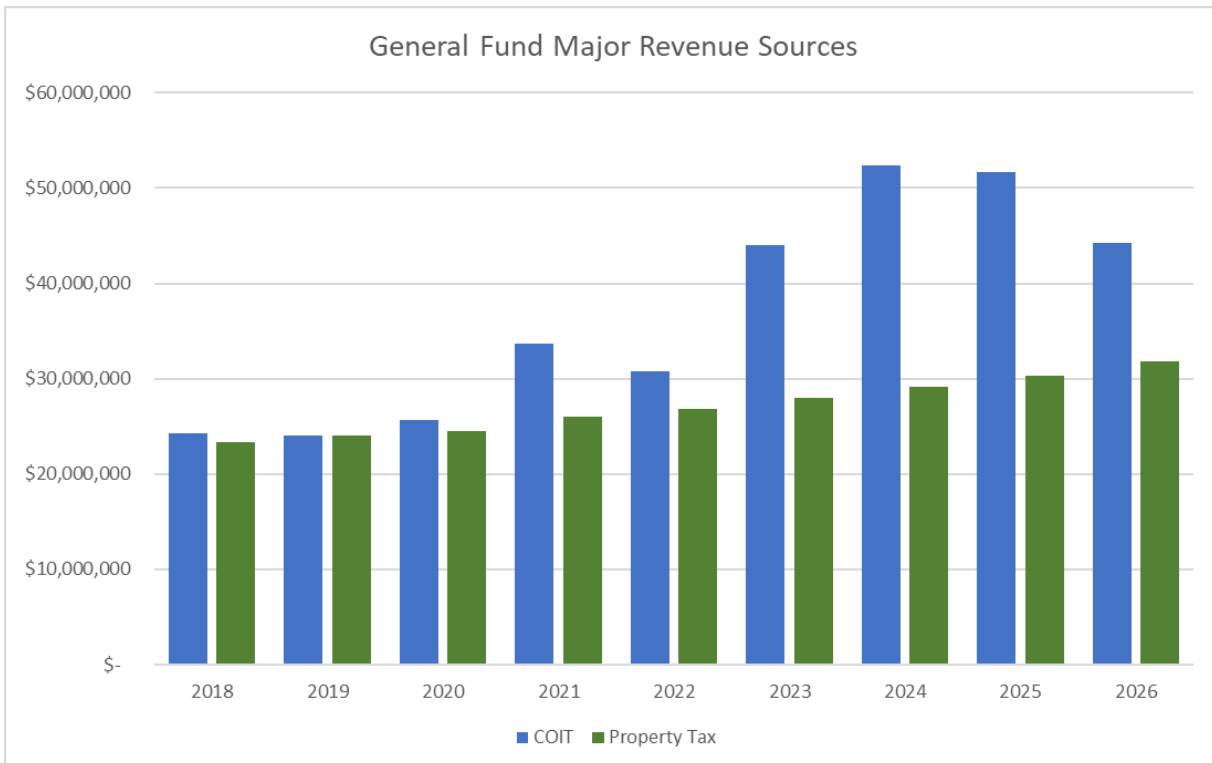
## REVENUE OVERVIEW

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

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.

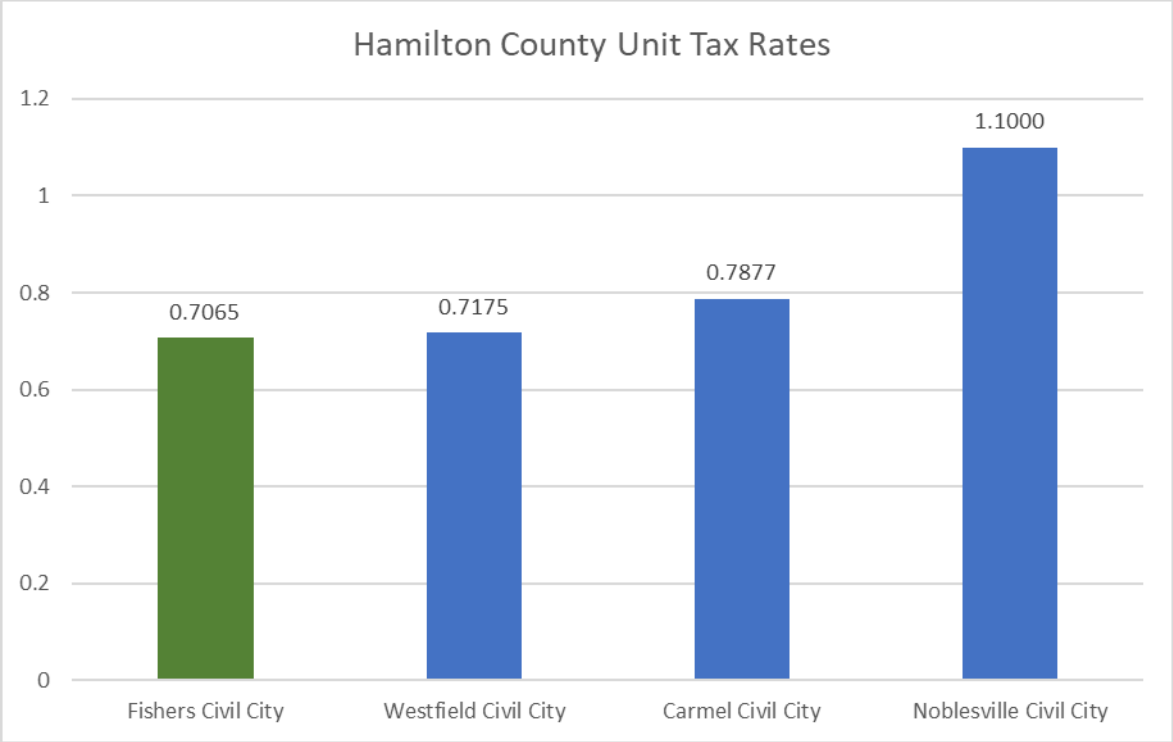
The General Fund collects the majority of the City's revenues. The County Option Income Tax and Property Taxes are the main sources of revenue for the City. Both sources are continuing to grow alongside the City.





The 2024 General Fund revenue is projected to total over \$80 million. This is an 8 million dollar increase from the amount for FY 2023. 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.

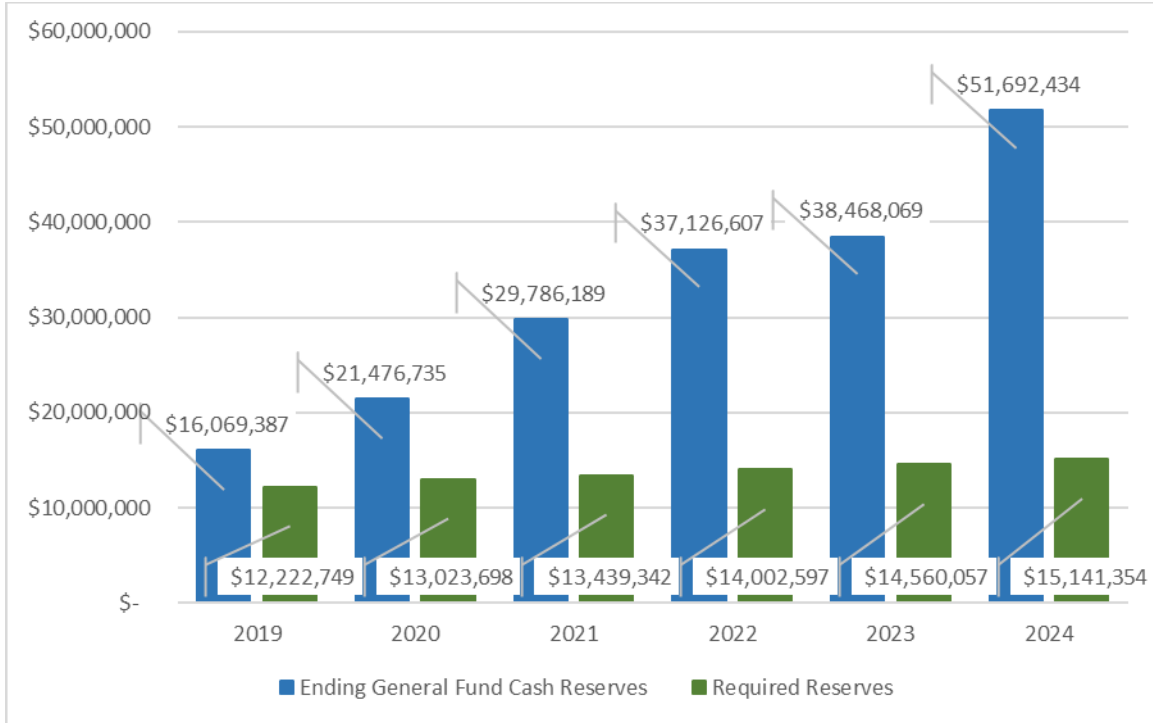
Fishers has the lowest unit tax rate for the 10 largest Indiana cities. As well as the lowest rate in Hamilton County.



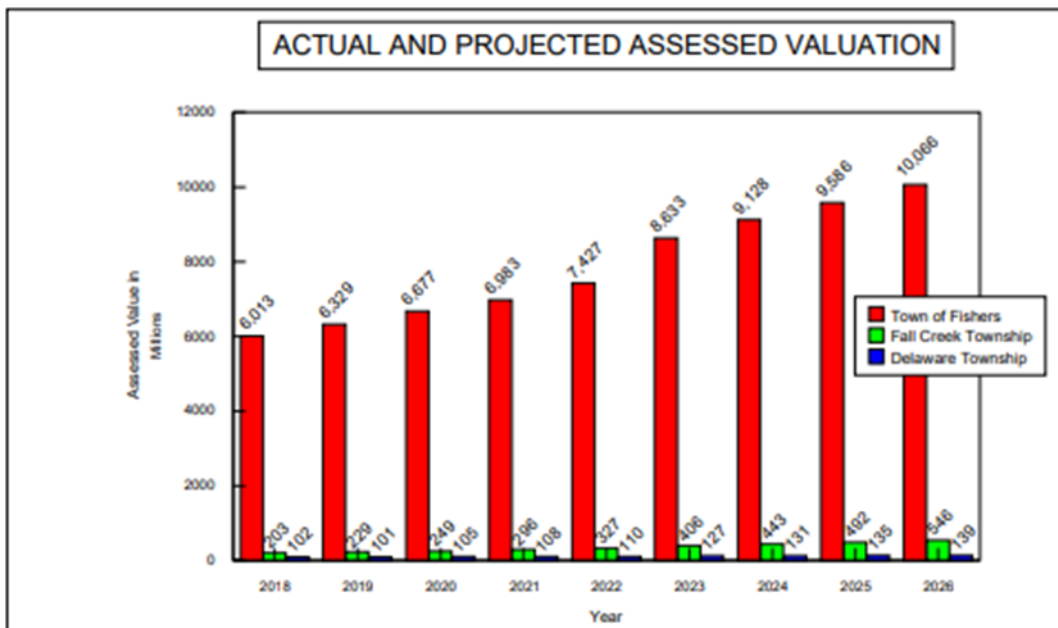
While real and personal property taxes are a major source of revenue. Intergovernmental revenues are also major sources of revenue, and include the following funds:

- Motor Vehicle Highway Revenue
- Local Roads and Streets Revenue
- Local Health Department 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 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 2024 projected year end reserves are expected to be a surplus of 51 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.



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 smaller support departments, Public Relations, Human Resources, and Office of the Mayor do not collect or receive revenue on a consistent basis. Any revenue, predominantly 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.

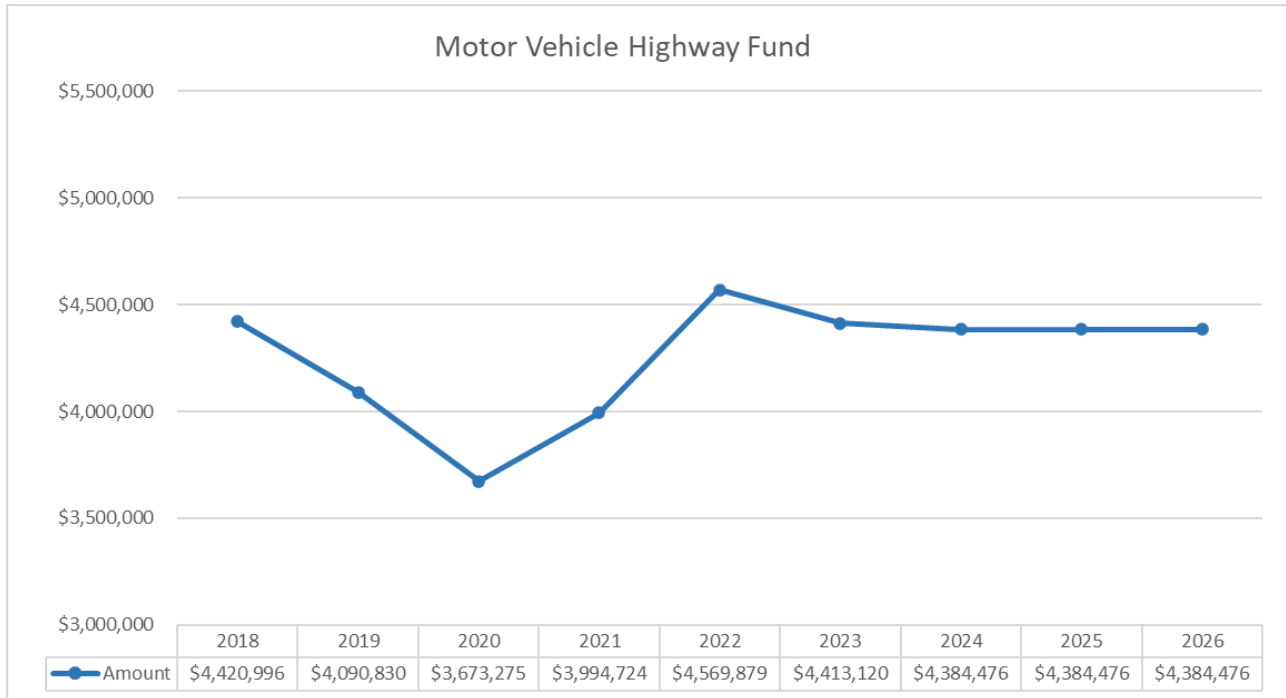
The following departments receive revenue on an on-going, regular basis:

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

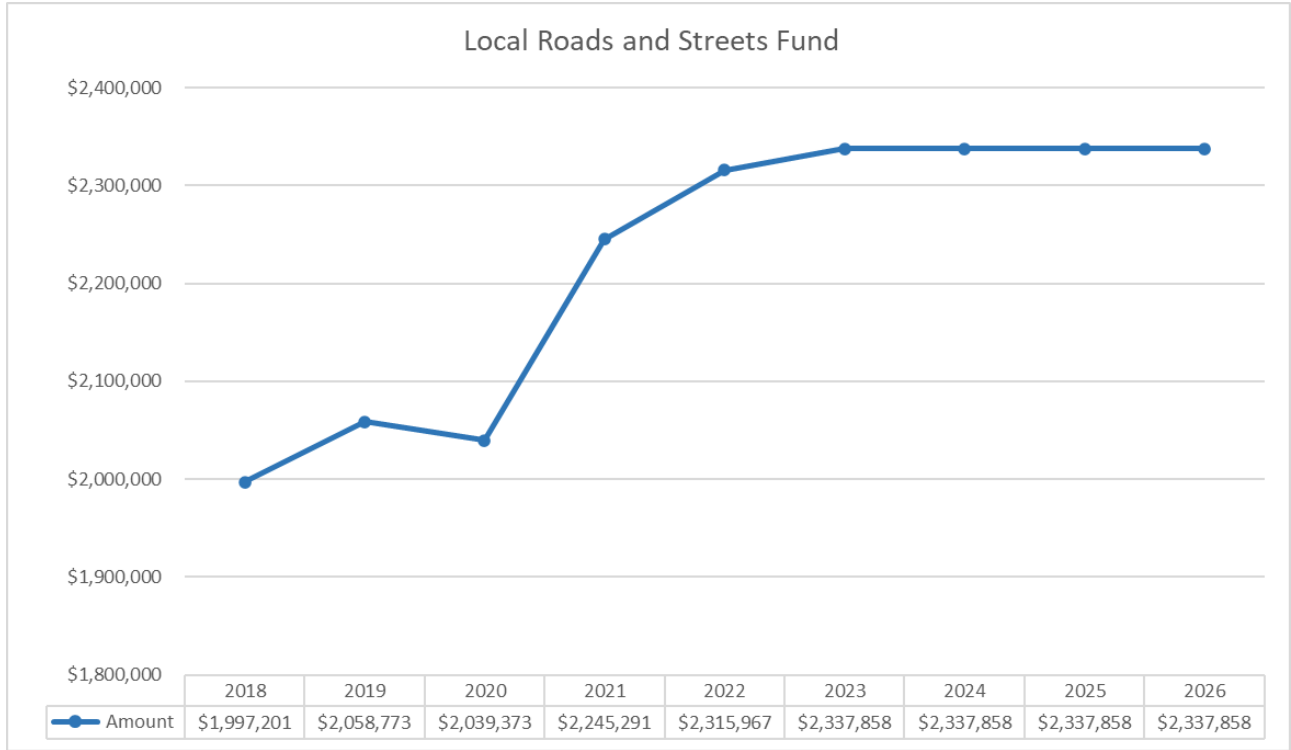
The yearly progression of revenue collected for these accounts can be seen in the charts below:

- 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
- Health Department Fund

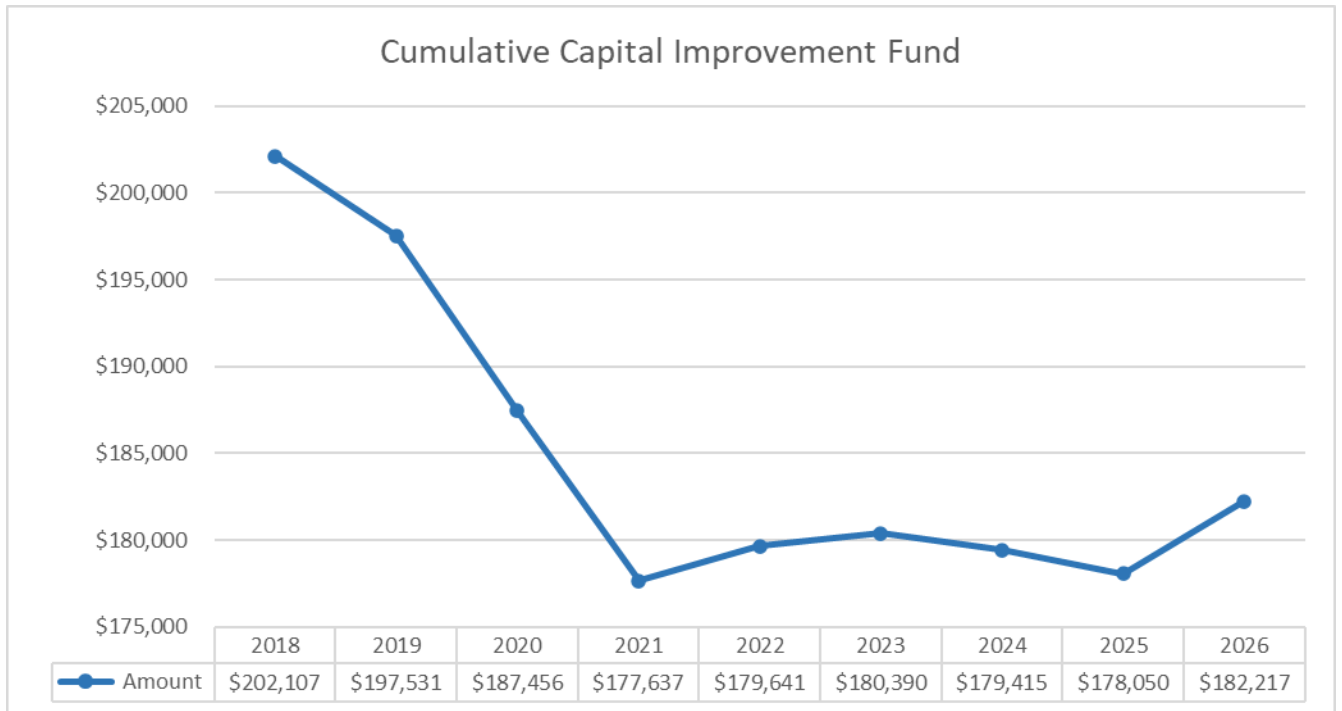
The Motor Vehicle Highway is funded by gasoline tax revenue and distributed by the state. The decrease in revenue in 2020 was related to COVID. The gasoline tax took a significant hit with fewer people filling up their tanks while staying home due to the pandemic. The State is starting to see an increase in the tax collection as people are now mostly back to pre-COVID life, which in turn is responsible for the increase in the distributions provided to the local governments. However, it is not anticipated that the revenue collection will continue to see major increases as more industries change their work cultures and support a work from home or flexible schedule.



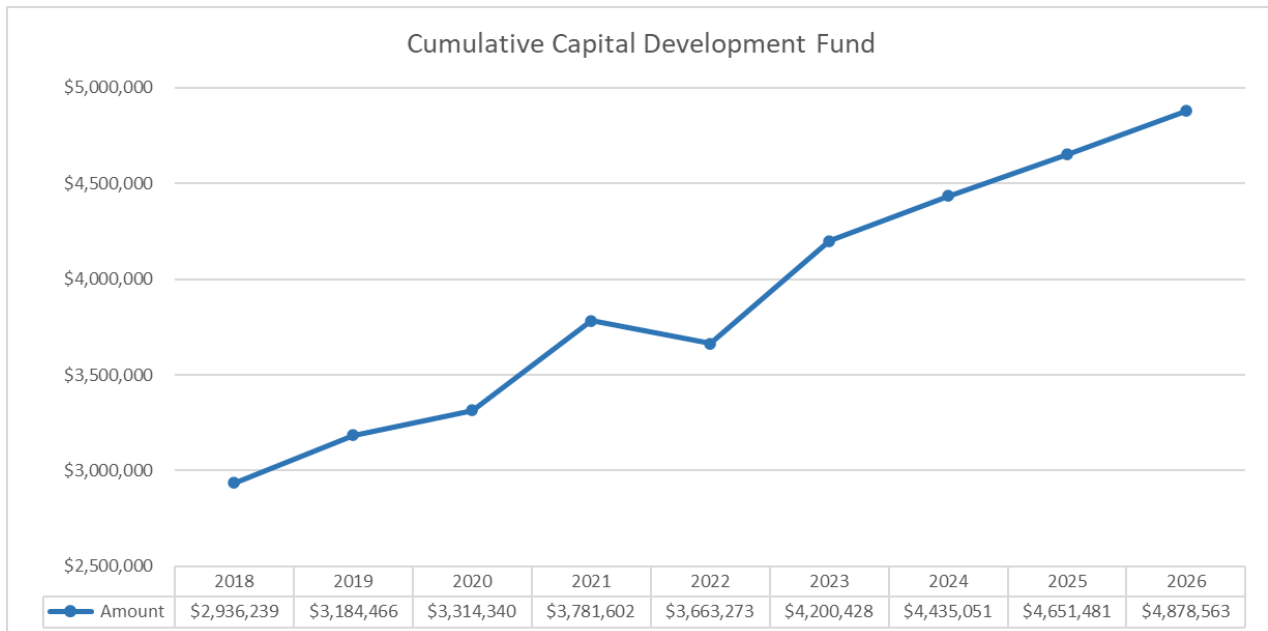
The Local Roads and Streets fund is likewise funded by the gasoline tax and distributed by the state. The same decrease was seen in this fund as with the Motor Vehicle Highway fund. The distribution is expected to continue to increase due to an increase in road mileage (40%) and population (60%) used by the state to determine the amounts allocated to each local government.



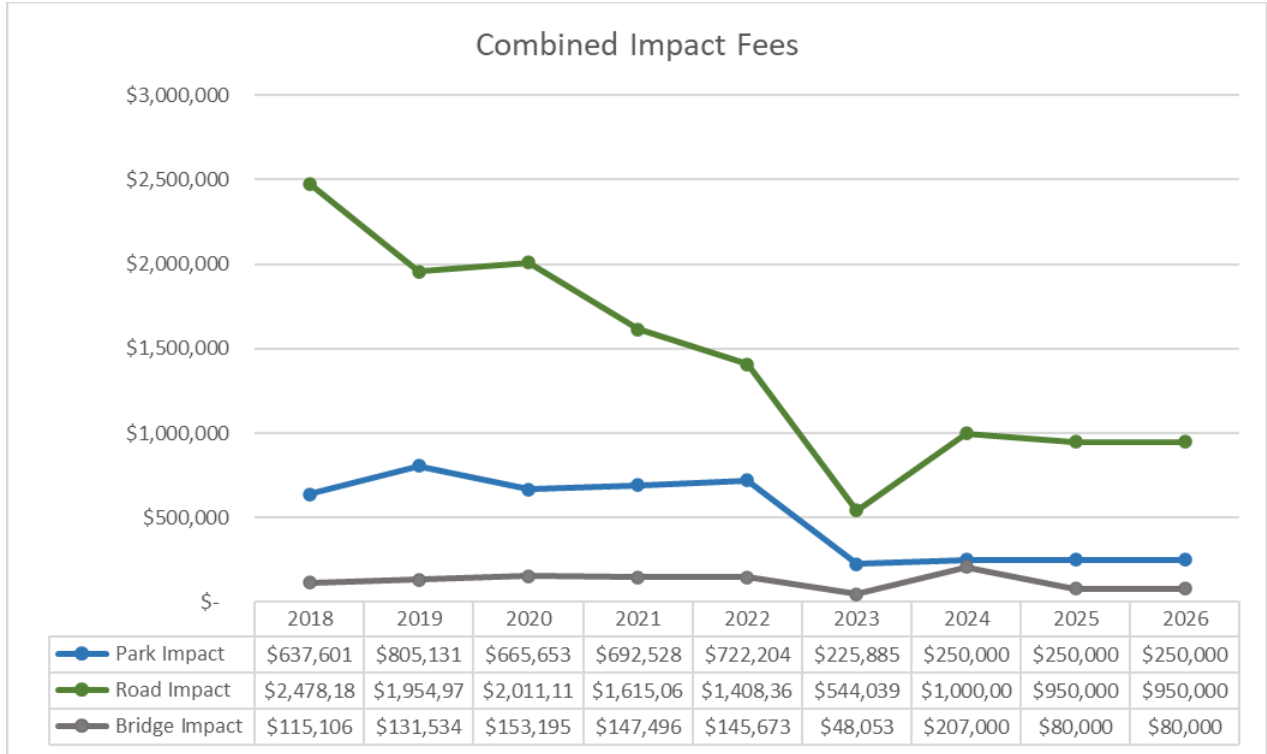
The Cumulative Capital Improvement Fund has seen a steady decrease in distribution from the cigarette tax distributions by the state. This is due to the decrease in cigarette sales. The City estimates that this fund will remain steady at its current level for budgeting purposes.



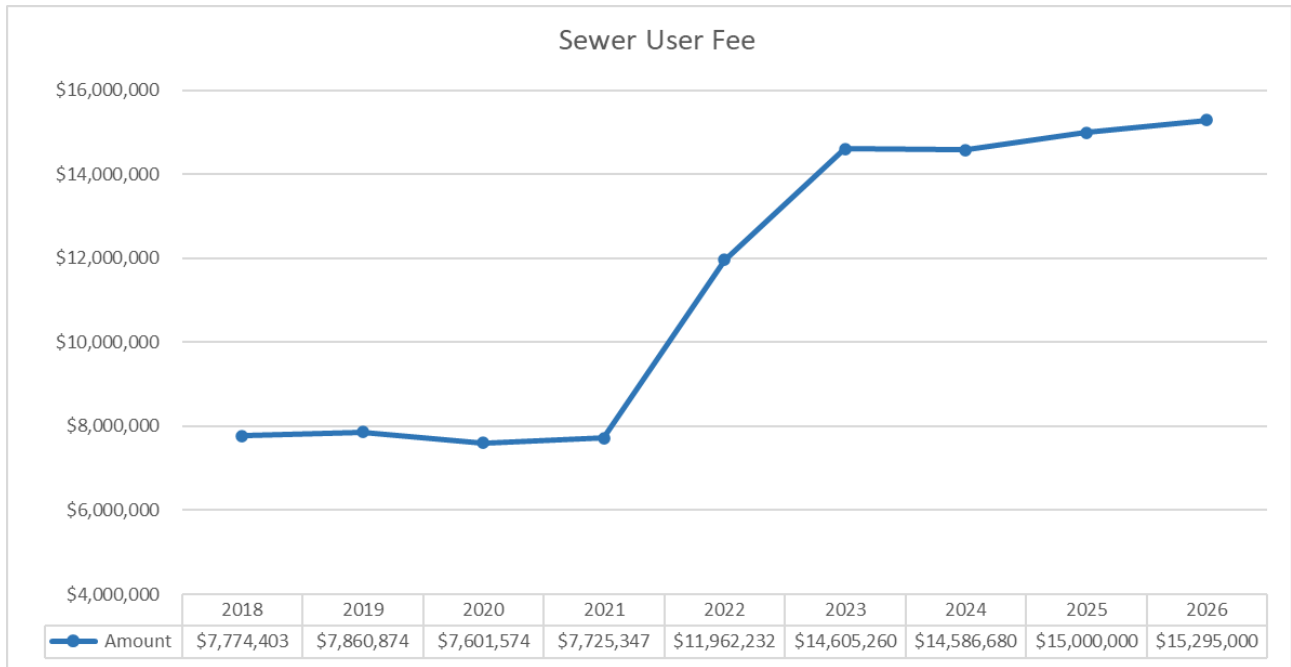
The Cumulative Capital Development fund is funded through a special property tax levy. The fund will continue to have a steady increase in revenue as the population continues to grow.



The Impact Fee Funds are financed through permit charges assessed for new residential and commercial construction. The City estimates this revenue each year based on the previous year's earnings. The revenue is expected to remain steady at its current estimates for the foreseeable future.

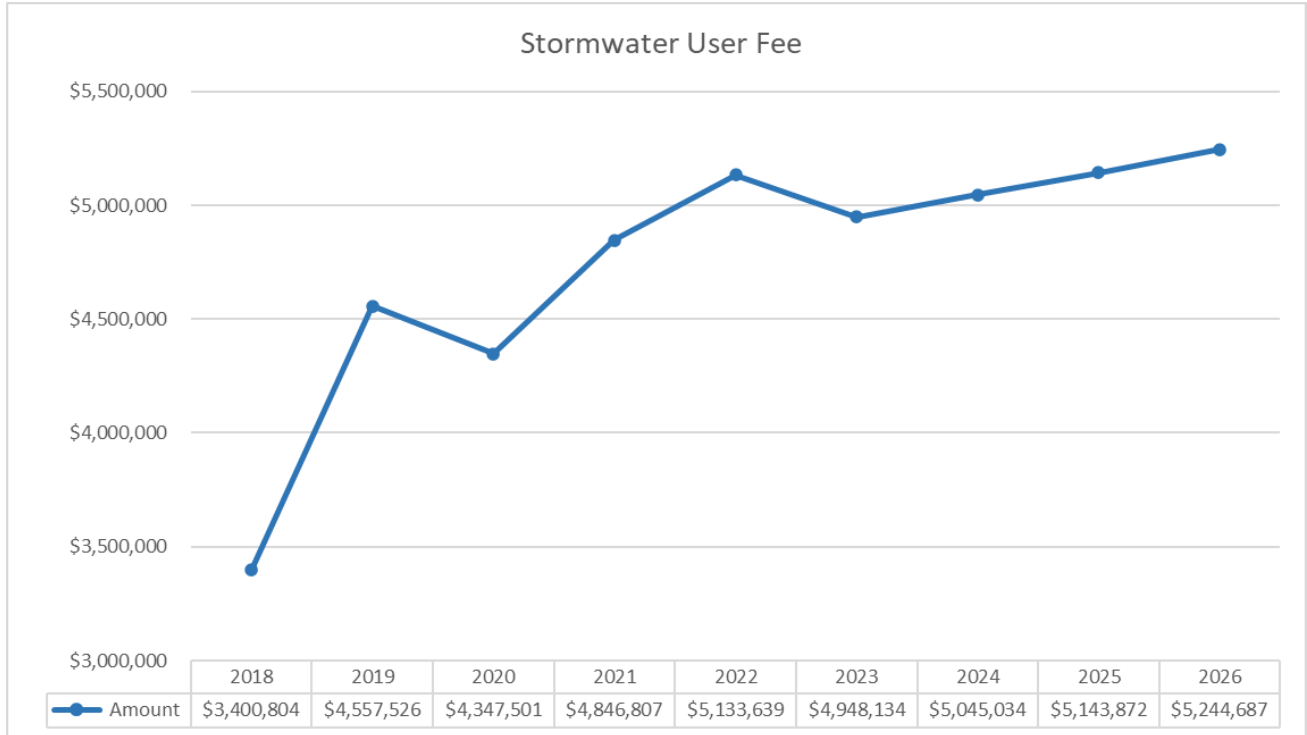


The Sewer User Fee fund collects the revenue generated through the billing of residential and commercial establishments for the use of the City’s sewer infrastructure. The increase in revenue for this fund is due to the City’s acquisition of the Hamilton Southeastern Utility that provided sewer service to a large portion of the City. The saw the revenue grow slightly after 2023 when all commercial and residential properties were paying the City for the sewer service with only new construction added to the billing. The City anticipates the revenue to plateau moving forward as rates remain the same.





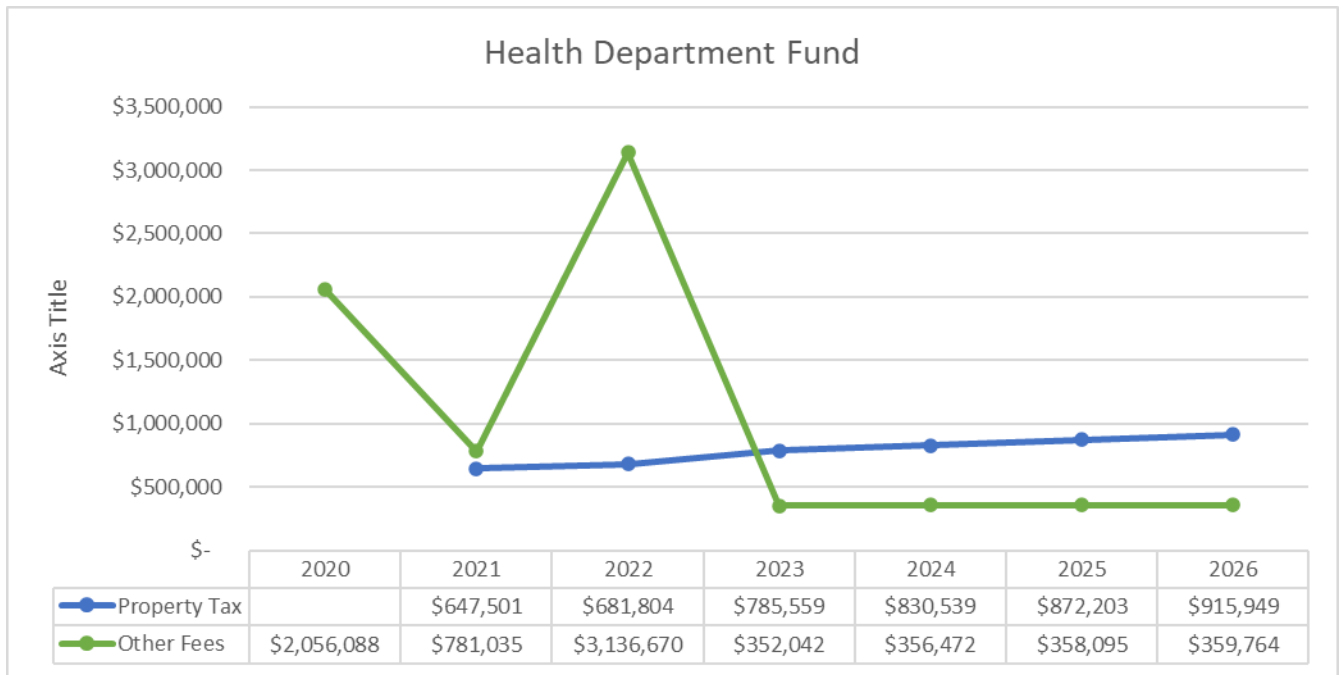
The Stormwater User Fee fund collects the revenue generated through the billing of residential and commercial establishments for the use of the City’s stormwater infrastructure. A rate study was conducted in 2017 to increase the stormwater rate for the first time in 10 years. The City does not anticipate another increase in the rate in the next five years and estimates the revenue to remain steady at its current level.



The Combined Availability Fees funds collects the revenue from permits issued for new residential and commercial construction to assess impact on the sewer and stormwater infrastructure. The revenue has seen a slow decline due to the decline in available land for new construction as well as a slowdown in the residential building market due to economic factors.



The Health Department was created in 2020 to respond to the COVID-19 pandemic. The initial funding was provided from the general fund using property tax revenue. The department is intended to be funded with property tax revenue moving forward but will also earn revenue from fees for services. The department is also funded by grants. The large spike in the Other Fees category in 2022 is the revenue received from grants for COVID-19 response activities. Now that the COVID response has greatly diminished the department is expected to continue at the property tax revenue and fee revenue that will begin to be collected starting in 2023. Future estimates are based on that amount and will fluctuate based on the actual amount of revenue received in 2023.



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 or expenditures are projects with a monetary value of \$5,000 or more, a useful life of more than a year, and result 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 spending 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.

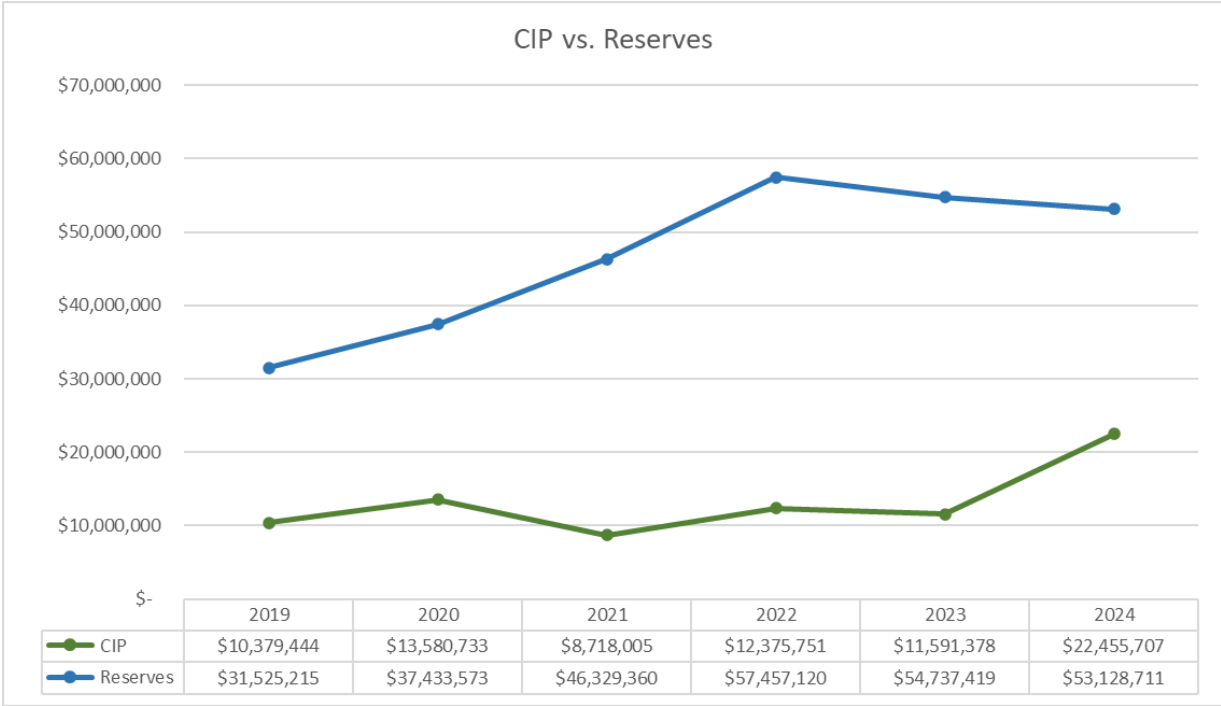
It is important to note that the size of the CIP bucket has a direct correlation on what happens to the size of the safe. A small CIP bucket contributes to growth in the cash balance (the safe). A large CIP bucket contributes to a lower cash balance.

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 2020 fiscal year, the City increased CIP spending to meet infrastructure demands and continued to implement long-term infrastructure projects. Many of the large CIP projects were related to COVID-19 testing and vaccine sites that were essential to slowing the spread of COVID-19 not only in our community but across the state. Due to the economic constraints of the COVID-19 pandemic the City did reduce its capital efforts in 2021 but continued to implement long-term projects that have been on-going.

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 the 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 need for short-term borrowing, and assist in maintaining a triple-A bond rating.



Road and streets projects and non-infrastructure projects are presented by each City department to the Mayor, Deputy Mayor, and Controller during their internal departmental

budget meetings. Many of the projects presented are on the 5-Year Capital Plan in the following pages. Once the list is compiled for all capital projects presented it is reviewed by the Mayor to determine what his priorities are for the coming year and by the Controller for how much is estimated to be available for capital expenses. The Mayor then makes the final decision on what projects are funded and the Controller determines which funding sources will be used for each project.

Total Estimated Capital Expenditures for FY 2024: \$23,869,379. This is a significant increase from the FY 2023 \$13,154,246 capital budget.

## 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 just over 145 lane miles of streets, installed over 112 miles of trails and sidewalks, and received more than \$60 million in grants, improving the infrastructure in Fishers while leveraging federal dollars to save money for the Fishers' taxpayers.

Fishers uses the PASER, Pavement, Surface, Evaluation and Rating, system to determine which roads and streets projects are at the top of the priority list. Final determination of which projects get funded are made depending on the estimated or actual cost of the project and the amount of funds available for roads and streets capital projects.

Infrastructure improvement projects contribute to long-term vitality of our community and increased economic development opportunities. In 2023, major projects included street and interstate widening projects, intersection improvements, and storm and sewer improvements. In 2024, continued road widening, and intersection improvements will further enhance the drivability demands created by increased residential, business, and visitor needs.

Most of the roads and streets projects are maintenance projects necessary to increase the useful life of the asset. The Nickel Plate Trail project is necessary to continue the construction of the trail and connect at the trail gaps. This is an ongoing project for the City and will have little impact on the operating budget of the City after completion.

## 2024 Capital Project List

Over \$9,000,000 is estimated to be invested in infrastructure in 2024 with local funds.

- 96<sup>th</sup> & Allisonville Roundabout (Construction begins Spring 2024)
- 126<sup>th</sup> & Allisonville Roundabout (Construction begins Spring 2024)
- Cumberland Road Widening (Constructions begins Q4 2024)

- 136<sup>th</sup> Street Road Widening (Constructions begins Q4 2024)
- 2 Resurfacing Packages
  - 1<sup>st</sup> begins Spring 2024
  - 2<sup>nd</sup> begins Summer 2024
- Nickel Plate Trail Bridge (Constructions begins Q2 2024)
- State Road 37 & 141<sup>st</sup> Interchange (No anticipated start date)

Over \$3,000,000 for the Fleet department to make necessary replacements and additions to the City Fleet.

- Police
  - 18 Replacement Vehicles
  - 3 New Vehicles for additional officers
- Fire
  - Replacement Medic
  - Replacement Ladder Truck (1/3 of total cost)
  - 2 Replacement Staff Vehicles
- Permitting and Inspections
  - 1 Replacement Vehicle
- Public Works
  - Replacement Mowers
  - Replacement Streetsweeper
  - Replacement Mini Skid Steer
  - 3 Replacement Staff Vehicles
  - New Tilt Deck Trailer
  - Replacement Vac Truck

\$12,000,000 in surplus funds will be used in 2024 to fund projects for the “Investing in Our Community” Plan. While using a portion of the surplus to invest in our neighborhoods and quality of place, the City will continue to far exceed its required cash reserves. Project include:

- Expanding trail connectivity and engagement
- Neighborhood and community vibrancy
- Urban forestry investment
- 96<sup>th</sup> street revitalization
- Micro-Grant program to invest in innovation at our schools

The [Drive Fishers](#) website includes all the details on dashboards for the roads and streets projects within the City of Fishers.

The details for the “Investing In Our Community” plan can be found in the FY 2024 budget presentation of the City’s website [here](#).



<b>Fund</b>	<b>Description</b>	<b>Budget</b>
General Fund	Investing in our Community Program	\$12,500,000.00
	Website Improvements	\$40,000.00
	Flag Poles	\$50,000.00
MVH	Sidewalk Improvements	\$30,000.00
	Road Resurfacing	\$850,000.00
Health Department Fund	HD Vehicles	\$100,172.00
	Community Center Construction	\$3,000,000.00
Wheel Tax	Road Resurfacing	\$2,379,080.00
Park Impact Fee	Trial Gap Program	\$180,000.00
Road Impact Fee	PE 131st & Howe	\$450,000.00
	PE 96th and Cyntheanne	\$100,000.00
Bridge Impact Fee	Bridge Construction Projects	\$207,000.00
CCI	City Hall Theater AV	\$280,000.00
CCD	City Hall Theater Construction	\$113,127.00
	Capital Lease Payment	\$2,710,000.00
Sewer	Engineering and Design Services	\$230,000.00
	Lift Station Improvements	\$150,000.00
	I&I Program	\$450,000.00
Stormwater	Flood Control and Drainage Improvements	\$50,000.00
	Total	\$23,869,379.00

Capital Improvement Plan Summary: 5 Years

## Fishers Capital Improvement Plan

### Summary

	2023	2024	2025	2026	2027	2028
<b>CAPITAL SOURCES</b>						
Road Impact Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Local Roads & Streets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Annual GO Bonds	4,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Wheel Tax	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Federal Matching Grants	500,000	500,000	200,000	200,000	200,000	200,000
2024 SR 37 BAN		15,000,000	7,000,000			
Grant Reimbursements (Various INDOT grants)	300,000	250,000	200,000	750,000	750,000	750,000
Sewer Operating and Capital	3,745,090	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Stormwater Fund	172,500	662,500	1,419,500	2,567,500	1,952,500	1,702,500
Park Impact Fees	575,000	575,000	575,000	575,000	575,000	575,000
Cumulative Capital Development	175,000	-	-	-	125,000	125,000
Departmental Operating Budget	50,000	100,000	50,000	50,000	100,000	100,000
Surplus Funds	11,500,000					
Grant (Next Level Trails)	377,813	4,155,938				
Geist Park Phase 2 BAN			3,000,000	1,000,000	1,000,000	1,000,000
Annual GO Bonds	125,938	1,385,313				
Cumulative Capital Development	300,000	250,000	200,000	150,000	150,000	150,000
Cumulative Capital Improvement	180,000	180,000	180,000	180,000	180,000	180,000
Annual GO Bonds	3,500,000	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727
American Rescue Plan Funds ("ARPA")	3,150,000					
2022 Bond Issuance	13,080,000	4,360,000				
Community Center Bond			45,000,000			
<b>Total Sources</b>	<b>46,531,340</b>	<b>40,421,750</b>	<b>70,502,500</b>	<b>18,216,500</b>	<b>18,004,500</b>	<b>17,575,227</b>
<b>CAPITAL USES</b>						
Roads and Streets	9,314,557	21,285,612	12,405,123	6,598,516	6,598,516	6,598,516
Wastewater	1,870,000	2,945,000	3,170,000	3,120,000	3,770,000	3,785,000
Stormwater	172,500	662,500	1,419,500	2,567,500	1,952,500	1,702,500
Parks	12,583,750	6,216,250	3,040,000	1,000,000	1,800,000	1,800,000
Information Technology	480,000	425,000	380,000	330,000	325,000	325,000
Fleet Management	3,500,000	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727
Admin	16,230,000	4,360,000	45,000,000	-	-	-
<b>Total Uses</b>	<b>44,150,807</b>	<b>39,297,362</b>	<b>68,492,623</b>	<b>16,760,016</b>	<b>17,818,016</b>	<b>17,403,743</b>

## Capital Improvement Plan Roads and Streets: 5 Years

### Roads and Streets Department

#### Capital Improvement Plan

	2023	2024	2025	2026	2027	2028
<b>CAPITAL SOURCES</b>						
Road Impact Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Wheel Tax	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Annual GO Bond	4,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Local Roads & Streets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Federal Matching Grants	500,000	500,000	200,000	200,000	200,000	200,000
2024 SR 37 BAN		15,000,000	7,000,000			
Grant Reimbursements (Various INDOT grants)	300,000	250,000	200,000	750,000	750,000	750,000
<b>Total Sources</b>	<b>9,600,000</b>	<b>21,550,000</b>	<b>13,200,000</b>	<b>6,750,000</b>	<b>6,750,000</b>	<b>6,750,000</b>
<b>CAPITAL USES</b>						
96th to Cumberland Road Rehab/Bridge Widening	1,558,891	2,161,241				
Road Resurfacing	2,300,000	2,300,000	4,500,000	3,000,000	3,000,000	3,000,000
Southeastern Parkway & Cyntheanne- RAB	-	56,224	50,000	452,500	452,500	452,500
136th & Cyntheanne - RAB				252,000	252,000	252,000
Cumberland Road Rehab/Widening	990,666	825,000				
Geist Greenway Phase IA	840,000					
Geist Greenway Phase IB		300,000	320,000			
106th & Hoosier RAB	625,000	200,000				
116th & Allisonville		141,200	131,787	625,000	625,000	625,000
141st & SR 37		15,000,000	7,000,000			
106th & Kincaid Right-In/Right Out	600,000					
Lantern Road Parking Improvements	1,400,000					
Excess Pavement Improvements	1,000,000					
126th & Southeastern RAB		115,216	134,419	750,000	750,000	750,000
Olio & Southeastern RAB		139,817	163,119	677,494	677,494	677,494
136th Widening - SE to PB		46,914	105,798	841,522	841,522	841,522
<b>Total Uses</b>	<b>9,314,557</b>	<b>21,285,612</b>	<b>12,405,123</b>	<b>6,598,516</b>	<b>6,598,516</b>	<b>6,598,516</b>

## Capital Improvement Plan Sewer: 5 Years

### Sewer Utility

#### Capital Improvement Plan

	2023	2024	2025	2026	2027	2028
<b>CAPITAL SOURCES</b>						
Sewer Operating and Capital	3,745,090	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
<b>Total Sources</b>	<b>3,745,090</b>	<b>3,800,000</b>	<b>3,800,000</b>	<b>3,800,000</b>	<b>3,800,000</b>	<b>3,800,000</b>
<b>CAPITAL USES</b>						
<b>Major Projects</b>						
Capacity Upgrade		1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
City Center Development Projects			500,000	500,000	500,000	500,000
WWTP Grit Expansion		-				
<b>Total Major Projects</b>		<b>-</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>General Maintenance</b>						
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	-	-	-	-
Grit Replacement					500,000	500,000
Eller Run Lift Station	-	-				
Bar Screen		250,000			150,000	150,000
Large Equipment Replacement	225,000	250,000	250,000	250,000	250,000	250,000
Village Square Lift Station	-	50,000				
Wildwood Lift Station	-		50,000			
General Maintenance	30,000	30,000	30,000	30,000	30,000	45,000
Flow Metering Improvements	750,000	-				
General I/I Reduction Program	200,000	200,000	200,000	200,000	200,000	200,000
Barrington Estates WWTP Decommission	-	-				
WWTP - General Maintenance	400,000	400,000	400,000	400,000	400,000	400,000
<b>Total General Maintenance</b>	<b>1,870,000</b>	<b>1,445,000</b>	<b>1,170,000</b>	<b>1,120,000</b>	<b>1,770,000</b>	<b>1,785,000</b>
<b>Total Uses</b>	<b>1,870,000</b>	<b>2,945,000</b>	<b>3,170,000</b>	<b>3,120,000</b>	<b>3,770,000</b>	<b>3,785,000</b>

## Capital Improvement Plan Stormwater: 5 Years

### Stormwater Management

#### Capital Improvement Plan

	2023	2024	2025	2026	2027	2028
<b>CAPITAL SOURCES</b>						
Stormwater Fund	172,500	662,500	1,419,500	2,567,500	1,952,500	1,702,500
<b>Total Sources</b>	<b>172,500</b>	<b>662,500</b>	<b>1,419,500</b>	<b>2,567,500</b>	<b>1,952,500</b>	<b>1,702,500</b>
<b>CAPITAL USES</b>						
106th Street between Shellbourne Road and Hague Road (High Water)	97,500	97,500	97,500	97,500	97,500	97,500
106th Street between Hague Road and Railroad Tracks (High Water)			440,000	440,000	440,000	440,000
Allisonville and 106th Street Drainage from Airport Property		100,000	115,000			
136th Street West of Prairie Baptist at Mud Creek				1,485,000	1,000,000	750,000
Prairie Baptist South of Silverleaf Blvd (High Water)			180,000	180,000		
97th and 98th Street Continued improvements ( East Side)		115,000	112,000			
136th Street and Atlantic Road (High Water)			240,000	240,000	240,000	240,000
North Ellipse Drainage Infrastructure					50,000	50,000
Flat Fork Creek Park Outfall Improvements	75,000	75,000	100,000			
136th Street Box Culvert East of Prairie Baptist		150,000	10,000			
136th Street West of Marilyn Road at Sand Creek Flooding Improvements		125,000	125,000	125,000	125,000	125,000
<b>Total Uses</b>	<b>172,500</b>	<b>662,500</b>	<b>1,419,500</b>	<b>2,567,500</b>	<b>1,952,500</b>	<b>1,702,500</b>

## Capital Improvement Plan Administration: 5 Years

### Administration

#### Five Year Capital Plan

	2023	2024	2025	2026	2027	2028
<b>SOURCES</b>						
American Rescue Plan Funds ("ARPA")	3,150,000					
2022 Bond Issuance	13,080,000	4,360,000				
Community Center Bond			45,000,000			
<b>Total Sources</b>	<b>16,230,000</b>	<b>4,360,000</b>	<b>45,000,000</b>	-	-	-
<b>USES</b>						
Community Center			45,000,000			
Arts & Municipal Complex	16,230,000	4,360,000				
<b>Total Uses</b>	<b>16,230,000</b>	<b>4,360,000</b>	<b>45,000,000</b>	-	-	-

## Capital Improvement Plan Parks: 5 Years

### Parks Department

#### Capital Improvement Plan

	2023	2024	2025	2026	2027	2028
<b>CAPITAL SOURCES</b>						
Park Impact Fees	575,000	575,000	575,000	575,000	575,000	575,000
Cumulative Capital Development	175,000	-	-	-	125,000	125,000
Departmental Operating Budget	50,000	100,000	50,000	50,000	100,000	100,000
Surplus Funds	11,500,000					
Grant (Next Level Trails)	377,813	4,155,938				
Geist Park Phase 2 BAN			3,000,000	1,000,000	1,000,000	1,000,000
Annual GO Bonds	125,938	1,385,313				
<b>Total Sources</b>	<b>12,803,750</b>	<b>6,216,250</b>	<b>3,625,000</b>	<b>1,625,000</b>	<b>1,800,000</b>	<b>1,800,000</b>
<b>CAPITAL USES</b>						
Geist Park - Phase 1 Implementation	100,000	50,000				
Agri Park - Supplies and Additional Infrastructure	50,000	25,000	25,000	25,000	25,000	25,000
Nickel Plate Trail - Initial 141st to 106th St						
Nickel Plate Trail - 106th to 96th St & 96th Bridge	503,750	5,541,250				
White River Park - Initial Design & Phase I	100,000	100,000	1,000,000	500,000	500,000	500,000
Trails (inc Hub & Spoke improvements)	3,000,000	250,000	250,000	250,000	250,000	250,000
Holland Park irrigation system	75,000					
Irrigation at Olio/Patrick Hatcher Fields	30,000					
Holland Park Field Renovations	25,000	25,000	25,000			
Cumberland Field Renovations	20,000	20,000	20,000			
Back Stops - Olio Fields	20,000	20,000	25,000			
Trees/landscape Enhancements @ Various Parks	25,000	25,000	25,000	25,000		
Park Entrance Signs	15,000	15,000	15,000	15,000		
Ritchey Woods Restoration	50,000	50,000	50,000	50,000	50,000	50,000
Lighting controls at Mudsock Fields		45,000				
Neighborhood Vibrancy Grants	750,000					
Neighborhood Landscaping	3,500,000					
Sidewalk Repairs	1,000,000					
Urban Forestry Grants	250,000		100,000			
96th Street Vibrancy	3,000,000					
Cumberland Park Roof			40,000			
Geist Park - Phase 2			3,000,000	1,000,000	1,000,000	1,000,000
Ritchey Woods Additional Land Acquisition	70,000					
Tectaline Screen for Amphitheater		50,000				
<b>Total Uses</b>	<b>12,583,750</b>	<b>6,216,250</b>	<b>3,040,000</b>	<b>1,000,000</b>	<b>1,800,000</b>	<b>1,800,000</b>

## Capital Improvement Plan Fleet Management: 5 Years

### Fleet Management

#### Five Year Capital Plan

	2023	2024	2025	2026	2027	2028
<b>SOURCES</b>						
Annual GO Bonds	3,500,000	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727
<b>Total Sources</b>	<b>3,500,000</b>	<b>3,403,000</b>	<b>3,078,000</b>	<b>3,144,000</b>	<b>3,372,000</b>	<b>3,192,727</b>
<b>USES</b>						
Fire Department	996,000	1,200,000	800,000	750,000	900,000	900,000
Police Department	1,134,000	1,168,000	1,203,000	1,239,000	1,276,100	1,100,000
Community Development	-	-	-	-	-	-
Parks and Recreation	10,000	25,000	25,000	50,000	50,000	50,000
Engineering	-	35,000	-	35,000	-	-
Administration	50,000	-	50,000	-	50,000	50,000
Fleet Management	-	-	-	-	-	-
IT	-	35,000	-	-	35,000	-
Public Works	1,310,000	900,000	1,000,000	1,030,000	1,060,900	1,092,727
Permitting & Inspection	-	40,000	-	40,000	-	-
<b>Total Uses</b>	<b>3,500,000</b>	<b>3,403,000</b>	<b>3,078,000</b>	<b>3,144,000</b>	<b>3,372,000</b>	<b>3,192,727</b>

## Capital Improvement Plan Information Technology: 5 Years

### Information Technology

#### Five Year Capital Plan

	2023	2024	2025	2026	2027	2028
<b>CAPITAL SOURCES</b>						
Cumulative Capital Development	300,000	250,000	200,000	150,000	150,000	150,000
Cumulative Capital Improvement	180,000	180,000	180,000	180,000	180,000	180,000
<b>Total Sources</b>	<b>480,000</b>	<b>430,000</b>	<b>380,000</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>
<b>CAPITAL USES</b>						
Servers	20,000	20,000	20,000	20,000	20,000	20,000
Storage (SAN- Storage Area Network)	160,000	60,000	45,000	30,000	30,000	30,000
Fiber - City owned "dark" fiber	250,000	150,000	150,000	150,000	150,000	100,000
Switches (distribution and core)	-	75,000	75,000	30,000	75,000	75,000
Wireless Controllers/AV	50,000	80,000	-	-	-	-
Firewalls	-	-	50,000	50,000	-	50,000
Replacing Access Systems	-	-	-	50,000	50,000	50,000
PD Server Room UPS	-	40,000	40,000	-	-	-
Replacement Servers	30,000	30,000	-	-	-	-
Additional Storage	66,000	66,000	-	-	-	-
New Dark Fiber Installed (In Ground)	375,000	375,000	-	-	-	-
NewSwitches (replacements and new facilities)	25,000	25,000	-	-	-	-
<b>Total Uses</b>	<b>480,000</b>	<b>425,000</b>	<b>380,000</b>	<b>330,000</b>	<b>325,000</b>	<b>325,000</b>

Capital Improvement Project – Local Funding

## 106th Street & Kincaid Drive

### Description

Construction of center curb on 106th Street and intersection improvement at 106th Street & Kincaid Drive to modify to a right-in/right-out entrance.

Federal/Local Split

Local

Contractor

E&B Paving, LLC

Bid Amount

\$395,669

Actual Cost

TBD

Estimated Start

May 2023

Estimated End

August 2023



### Contact

Will Fehribach, 317-526-6828, [fehribachw@fishers.in.us](mailto:fehribachw@fishers.in.us)





# Road Resurfacing Contract 23-02

## Description

Yearly Road Resurfacing Contract. Roadways and neighborhoods are prioritized based on the PASER rating condition of their pavement.

Federal/Local Split

Local

Contractor

Rieth-Riley

Bid Amount

\$1,820,313.37

Actual Cost

TBD

Estimated Start

April 2023

Estimated End

October 2023

Design

Utility Relocation

Construction

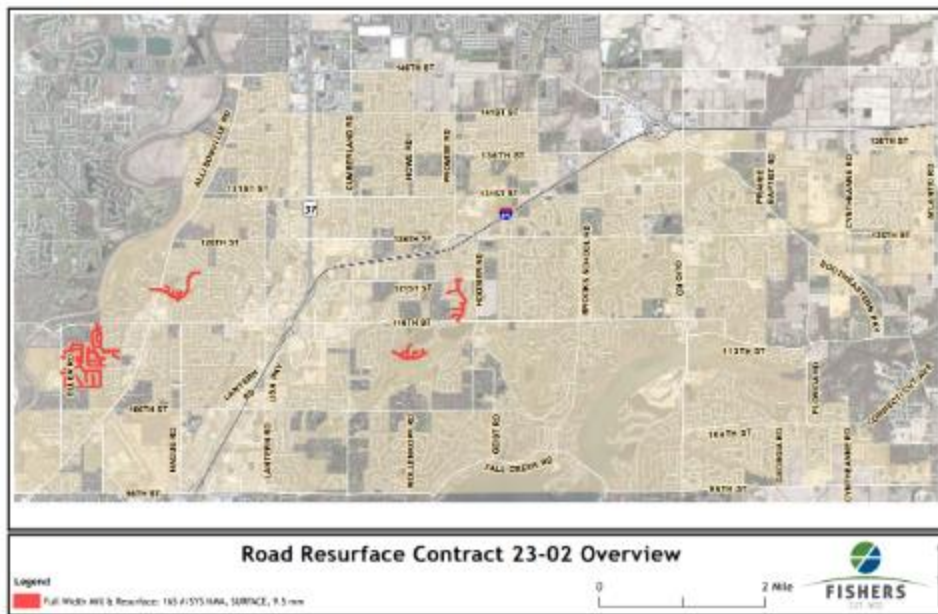
Close Out

## Contact

Seth Gohring, 463-206-1057, [gohrings@fishers.in.us](mailto:gohrings@fishers.in.us)

Will Fehribach, 317-526-6828, [fehribachw@fishers.in.us](mailto:fehribachw@fishers.in.us)

23-02 Road Resurface Overview.PNG



# 96th Street & Allisonville Road RAB

## Description

A roundabout at 96th Street and Allisonville Road will replace the current intersection. Construction is anticipated to start in Spring 2024.

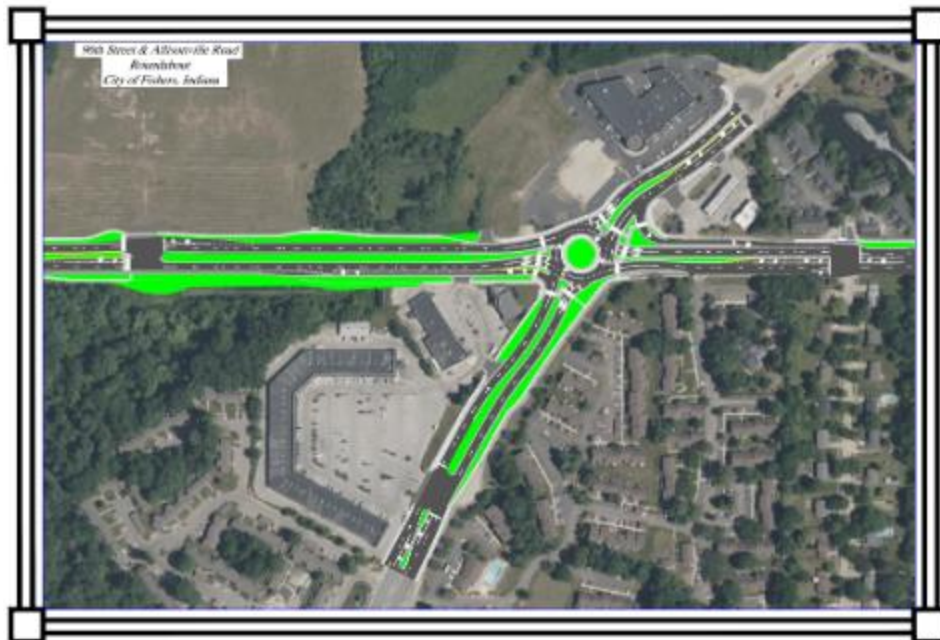
Federal/Local Split	Contractor
Local	Rieth-Riley
Bid Amount	Actual Cost
TBD - Spring 2023	TBD
Estimated Start	Estimated End
Spring 2024	TBD



## Contact

Tami Houston, 317-595-3412, [houstont@fishers.in.us](mailto:houstont@fishers.in.us)

96th Street & Allisonville Road.PNG



# Metro Airport Sanitary Sewer

## Description

Construction of new sanitary sewers

Federal/Local Split  
Local

Contractor  
GM Development & Bowen  
Engineering

Bid Amount  
TBD

Actual Cost  
TBD

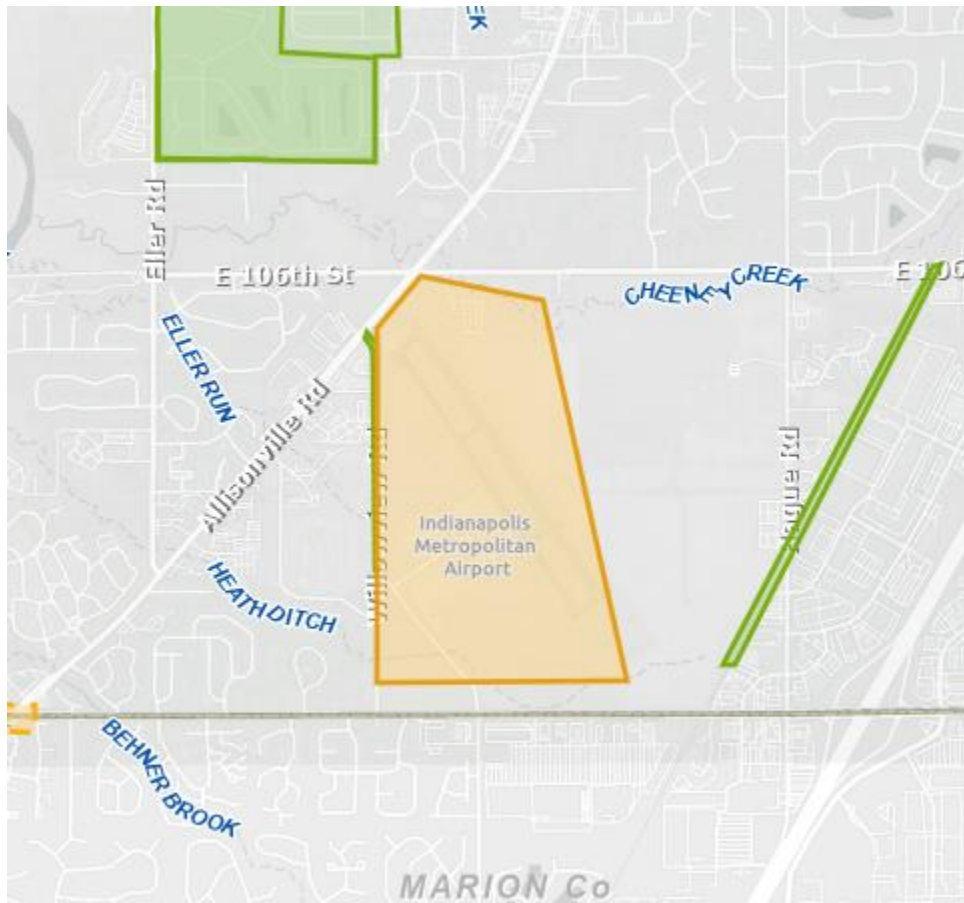
Estimated Start  
March 2023

Estimated End  
December 2023



## Contact

Jeremy Schmitt, 317-537-9828, [schmittj@fishers.in.us](mailto:schmittj@fishers.in.us)



# Grantham Regional Lift Station

## Description

Construction of new Lift Station

Federal/Local Split

Local

Contractor

Weihe Construction

Bid Amount

\$3,425,192

Actual Cost

TBD

Estimated Start

Winter 2022

Estimated End

Fall 2023

Design

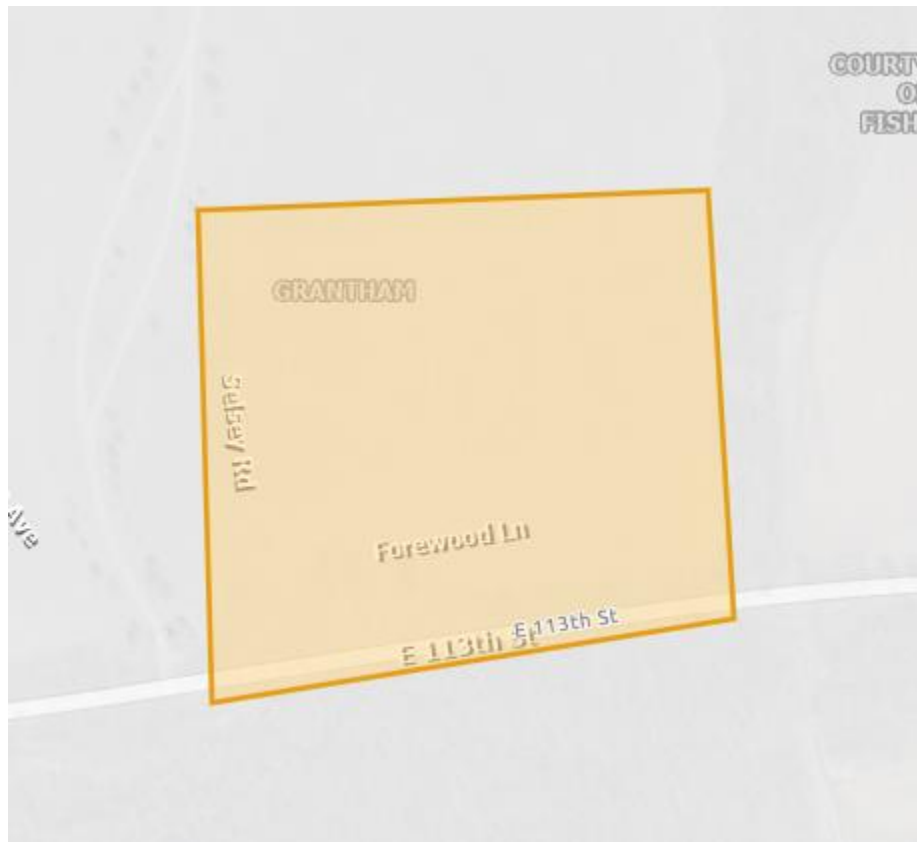
Utility Relocation

Construction

Close Out

## Contact

Jeremy Schmitt, 317-537-9828, [schmittj@fishers.in.us](mailto:schmittj@fishers.in.us)



# Rosanna Village Low Pressure Wastewater System

## Description

Federal/Local Split  
Indiana Finance Authority

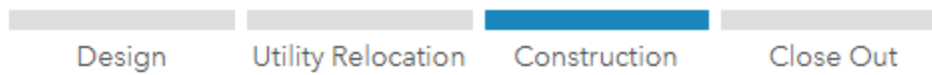
Contractor  
Monroe, LLC

Bid Amount  
\$1,537,352.00

Actual Cost  
TBD

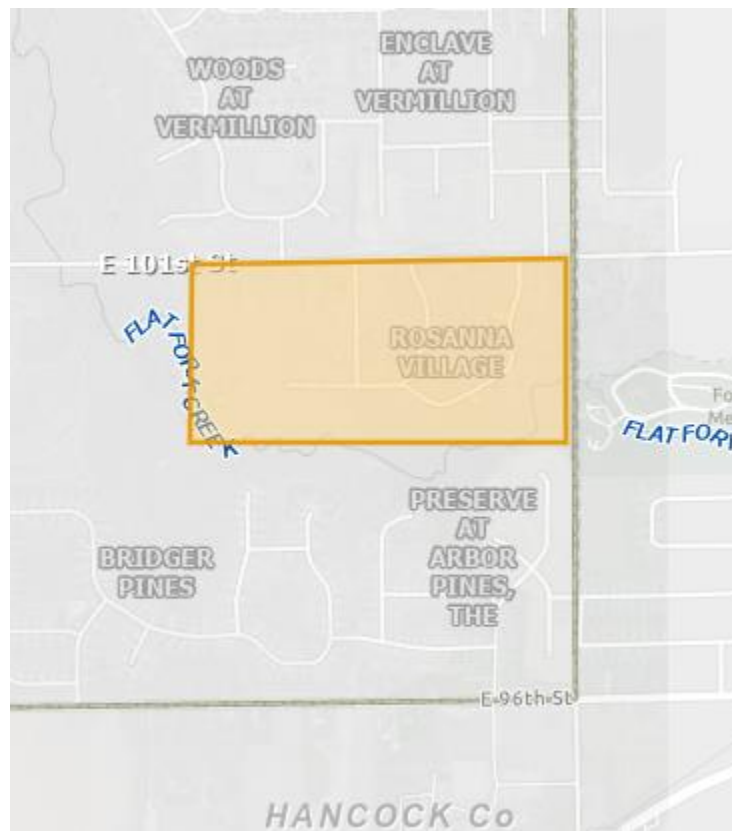
Estimated Start  
Fall 2023

Estimated End  
Spring 2024



## Contact

Jeremy Schmitt, 317-537-9828, [schmittj@fishers.in.us](mailto:schmittj@fishers.in.us)



## Road Resurfacing Contract 23-01

### Description

Yearly Road Resurfacing Contract. Roadways and neighborhoods are prioritized based on the PASER rating condition of their pavement.

Federal/Local Split

CCMG

Contractor

Howard Companies

Bid Amount

\$2,170,095.51

Actual Cost

TBD

Estimated Start

February 2023

Estimated End

July 2023

Design

Utility Relocation

Construction

Close Out

### Contact

Seth Gohring, 463-206-1057, [gohrings@fishers.in.us](mailto:gohrings@fishers.in.us)

Will Fehribach, 317-526-6828, [fehribachw@fishers.in.us](mailto:fehribachw@fishers.in.us)

23-01 Road Resurface Overview.jpg



# Nickel Plate Trail - 96th Street to 106th Street

## Description

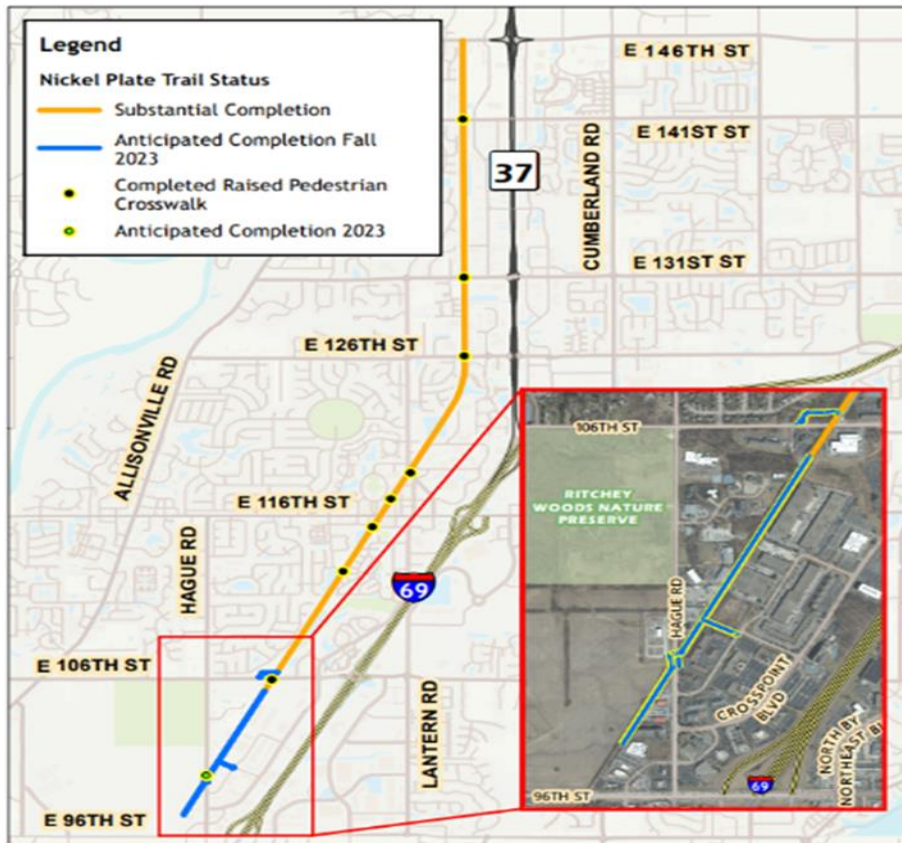
Nickel Plate Trail construction from 96th Street to 106th Street

Federal/Local Split	Contractor
Next Level Trail Grant	United Construction Services
Bid Amount	Actual Cost
\$1,050,844.45	TBD
Estimated Start	Estimated End
April 2023	Fall 2023



## Contact

Hatem Mekky, 317-595-3147, [mekkyh@fishers.in.us](mailto:mekkyh@fishers.in.us)



# 106th Street & Hoosier Road RAB

**Behind Schedule**

## Description

A single-lane roundabout at 106th Street and Hoosier Road will replace the current four-legged intersection. The roundabout will have a low profile rolled curb and gutter and will provide pedestrian crossings on all four approaches. Please check Drive Fishers for current project updates.

Federal/Local Split

90/10

Bid Amount

\$2,369,369.69

Estimated Start

Spring 2023

Contractor

E&B Paving

Actual Cost

TBD

Estimated End

TBD



## Contact

Hatem Mekky, 317-595-3160, [mekkyh@fishers.in.us](mailto:mekkyh@fishers.in.us)





# 116th Street & Allisonville Road RAB

**On Schedule**

## Description

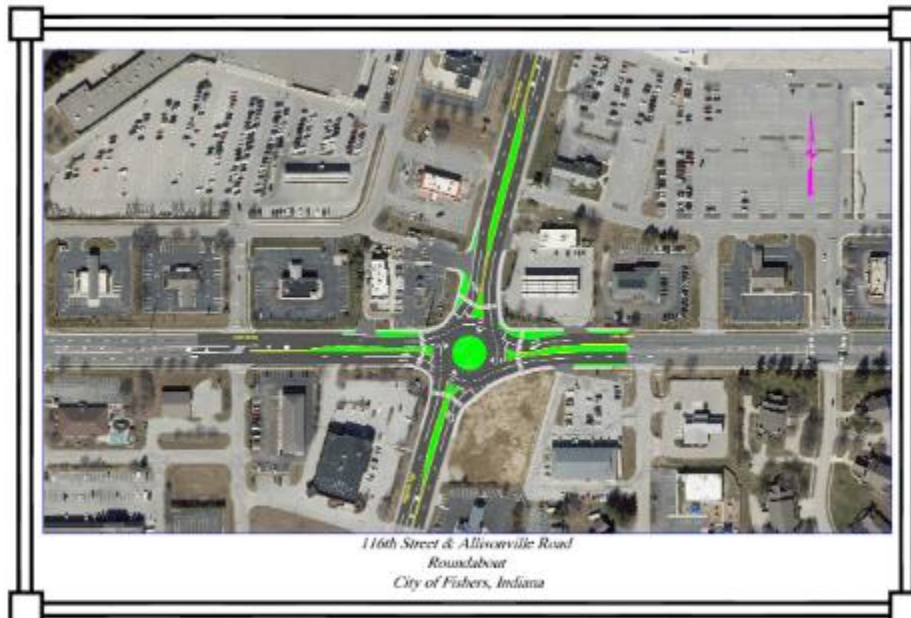
A roundabout at 116th Street and Allisonville Road is currently in the design phase to replace the current intersection. This project is anticipated to bid in February 2024.

Federal/Local Split	Contractor
90/10	TBD
Bid Amount	Actual Cost
TBD - February 2024	TBD
Estimated Start	Estimated End
Spring 2024	TBD



## Contact

Tami Houston, 317-595-3160, [houstont@fishers.in.us](mailto:houstont@fishers.in.us)



# Geist Greenway Phase 1B

**On Schedule**

## Description

The Geist Greenway Trail will be an approximately 5 mile pedestrian path, stretching north and south from 96th Street to 131st Street. A typical section of the trail will be 14-foot wide, allowing for two 7-foot pedestrian lanes and 2-foot shoulders. Phase 1B will connect an existing trail at the Enclave at Steeplechase (north of Ellington Road) to Intracoastal at Geist (Bowline Road entrance). The trail will follow Florida Road.

Federal/Local Split

80/20

Bid Amount

\$4,188,000.00

Estimated Start

Fall 2022

Contractor

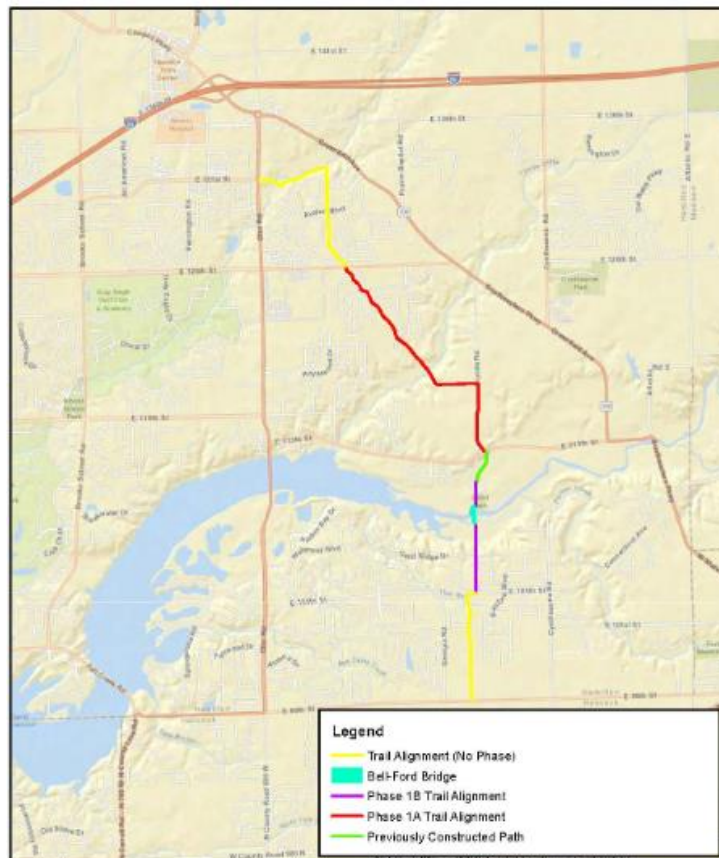
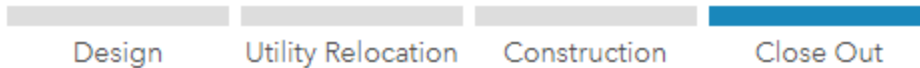
Morphey Construction

Actual Cost

TBD

Estimated End

TBD



# Geist Greenway Phase 1A

**On Schedule**

## Description

The Geist Greenway Trail will be an approximately 5 mile pedestrian path, stretching north and south from 96th Street to 131st Street. A typical section of the trail will be 14-foot wide, allowing for two 7-foot pedestrian lanes. Phase 1A begins at 126th Street, extending south through the Duke Energy easement. The trail will cross Florida Road and proceed south along the east side of Florida Road to the 113th Street roundabout.

Federal/Local Split

80/20

Bid Amount

\$4,188,000.00

Estimated Start

Fall 2022

Contractor

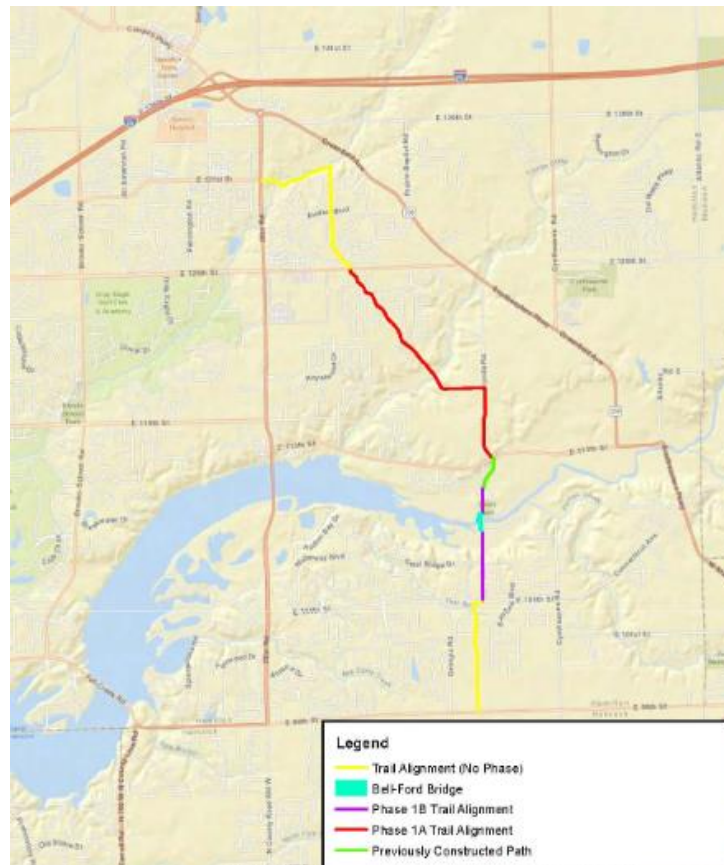
Morphey Construction

Actual Cost

TBD

Estimated End

TBD



# Cumberland Road Reconstruction

**On Schedule**

## Description

Reconstruction and improvements are currently in the design phase for Cumberland Road from north of 106th Street to approximately 0.83 miles south of 116th Street. The proposed improvements will consist of two 16-foot-wide travel lanes, one in each direction bordered by curb and gutter, a 14-foot-wide grassed median separating the travel lanes with openings for north-south access and up to an 11-foot path and a 6-foot sidewalk on the west and east side of the roadway. Hamilton County Bridge 162 will also be replaced. This project is anticipated to bid in Spring 2024.

Federal/Local Split	Contractor
80/20	TBD
Bid Amount	Actual Cost
TBD - January 2024	TBD
Estimated Start	Estimated End
Spring 2024	TBD



# 136th Street Widening - Southeastern Pky. to Prairie Baptist Road

**On Schedule**

## Description

Widening and reconstruction of 136th Street from Southeastern Parkway to Prairie Baptist Road is currently in the design phase. The proposed project will reconstruct 136th Street from Southeastern Parkway to Prairie Baptist Road from a two-lane rural section to a boulevard section with a raised median with a new multi-use path on both sides of the roadway. New pavement, curb and gutter, and an enclosed storm-sewer system will be installed. This project is anticipated to bid in Fall 2024.

Federal/Local Split

80/20

Contractor

TBD

Bid Amount

TBD - Fall 2024

Actual Cost

TBD

Estimated Start

Fall 2024

Estimated End

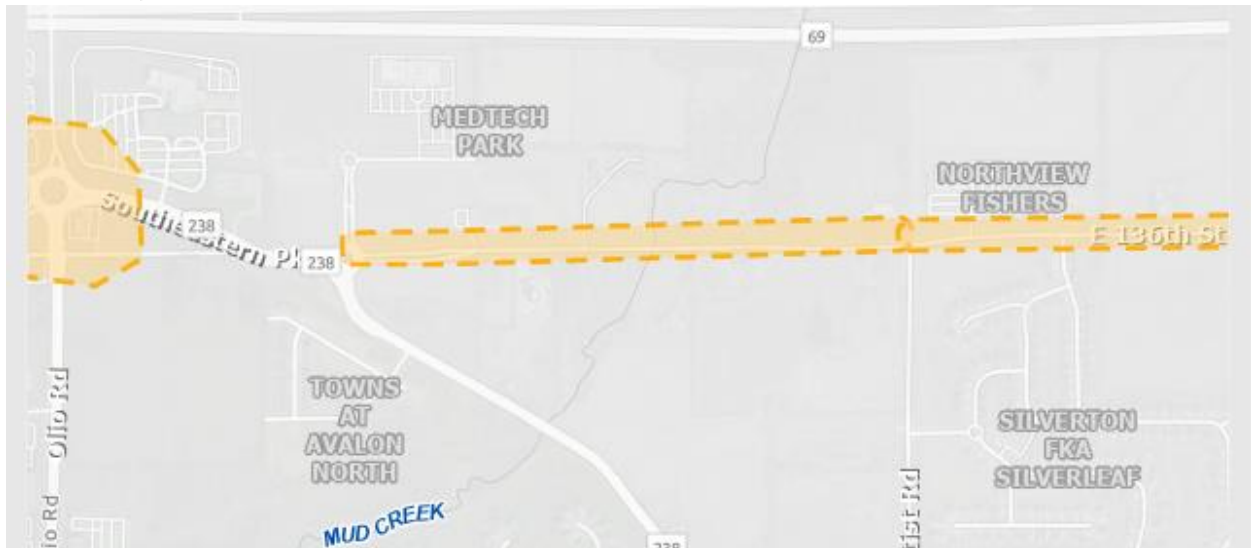
TBD

Design

Utility Relocation

Construction

Close Out



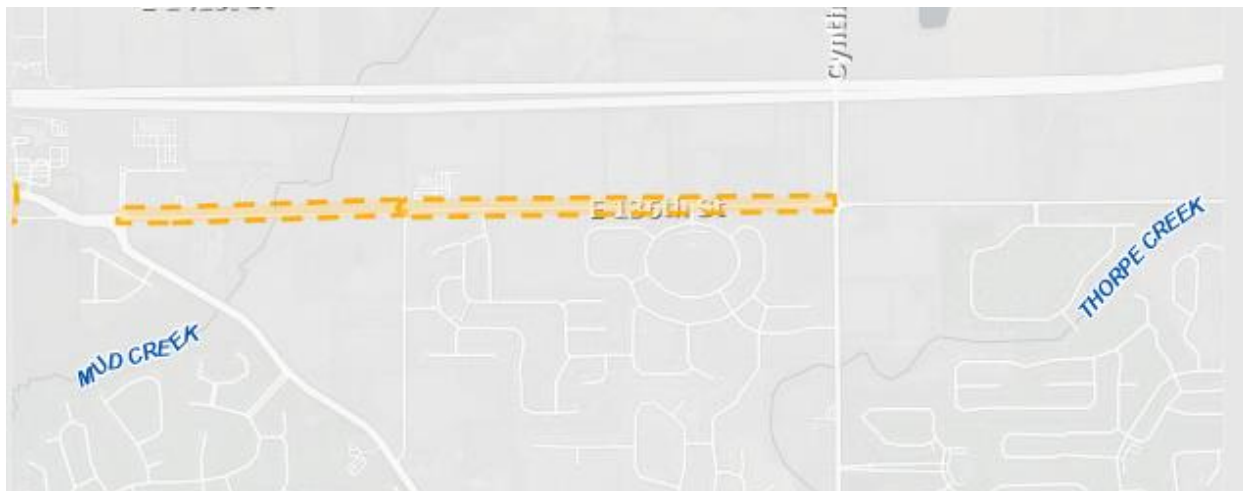
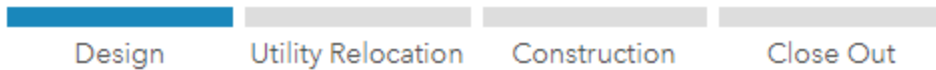
# 136th Street Widening - Prairie Baptist Road to Cyntheanne Road

**On Schedule**

## Description

Widening and reconstruction of 136th Street from Prairie Baptist Road to Cyntheanne Road is currently in the design phase. The proposed project will reconstruct 136th Street from Prairie Baptist Road to Cyntheanne Road from a two-lane rural section to a boulevard section with a raised median with a new multi-use path on both sides of the roadway. New pavement, curb and gutter, and an enclosed storm-sewer system will be installed. This project is anticipated to bid in early 2025.

Federal/Local Split	Contractor
80/20	TBD
Bid Amount	Actual Cost
TBD - Spring 2025	TBD
Estimated Start	Estimated End
Spring 2025	TBD



# 126th Street & Southeastern Pky. RAB

**On Schedule**

## Description

A single-lane roundabout at 126th Street and Southeastern Parkway is currently in the design phase to replace the current 126th Street stop condition. The new roundabout will also include a connection for the future development of Hunters Run. The project will rehabilitate or reconstruct the pavement, add curb and gutter with storm sewers, and multi-use paths and/or bicycle lanes. This project is anticipated to bid in Spring 2024.

Federal/Local Split	Contractor
80/20	TBD
Bid Amount	Actual Cost
TBD - Spring 2024	TBD
Estimated Start	Estimated End
Spring 2024	TBD



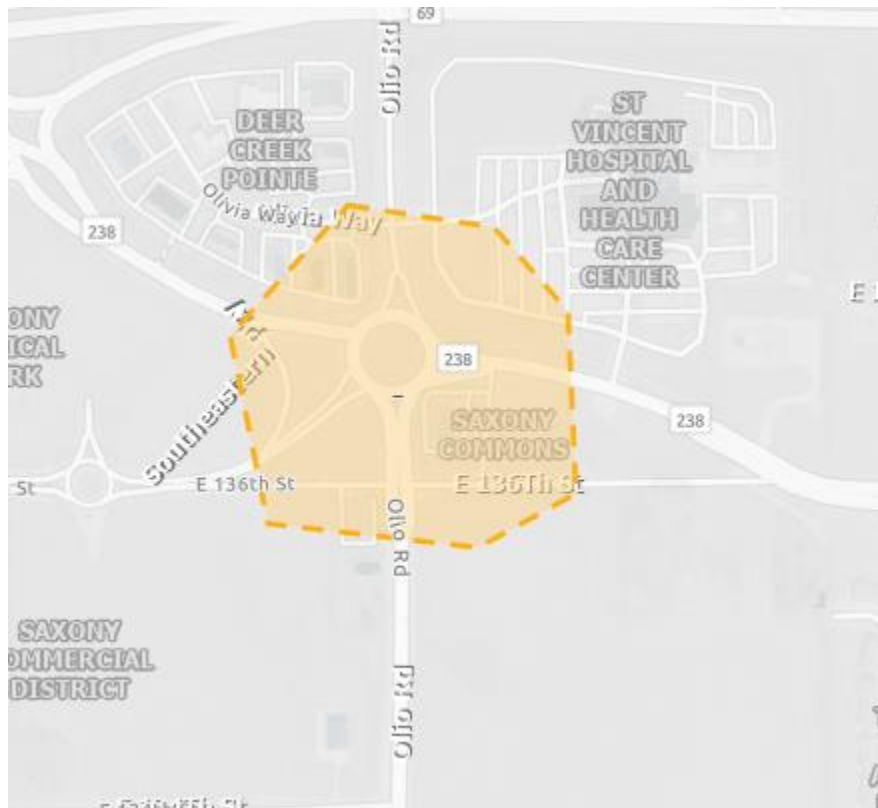
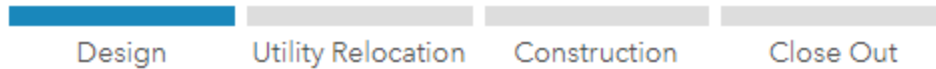
# Olio Road & Southeastern Pky. RAB

**On Schedule**

## Description

Roundabout improvements at the intersection of Olio Road and Southeastern Pky. are currently in the design phase to improve lane utilization for increased traffic flow and better volume distribution in circulating lanes. The proposed roundabout improvements will better inform motorists of the correct lane to be in approaching the roundabout in order to reduce low-severity rear-end and side-swipe crashes from key legs of the intersection. This project is anticipated to bid in February 2024.

Federal/Local Split	Contractor
90/10	TBD
Bid Amount	Actual Cost
TBD - February 2024	TBD
Estimated Start	Estimated End
Spring 2024	TBD





# Nickel Plate Trail Bridge over 96th Street

## Description

Nickel Plate Trail Bridge over 96th Street

Federal/Local Split  
Next Level Trail Grant

Bid Amount  
TBD

Estimated Start  
Spring 2024

Contractor  
TBD

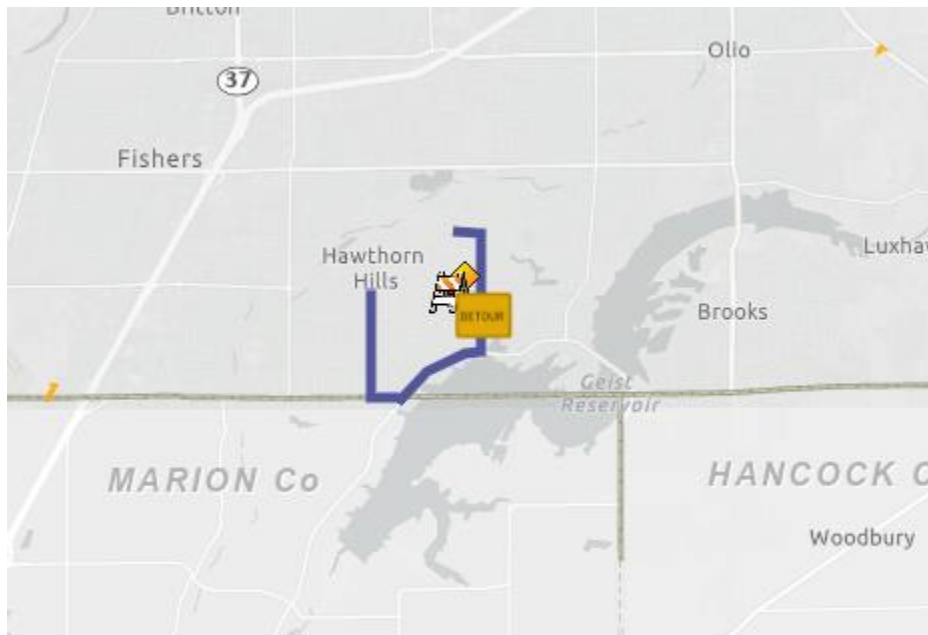
Actual Cost  
TBD

Estimated End  
TBD



## Contact

Hatem Mekky, 317-595-3147, [mekkyh@fishers.in.us](mailto:mekkyh@fishers.in.us)



Capital Improvement Projects – Debt Funds

## SR 37 & 141st Street

On Schedule

### Description

SR 37 & 141st Street Interchange

Federal/Local Split	Contractor
SR 37 Bond	TBD
Bid Amount	Actual Cost
TBD - Spring 2024	TBD
Estimated Start	Estimated End
TBD	TBD



### Contact

Hatem Mekky, 317-595-3160, [mekkyh@fishers.in.us](mailto:mekkyh@fishers.in.us)

<https://www.37thrives.com/> <http://www.drivesr37.com/>

141st Street Rendering.jpg



## 2023 Federal Grants

Project	CFDA	PWF		Expenses	Revenue	Notes
		Grant location	Grantor			
CIRDA EPA Grant				\$ 285,031	\$ (214,086)	Munis Project 10123001
Health Issues and Challenges Lead				\$ 2,646	\$ (7,907)	Munis Project 21222005
FEMA	97.036		IDHS Project # 183998	\$ 504,037	\$ (504,037)	for detail see FEMA
FEMA	97.036		IDHS Project # 332988	\$ 668,380	\$ (668,380)	for detail see FEMA
FEMA	97.036		IDHS Project # 334200	\$ 1,595,471	\$ (1,595,471)	for detail see FEMA
Public Health Emergency Preparedness (Department of Health & Human Services)	93.069		Indiana State Department of Health	\$ 59,225	\$ (54,567)	Project 21222004-22
Health Dept Survey Grant-Grant Contract # 61151	93.354		Indiana State Department of Health	\$ -	\$ (1,000)	Munis Project # 21222007
CoAg Yr1	93.354		Indiana State Department of Health	\$ 99,953	\$ -	Munis Project # 21221005
CoAg Yr2	94.354		Indiana State Department of Health	\$ -	\$ (247,500)	Munis Project # 21222012
COVID Testing Grant-grant 55429 (7.1.21-6.30.22)	93.323		Indiana State Department of Health	\$ 52,856	\$ -	Munis Project # 21222001
COVID Supplemental- grant 65740	93.368		Indiana State Department of Health	\$ 109,809	\$ (122,322)	Munis Project # 21222009
COVID Supplemental- 2023	93.368		Indiana State Department of Health	\$ 62,339	\$ (24,034)	Munis Project # 21223004
COVID-19 Supplemental Workforce Sustainment- Contract #64778	93.354		Indiana State Department of Health	\$ -	\$ -	Munis Project # 21222011
LHD Immunization Grant (VFC) - grant 65740 (22-23)	93.539 & 93.268		Indiana State Department of Health	\$ 75,380	\$ (188,412)	Munis Project # 21222006
VFC- 2023-2024	93.268		Indiana State Department of Health	\$ 180,347	\$ (131,847)	Munis Project # 21223003
FDA-NEHA Grant # G-BDEV-202110-01231	93.103		Food and Drug Administration	\$ -	\$ (2,311)	Munis Project # 21222002 Base
FDA-NEHA Grant # G-OATR-202111-01416	93.103		Food and Drug Administration	\$ -	\$ (940)	Munis Project # 21222003 Training
FDA-NEHA Grant 2023 Base	93.103		Food and Drug Administration	\$ -	\$ -	Munis Project # 21223001
FDA-NEHA Grant 2023 Training	93.103		Food and Drug Administration	\$ 7,411	\$ (7,500)	Munis Project # 21223002
PD ICAC Grant (Internet Crimes Against Children Task Force)	16.543		Indiana State Police	\$ 51,999	\$ (51,999)	Project #81322001
Justice Assistance Grant	16.738		Indiana Criminal Justice Institute	\$ 25,000	\$ (25,000)	Project# 81321002
Traffic Safety-ALCOHOL IMPAIRED DRIVING COUNTERMEASURES INCENTIVE GRANTS I	20.601		HIGHWAY SAFETY CLUSTER	\$ 17,651	\$ (17,561)	
Equitable Sharing	16.922		Department of Justice	\$ -	\$ -	
CDBG Handicap Ramp 2023	14.225		Hamilton County Indiana	\$ 195,762	\$ -	Project #40023003
CDBG Handicap Ramp 2022	14.225		Hamilton County Indiana	\$ -	\$ (22,033)	Project #40022003
CDBG Handicap Ramp 2021	14.225		Hamilton County Indiana	\$ -	\$ -	Project #40021001
136th Widening Prairie Baptist to Southeastern	20.205		INDOT	\$ 205,217	\$ (198,337)	Project # 40020005
136th Widening Prairie Baptist to Cyntheanne	20.205		INDOT	\$ 120,738	\$ (96,024)	Project# 40020007
<b>TOTAL</b>				<b>\$1,263,688</b>	<b>\$ (1,191,387)</b>	

## 2023 State Grants

Grant Name	CFDA	Grantor	Passthrough Number	Match	Contractor	Expenses	Revenue
Indiana Local Health Department Trust account 2022		Indiana State Department of Health				\$ 10,813.32	\$ -
Local Health Maintenance Fund 2022		Indiana State Department of Health				\$ 8,347.74	\$ -
Indiana Local Health Department Trust account 2023		Indiana State Department of Health				\$ 33,188.42	\$ (33,188.42)
Local Health Maintenance Fund 2023		Indiana State Department of Health				\$ 17,975.21	\$ (20,700.83)
Community Recycling Grant		Indiana Department of Environmental Management				\$ -	\$ (21,628.29)
Indiana Arts Commission 2022		Indiana Arts Commission				\$ -	\$ (1,000.00)
Indiana Arts Commission 2024		Indiana Arts Commission				\$ -	\$ (3,750.00)
CCMG 2023		Indiana Department of Transportation				\$ 1,000,000	\$ (1,000,000)
CCMG 2023-1		Indiana Department of Transportation				\$ 745,983	\$ (853,014)
		<b>TOTAL</b>				<b>\$ 1,816,307.82</b>	<b>\$ (1,933,281.65)</b>

## DEBT SUMMARY

Due to a 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 has been affirmed every year since. 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. Along with the AAA rating, the City maintains a long term rating AA+ on outstanding local income tax revenue bonds, AA on outstanding sewage works revenue bonds, and a long term rating of BBB+ on outstanding bonds secured by tax increment revenues.

Long term obligations activity for the year ending December 31, 2022, was as follows:

	<u>Beginning Balance</u>	<u>Adjustments*</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending Balance</u>	<u>Amounts Due Within One Year</u>
<b>Governmental Activities</b>						
Bonds and notes payable:						
General obligation debt	\$ 232,705,000	\$ -	\$ 33,745,000	\$ 16,270,000	\$ 250,180,000	\$ 17,030,000
General obligation notes from direct borrowings and direct placements	124,630,000	-	115,575,000	29,400,000	210,805,000	142,900,000
Other bonds or notes or loans payable or financed purchases	10,152,422	-	-	2,704,514	7,447,908	2,602,114
(Discounts)/premiums	7,947,195	-	1,034,096	1,071,108	7,910,183	-
Subtotal	<u>375,434,617</u>	<u>-</u>	<u>150,354,096</u>	<u>49,445,622</u>	<u>476,343,091</u>	<u>162,532,114</u>
Other liabilities:						
Leases	-	9,289,164	219,496	1,249,062	8,259,598	1,359,054
Other postemployment benefits	4,858,472	-	1,941,700	1,285,580	5,514,592	-
Net pension liability	2,038,372	-	20,087,130	4,811,853	17,313,649	-
Total other liabilities	<u>6,896,844</u>	<u>9,289,164</u>	<u>22,248,326</u>	<u>7,346,495</u>	<u>31,087,839</u>	<u>1,359,054</u>
Total governmental activities long-term liabilities	<u>\$ 382,331,461</u>	<u>\$ 9,289,164</u>	<u>\$ 172,602,422</u>	<u>\$ 56,792,117</u>	<u>\$ 507,430,930</u>	<u>\$ 163,891,168</u>
<b>Business-Type Activities</b>						
Bonds and notes payable:						
Revenue bonds	\$ 110,595,000	\$ -	\$ -	\$ 2,105,000	\$ 108,490,000	\$ -
Other bonds or notes or loans payable or financed purchases	318,773	-	-	211,515	107,258	107,258
(Discounts)/premiums	12,480,497	-	-	341,321	12,139,176	-
Subtotal	<u>123,394,270</u>	<u>-</u>	<u>-</u>	<u>2,657,836</u>	<u>120,736,434</u>	<u>107,258</u>
Other liabilities:						
Other postemployment benefits	621,847	-	295,281	78,503	838,625	-
Net pension liability	1,002,159	-	2,009,671	569,209	2,442,621	-
Total other liabilities	<u>1,624,006</u>	<u>-</u>	<u>2,304,952</u>	<u>647,712</u>	<u>3,281,246</u>	<u>-</u>
Total business-type activities long-term liabilities	<u>\$ 125,018,276</u>	<u>\$ -</u>	<u>\$ 2,304,952</u>	<u>\$ 3,305,548</u>	<u>\$ 124,017,680</u>	<u>\$ 107,258</u>

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.

Name	Description	Statutory Debt		Issue Date	Actual Repayment Source	Security	Bond Rating	Original Issue Amount	Final Maturity	Amount Outstanding
		Limit								
<b>Direct Debt</b>										
General Obligation Bonds of 2007, Series A	<a href="#">2007 GO - Ambassador/Olio</a>	Yes		6/27/2007	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	AAA	1,975,000	1/1/2027	495,000
General Obligation Bonds, Series 2009A	<a href="#">2009A - Park Improvements</a>	Yes		5/29/2009	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	AAA	1,975,000	1/1/2029	730,000
General Obligation Refunding Bonds of 2021	<a href="#">2011A GO Refunding</a>	Yes		12/15/2021	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	AAA	2,550,000	1/1/2031	2,025,000
General Obligation Bonds, Series 2018A	<a href="#">2018A GO</a>	Yes		6/8/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	3,950,000	1/1/2038	3,810,000
Taxable General Obligation Bonds, Series 2018B	<a href="#">2018B GO</a>	Yes		6/8/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	1,050,000	1/1/2025	290,000
General Obligation Bonds, Series 2018C - Fire Station 91	<a href="#">2018C GO</a>	Yes		12/20/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	8,705,000	1/1/2029	5,200,000
Local Income Tax Revenue Refunding Bonds, Series 2019	<a href="#">2019 COIT Refunding</a>	Yes		11/21/2019	RIF (Fund 2708)	LIT	AA+	3,425,000	1/15/2029	2,090,000
Taxable General Obligation Refunding Bonds, Series 2020A	<a href="#">2020A GO Refunding</a>	Yes		6/18/2020	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	AAA	7,540,000	1/1/2030	5,035,000
General Obligation Bonds 2020B	<a href="#">2020B GO</a>	Yes		7/1/2020	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	4,315,000	7/1/2035	4,080,000
General Obligation Bonds 2022A	<a href="#">2022A GO</a>	Yes		12/15/2022	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	4,775,000	1/1/2024	2,570,000
General Obligation Bonds 2022B	<a href="#">2022B GO</a>	Yes		12/15/2022	Property Taxes (Fund 3319)	Ad Valorem Property Taxes		4,775,000	1/1/2024	2,570,000
General Obligation Bonds, 2023	<a href="#">2023 GO</a>	Yes		12/11/2023	Property Taxes (Fund 3319)	Ad Valorem Property Taxes		11,373,000	1/1/2025	11,375,000
										<b>28,895,000</b>
<b>Building Corporation Obligations</b>										
Fishers Town Hall Building Corp. First Mortgage Bonds of 2011	<a href="#">2011 Bldg Corp - FS</a>			12/7/2011	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	AAA	4,000,000	1/15/2031	1,975,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds, Series 2017	<a href="#">2017 Ampitheater</a>	Yes		12/21/2017	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	6,640,000	1/15/2037	5,390,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds, Series 2018	<a href="#">Police Station</a>	Yes		7/31/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	14,535,000	1/15/2038	12,175,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds, Series 2022A	<a href="#">City Hall</a>	Yes		11/22/2022	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	16,195,000	1/15/2042	16,060,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds Series 2023A	<a href="#">Event Center</a>	Yes		12/17/2023	FBT, PILOT, Sport Delegation Tax, CCD	LIT	AA+	160,000,000	1/15/2063	160,000,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds Series 2023B	<a href="#">Event Center (10 year)</a>	Yes		11/30/2023	FBT, PILOT, Sport Delegation Tax, CCD	LIT	AA+	10,000,000	1/15/2034	10,000,000
										<b>205,600,000</b>
<b>Redevelopment Authority Obligations</b>										
Lease Rental Revenue Refunding Bonds of 2012	<a href="#">2012 LR RFD - 116/126/Paths</a>			12/6/2012	Property Taxes (Fund 3307)	Special Benefits Tax	AAA	8,540,000	1/15/2025	1,250,000
Lease Rental Revenue Bonds, Series 2015	<a href="#">96th and Allisonville BAN</a>			12/8/2015	Property Taxes (Fund 3319)	Special Benefits Tax	AAA	11,680,000	1/15/2035	7,820,000
Lease Rental Revenue Bonds Series 2020	<a href="#">Transportation BAN</a>			9/28/2020	Property Taxes (Fund 3319)	Special Benefits Tax	AAA	10,820,000	1/15/2040	9,875,000
Lease Rental Revenue Bonds, Series 2016A	<a href="#">2016A 116th &amp; Oak Drive</a>			6/8/2016	Property Taxes (Fund 3319)	Special Benefits Tax	AAA	11,825,000	1/15/2036	8,320,000
Lease Rental Revenue Bonds, Series 2016B	<a href="#">2016B SR37</a>			7/27/2016	Property Taxes (Fund 3319)	Special Benefits Tax	AAA	11,140,000	1/15/2036	8,045,000
Lease Rental Revenue Bonds, Series 2018	<a href="#">Geist Park</a>			6/27/2018	Property Taxes (Fund 3319)	Special Benefits Tax	AAA	10,870,000	1/15/2038	9,100,000
Lease Rental Revenue Bonds, Series 2019	<a href="#">Nickel Plate Trail</a>			10/24/2019	Property Taxes (Fund 3319)	Special Benefits Tax	AAA	13,565,000	7/15/2029	11,855,000
Lease Rental Revenue Refunding Bonds of 2020, Series A	<a href="#">2009 LRRB Refunding</a>			6/10/2020	Property Taxes (Fund 3316)	Special Benefits Tax	AAA	7,525,000	12/31/2024	2,285,000
Lease Rental Revenue Refunding Bonds of 2020, Series B	<a href="#">2011 and 2013 Refunding</a>			10/29/2020	Property Taxes (Fund 3316)	Special Benefits Tax	AAA	17,155,000	1/15/2033	12,715,000
Lease Rental Revenue Bond Anticipation Notes, Series 2021	<a href="#">SR37 BAN</a>			1/8/2021	Property Taxes (Fund 3319)	Special Benefits Tax	NR	6,460,000	1/15/2026	6,460,000
Lease Rental Revenue Bond Anticipation Notes, Series 2021B	<a href="#">Geist Park BAN</a>			3/23/2021	Property Taxes (Fund 3319)	Special Benefits Tax	NR	15,725,000	12/18/2024	15,725,000
Lease Rental Revenue Bonds, Series 2021	<a href="#">FS97</a>			12/16/2021	Property Taxes (Fund 3319)	Special Benefits Tax	AAA	7,155,000	1/15/2041	6,720,000
										<b>100,170,000</b>
<b>Redevelopment District Obligations</b>										
Redevelopment District Bonds, Series 2011 - Geist Roads	<a href="#">2011- Geist Roads</a>			12/22/2011	Property Taxes (Fund 3316)	Special Benefits Tax	AAA	4,000,000	1/15/2031	1,935,000
Redevelopment District Bonds, Series 2018 - Fire Station 93	<a href="#">2018 - FS 93</a>	Yes		12/13/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	AAA	4,445,000	1/15/2029	2,725,000
										<b>4,660,000</b>
<b>TOTAL Before TIF Supported Debt</b>										<b>\$ 339,325,000</b>

Name	Description	Statutory Debt Limit	Issue Date	Actual Repayment Source	Security	Bond Rating	Original Issue Amount	Final Maturity	Amount Outstanding
<b>TIF SUPPORTED DEBT</b>									
County Option Income Tax Revenue Bonds, Series 2016	<a href="#">2016 COIT Bonds - DT</a>	Yes	12/4/2016	Fishers I-69 EDA TIF (Fund 4714)	COIT	AA+	7,155,000	1/15/2036	5,260,000
Taxable Lease Rental Revenue Bond Anticipation Notes, Series 2023	<a href="#">Stevanato</a>		7/27/2023	Fishers I-69 EDA TIF (Fund 4714)	COIT	AA+	27,685,000	8/1/2026	27,685,000
									<b>32,945,000</b>
<b>Redevelopment Commission</b>									
Taxable Economic Development Revenue Refunding Bonds, Series 2020	<a href="#">2013 Station Refunding</a>		11/12/2020	Fishers I-69 EDA TIF (Fund 4714)	COIT	AA+	14,620,000	1/15/2038	12,290,000
Taxable Economic Development Revenue Bonds, Series 2018C (North of	<a href="#">North of North</a>		11/15/2018	Fishers I-69 EDA TIF (Fund 4714)	COIT for Bonds	AA+	21,905,000	1/15/2041	20,115,000
Taxable Economic Development Revenue Bonds, Series 2016A (Downtown	<a href="#">2016 EDC Bonds</a>		11/10/2016	Fishers I-69 EDA TIF (Fund 4714)	Property Taxes	AAA	20,485,000	2/1/2036	14,580,000
Taxable Economic Development Revenue Bonds, Series 2019B	<a href="#">SPF15 B</a>		6/25/2019	Fishers I-69 EDA TIF (Fund 4714)	Property Taxes	AAA	15,180,000	2/1/2044	15,090,000
Taxable Economic Development Revenue Bonds, Series 2019A	<a href="#">SPF15 A</a>		12/4/2019	Fishers I-69 EDA TIF (Fund 4714)	TIF	NR	17,525,000	2/1/2044	17,315,000
Taxable Economic Development Revenue Bond Anticipation Notes, Series 2023A	<a href="#">North Side BAN</a>		1/31/2023	Fishers I-69 EDA TIF (Fund 4714)	COIT for Bonds	NR	27,270,000	2/1/2024	27,270,000
									<b>139,605,000</b>
<b>Redevelopment District Obligations</b>									
Taxable Redevelopment District Refunding Bonds, Series 2020	<a href="#">SR 37 Refunding</a>		7/21/2020	S.R. 37 TIF	TIF/Special Benefit Tax	AAA	5,170,000	2/1/2034	4,000,000
Redevelopment District Refunding Bonds, Series 2017A1	<a href="#">2017A1</a>		9/13/2017	Saxony, Village, Commons/ Developer	TIF/ Developer/ Special Benefits Tax	AAA	9,685,000	7/15/2034	8,930,000
Redevelopment District Refunding Bonds, Series 2017C	<a href="#">2017C</a>		9/13/2017	Town, Commons, Village, Saxony/Special Benefits Tax	TIF/ Special Benefits Tax	AAA	3,275,000	7/15/2034	2,620,000
Redevelopment District Refunding Bonds, Series 2017B	<a href="#">2017B</a>		10/5/2017	Town, Commons, Village/Special Benefits Tax	TIF/ Special Benefits Tax	AAA	5,140,000	7/15/2034	3,985,000
									<b>19,535,000</b>
<b>Economic Development Bonds</b>									
Taxable Economic Development Revenue Bonds, Series 2006A	<a href="#">2006A - Britton Park</a>		12/4/2006	75% of Britton Park TIF Revenues/Developer	TIF - Britton Park	AAA	9,600,000	8/1/2029	5,605,000
Taxable Economic Development Revenue Bonds, Series 2008	<a href="#">2008 - Crosspoint</a>		11/14/2008	Crosspoint TIF/ Developer	TIF - Crosspoint	AAA	10,850,000	8/1/2033	1,560,064
Taxable Economic Development Revenue Bonds, Series 2008A	<a href="#">2008A - Geist Landing</a>		6/19/2008	Geist Pointe TIF/Developer	TIF - Geist Pointe	AAA	2,100,000	8/1/2035	1,445,000
Taxable Economic Development Revenue Bonds, Series 2009	<a href="#">2009 - Clarian Saxony</a>		12/23/2009	Clarian TIF/ Developer	TIF - Clarian	AAA	5,944,426	2/1/2034	-
Midwestern Disaster Area Economic Development Revenue Bonds, Series	<a href="#">Fishers Automotive</a>		3/31/2011	Fishers Auto TIF/ Developer	TIF - Fishers Auto	AAA	2,350,000	2/1/2034	1,350,000
Economic Development Revenue Bonds, Series 2017A (CIO Project)	<a href="#">2017A - CIO</a>		8/3/2017	Central Indiana Orthopedics TIF / Developer	TIF - Central Indiana Orthopedics	AAA	4,600,000	2/1/2041	4,565,000
Economic Development Revenue Bonds, Series 2017B (CIO Project)	<a href="#">2017B - CIO</a>		8/3/2017	Central Indiana Orthopedics TIF / Developer	TIF - Central Indiana Orthopedics	AAA	1,900,000	8/1/2041	1,900,000
Taxable Economic Development Revenue Bonds, Series 2018A	<a href="#">2018A - Yard</a>		7/5/2018	Yard TIF/Developer/15% City	TIF/Developer (up to 85% DS)/Special Benefits Tax (remainder)	AAA	9,200,000	2/1/2043	8,510,000
Taxable Economic Development Revenue Bonds, Series 2018B	<a href="#">2018B - Yard</a>		8/21/2018	Yard TIF/Developer	TIF - Yard / Developer	AAA	7,230,000	2/1/2043	6,880,000
Taxable Economic Development Revenue Bonds, Series 2019C (The Stations	<a href="#">2019C - Stations</a>		12/18/2019	Stations TIF/Developer	TIF - Yard/Developer	AAA	5,000,000	2/1/2044	4,745,000
Economic Development Revenue Bonds, Series 2021A (Pullman Pointe	<a href="#">Scannell</a>		2/3/2021	Scannell/Developer	TIF - Scannell/Developer	AAA	7,000,000	2/1/2046	6,610,000
Taxable Economic Development Revenue Bonds, Series 2022 (The Highline	<a href="#">Highline</a>		9/28/2022	Highline TIF/ 85% Developer 15% City	TIF - Highline/Developer 85% City 15%	AAA	7,410,000	2/1/2047	7,410,000
Taxable Economic Development Revenue Bonds, Series 2023A River Place	<a href="#">River Place</a>		3/1/2023	96th & Allisonville	TIF - 96th & Allisonville/Developer	AAA	21,196,000	2/1/2048	21,196,000
									<b>71,776,064</b>
<b>TOTAL Before Sewer Bonds</b>									<b>\$ 570,241,064</b>

Name	Description	Statutory Debt Limit	Issue Date	Actual Repayment Source	Security	Bond Rating	Original Issue Amount	Final Maturity	Amount Outstanding
<b>Sewer Bonds</b>									
Sewage Works Revenue Bonds of 2017	<a href="#">2017 Sewer Bonds</a>		8/16/2017	Sewage Works Net Revenues	Sewage Works Net Revenues	AA-	12,665,000	1/1/2041	11,950,000
Sewage Works Refunding Revenue Bonds of 2016	<a href="#">2016 Sewer Bonds</a>		7/27/2016	Sewage Works Net Revenues	Sewage Works Net Revenues	AA-	12,795,000	1/1/2035	9,655,000
Sewage Works Revenue Bonds Series 2021	<a href="#">2021 Sewer Bonds</a>		12/22/2021	HSE Revenues	HSE Revenues	AA-	88,055,000	1/1/2052	86,885,000
									<b>108,490,000</b>
<b>TOTAL Before Capital Leases</b>									<b>\$ 683,991,064</b>
<b>Capital Leases</b>									
2018 Equipment Lease 1	<a href="#">2018 Lease 1</a>		12/11/2017		Sewer Revenues/Stormwater Revenues/ Property Tax	NR	2,635,000	7/15/2027	1,113,533
2020 Lease	<a href="#">2020 Lease</a>		11/12/2019		CCD	AAA	2,985,000	8/15/2024	306,810
2023 SCBA	<a href="#">SCBA</a>		8/25/2023		CCD	AAA	1,300,000	8/25/2023	1,021,813
									<b>2,442,157</b>
<b>GRAND TOTAL</b>									<b>\$ 686,433,221</b>

Notes are included within the current portion of long-term liabilities at December 31, 2022, as they mature during 2023. 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.

### Net Position by Component

FISHERS NET POSITION BY COMPONENT										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
<b>Governmental Activities</b>										
Invested in Capital Assets	\$ 179,946,091	\$ 178,677,102	\$ 151,475,761	\$ 142,400,339	\$ 168,987,289	\$ 168,586,718	\$ 170,078,164	\$ 156,671,114	\$ 162,625,029	\$ 168,816,354
Restricted	\$ 26,617,655	\$ 51,940,545	\$ 50,113,231	\$ 51,743,818	\$ 41,296,663	\$ 44,709,192	\$ 25,469,210	\$ 48,225,702	\$ 43,989,521	\$ 27,409,451
Unrestricted	\$ 75,084,115	\$ 15,184,747	\$ 12,603,074	\$ 7,017,624	\$ (496,128)	\$ 2,249,671	\$ 12,581,443	\$ (1,937,208)	\$ 3,148,108	\$ 25,963,628
<b>Total Governmental Activities Net Position</b>	<b>\$ 281,647,861</b>	<b>\$ 245,802,394</b>	<b>\$ 214,192,066</b>	<b>\$ 201,161,781</b>	<b>\$ 209,787,824</b>	<b>\$ 215,545,581</b>	<b>\$ 208,128,817</b>	<b>\$ 202,959,608</b>	<b>\$ 209,762,658</b>	<b>\$ 222,189,433</b>
<b>Business-Type Activities</b>										
Invested in Capital Assets	\$ 58,693,997	\$ 49,957,063	\$ 57,566,000	\$ 51,019,897	\$ 39,197,049	\$ 37,979,331	\$ 47,228,381	\$ 53,579,434	\$ 51,694,245	\$ 49,177,652
Restricted	\$ -	\$ 7,198,722	\$ 6,223,284	\$ 10,564,788	\$ 14,022,802	\$ 27,300,011	\$ 12,054,578	\$ 3,887,929	\$ 4,996,865	\$ 5,033,191
Unrestricted	\$ 17,303,100	\$ 15,474,331	\$ 4,123,441	\$ 7,188,966	\$ 14,605,185	\$ 2,861,393	\$ 8,302,643	\$ 8,237,742	\$ 9,187,984	\$ 12,442,220
<b>Total Business-Type Activities Net Position</b>	<b>\$ 75,997,097</b>	<b>\$ 72,630,116</b>	<b>\$ 67,912,725</b>	<b>\$ 68,773,651</b>	<b>\$ 67,825,036</b>	<b>\$ 68,140,705</b>	<b>\$ 67,585,602</b>	<b>\$ 65,705,105</b>	<b>\$ 65,879,094</b>	<b>\$ 64,933,564</b>
<b>Primary Government</b>										
Invested in Capital Assets	\$ 238,640,088	\$ 228,634,165	\$ 209,041,761	\$ 193,420,236	\$ 208,184,338	\$ 206,556,049	\$ 217,306,545	\$ 210,250,548	\$ 214,319,274	\$ 217,994,006
Restricted	\$ 26,617,655	\$ 59,139,267	\$ 56,336,515	\$ 62,308,606	\$ 55,319,465	\$ 72,009,203	\$ 37,523,788	\$ 52,113,631	\$ 34,137,432	\$ 34,137,432
Unrestricted	\$ 92,387,215	\$ 30,659,078	\$ 16,726,515	\$ 14,206,590	\$ 14,109,057	\$ 5,111,034	\$ 20,884,086	\$ 6,300,534	\$ 34,655,055	\$ 34,655,055
<b>Total Primary Government Net Position</b>	<b>\$ 357,644,958</b>	<b>\$ 318,432,510</b>	<b>\$ 282,104,791</b>	<b>\$ 269,935,432</b>	<b>\$ 277,612,860</b>	<b>\$ 283,686,286</b>	<b>\$ 275,714,419</b>	<b>\$ 268,664,713</b>	<b>\$ 286,786,493</b>	<b>\$ 286,786,493</b>

### Ratios of Outstanding Debt by Type

FISHERS RATIOS OF OUTSTANDING DEBT BY TYPE						
<b>Governmental Activities</b>						
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS		
2022	\$ 28,727,931	\$ 25,600,453	\$ 53,205,927	\$ -		
2021	\$ 31,080,913	\$ 9,103,797	\$ 29,645,784	\$ -		
2020	\$ 34,945,546	\$ 10,433,661	\$ 31,549,885	\$ -		
2019	\$ 29,970,491	\$ 19,536,224	\$ 32,551,717	\$ -		
2018	\$ 28,682,645	\$ 13,148,496	\$ 33,534,972	\$ -		
2017	\$ 16,289,404	\$ 14,682,610	\$ 28,941,879	\$ -		
2016	\$ 17,660,000	\$ 15,210,000	\$ 28,800,000	\$ -		
2015	\$ 19,215,588	\$ 14,989,154	\$ 29,201,807	\$ 2,322,010		
2014	\$ 40,898,513	\$ 5,563,500	\$ 34,353,515	\$ 2,322,010		
FISCAL YEAR	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	REDEVELOPMENT AUTHORITY BONDS	BUILDING CORPORATION BONDS	CAPITAL LEASES		
2022	\$ 115,710,753	\$ 224,490,019	\$ 21,160,199	\$ 8,259,599		
2021	\$ 131,069,355	\$ 142,053,752	\$ 22,328,595	\$ -		
2020	\$ 133,353,983	\$ 96,746,891	\$ 23,450,784	\$ -		
2019	\$ 118,461,101	\$ 94,127,681	\$ 24,554,350	\$ -		
2018	\$ 71,557,537	\$ 89,746,789	\$ 24,953,915	\$ -		
2017	\$ 52,679,042	\$ 83,601,084	\$ 10,195,438	\$ -		
2016	\$ 53,065,000	\$ 90,075,000	\$ 3,405,000	\$ -		
2015	\$ 34,357,009	\$ 73,756,608	\$ 3,585,000	\$ -		
2014	\$ 35,030,696	\$ 68,620,540	\$ 3,755,000	\$ -		
<b>Business Type Activities</b>						
FISCAL YEAR	WASTEWATER WORKS REVENUE BONDS	CAPITAL LEASES	TOTAL PRIMARY GOVERNMENT	DEBT TO PERSONAL INCOME	DEBT PER CAPITA	
2022	\$ 120,629,176	\$ 107,258	\$ 605,339,123	*	*	
2021	\$ 113,075,488	\$ 318,773	\$ 486,660,435	15.54%	4,773	
2020	\$ 23,614,496	\$ 526,347	\$ 361,070,810	13.04%	3,643	
2019	\$ 27,327,470	\$ 730,053	\$ 356,254,735	14.44%	3,738	
2018	\$ 25,426,269	\$ 929,962	\$ 296,479,512	12.83%	3,228	
2017	\$ 26,309,664	\$ 1,126,145	\$ 242,273,313	11.40%	2,688	
2016	\$ 14,315,000	\$ 1,318,672	\$ 229,750,266	11.47%	2,591	
2015	\$ 2,244,088	\$ 1,507,612	\$ 187,166,434	9.80%	2,168	
2014	\$ 3,527,077	\$ 1,693,030	\$ 202,658,786	12.09%	2,416	

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, 2022, as they mature during 2023. 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.

### General Bonded Debt Outstanding

FISHERS RATIOS OF GENERAL BONDED DEBT OUTSTANDING					
GENERAL BONDED DEBT OUTSTANDING					
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS	
2022	\$ 28,727,931	\$ 25,600,453	\$ 53,205,927	\$ -	
2021	\$ 31,080,913	\$ 9,103,797	\$ 29,645,784	\$ -	
2020	\$ 34,945,546	\$ 10,433,661	\$ 31,459,885	\$ -	
2019	\$ 29,970,491	\$ 19,536,224	\$ 32,551,717	\$ -	
2018	\$ 28,682,645	\$ 13,148,596	\$ 33,534,972	\$ -	
2017	\$ 16,289,404	\$ 14,682,610	\$ 28,941,879	\$ -	
2016	\$ 17,660,000	\$ 15,210,000	\$ 28,800,000	\$ -	
2015	\$ 19,215,588	\$ 14,989,154	\$ 29,201,807	\$ 2,322,010	
2014	\$ 40,890,000	\$ 5,545,000	\$ 34,415,000	\$ 2,322,010	
FISCAL YEAR	REDEVELOPMENT AUTHORITY BONDS	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	BUILDING CORPORATION BONDS	TOTAL	
2022	\$ 224,490,019	\$ 115,710,753	\$ 21,160,099	\$ 468,895,182	
2021	\$ 142,053,752	\$ 131,069,355	\$ 22,328,595	\$ 365,282,196	
2020	\$ 96,746,891	\$ 133,353,983	\$ 23,450,784	\$ 330,390,750	
2019	\$ 94,127,681	\$ 118,461,101	\$ 24,554,350	\$ 319,201,563	
2018	\$ 89,746,789	\$ 71,557,537	\$ 24,953,915	\$ 261,624,454	
2017	\$ 83,601,084	\$ 52,679,042	\$ 10,195,438	\$ 214,837,504	
2016	\$ 90,075,000	\$ 53,065,000	\$ 3,405,000	\$ 208,215,000	
2015	\$ 73,756,608	\$ 34,357,009	\$ 3,585,000	\$ 177,427,176	
2014	\$ 68,620,540	\$ 35,096,426	\$ 3,755,000	\$ 190,543,774	
FISCAL YEAR	LESS DEBT SERVICE FUNDS	NET BONDED DEBT	PERCENTAGE OF ACTUAL TAXABLE VAL	DEBT PER CAPITA	POPULATION
2022	\$ 20,595,089	\$ 448,300,093	5.75%	4,397	101,966
2021	\$ 16,519,381	\$ 348,762,815	4.76%	3,420	101,966
2020	\$ 20,840,315	\$ 309,550,435	4.57%	3,123	99,116
2019	\$ 23,588,618	\$ 295,612,945	4.68%	1,302	95,310
2018	\$ 19,301,456	\$ 250,821,828	3.70%	2,342	91,832
2017	\$ 14,424,657	\$ 200,412,847	3.04%	2,168	90,127
2016	\$ 14,954,344	\$ 207,670,308	3.36%	2,311	88,658
2015	\$ 14,939,404	\$ 162,487,772	3.00%	1,763	86,325
2014	\$ 12,879,301	\$ 176,399,135	2.58%	1,514	83,891

### Legal Debt Margin Information

FISHERS LEGAL DEBT MARGIN INFORMATION							
	2022	2021	2020	2019	2018	2017	2016
NAV as Certified for Tax Billing	\$ 7,426,589,881	\$ 6,982,879,825	\$ 6,677,218,728	\$ 6,329,194,829	\$ 6,012,706,472	\$ 5,800,730,882	\$ 5,608,997,595
Factored by 1/3**	\$ 2,475,529,960	\$ 2,327,626,608	\$ 2,225,739,576	\$ 2,109,731,610	\$ 2,004,235,490	\$ 1,933,576,961	\$ 1,869,665,865
Statutory Debt Limit Rate	2%	2%	2%	2%	2%	2%	2%
Debt Limit	\$ 49,510,599	\$ 46,552,532	\$ 44,514,792	\$ 42,194,632	\$ 40,084,710	\$ 38,671,539	\$ 37,393,317
Amount of Debt Applicable to Debt Limit	\$ 36,901,822	\$ 40,514,710	\$ 26,825,691	\$ 29,064,755	\$ 39,591,141	\$ 28,057,014	\$ 32,870,000
Legal Debt Margin	\$ 12,608,777	\$ 6,037,822	\$ 17,689,101	\$ 13,129,877	\$ 493,569	\$ 10,614,525	\$ 4,523,317
Legal Debt Margin as Percent of Debt Limit	25.47%	12.97%	39.74%	31.12%	1.23%	27.45%	12.10%

Note: Legal debt margin excludes lease rental bonds

Debt service requirements to maturity are as follows:

### Governmental Activities General Obligation Debt

FISCAL YEAR	PRINCIPAL	INTEREST
2023	\$ 17,030,000	\$ 8,125,848
2024	\$ 18,455,000	\$ 8,061,496
2025	\$ 13,505,000	\$ 7,660,529
2026	\$ 13,745,000	\$ 7,170,246
2027	\$ 14,310,000	\$ 6,651,208
2028-2032	\$ 69,975,000	\$ 26,399,892
2033-2037	\$ 64,570,000	\$ 13,946,997
2038-2042	\$ 32,650,000	\$ 4,426,607
2043-2044	\$ 5,940,000	\$ 424,067
<b>Totals</b>	<b>\$ 250,180,000</b>	<b>\$ 82,866,890</b>

## Governmental Activities Notes from Direct Borrowing and Direct Placement

FISCAL YEAR	PRINCIPAL	INTEREST
2023	\$ 142,900,000	\$ 5,428,112
2024	\$ 20,345,000	\$ 1,490,691
2025	\$ 3,765,000	\$ 1,237,386
2026	\$ 9,360,000	\$ 1,132,884
2027	\$ 3,000,000	\$ 1,034,064
2028-2032	\$ 14,300,000	\$ 4,134,628
2033-2037	\$ 6,755,000	\$ 2,738,006
2038-2042	\$ 7,715,000	\$ 1,451,093
2043-2044	\$ 2,665,000	\$ 109,984
<b>Totals</b>	<b>\$ 210,805,000</b>	<b>\$ 18,756,848</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 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 10.68% of net revenues. The total principal and interest remaining to be paid on the bonds is \$11,389,959. Principal and interest paid for the current year and total customer net revenues were \$845,749 and \$7,918,251, 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 2040. Annual principal and interest payments on the bonds are expected to require 8.70% of net revenues. The total principal and interest remaining to be paid on the bonds is \$16,639,454. Principal and interest paid for the current year and total customer net revenues were \$689,493 and \$7,918,251, respectively.

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2021. Proceeds from the bonds provided financing for the acquisition of the sewage works and related assets of Hamilton Southeastern Utilities, Inc. (HSE) The bonds are payable solely from net operating revenues and are payable through 2052. Annual principal and interest payments on the bonds are expected to require 14% of net revenues, after consideration of estimated new revenues to be generated from HSE customers. The total principal and interest remaining to be paid on the bonds is \$146,035,975. Principal and interest paid for the current year and total customer net revenues were \$4,462,018 and \$7,918,251, respectively.

Revenue debt payable at December 31, 2022, consists of the following:

**Business Type Activities Revenue Debt**

WASTEWATER UTILITY	DATE OF ISSUE	FINAL MATURITY	INTEREST RATES	ORIGINAL INDEBTEDNESS	BALANCE
2016 Revenue Bonds	7/27/2016	1/1/2036	2% to 2.63%	\$ 12,795,000	\$ 9,655,000
2017 Revenue Bonds	8/16/2017	12/31/2040	2% to 3.25%	\$ 12,655,000	\$ 11,950,000
Sewage Works Revenue	12/9/2021	1/1/2052	2.5% to 4%	\$ 88,055,000	\$ 86,885,000
		<b>Total Wastewater Utility</b>		<b>\$ 113,505,000</b>	<b>\$ 108,490,000</b>
		Less: Current Portion			\$ -
		Net Unamortized Premium			\$ 12,139,176
		<b>Total Long Term Portion</b>			<b>\$ 120,629,176</b>

Debt service requirements to maturity are as follows:

FISCAL YEAR	PRINCIPAL	INTEREST
2023	\$ -	\$ 1,875,209
2024	\$ 2,250,000	\$ 3,714,967
2025	\$ 2,325,000	\$ 3,642,767
2026	\$ 2,395,000	\$ 3,566,392
2027	\$ 2,475,000	\$ 3,485,743
2028-2032	\$ 13,680,000	\$ 16,102,352
2033-2037	\$ 16,185,000	\$ 13,561,375
2038-2042	\$ 20,985,000	\$ 10,802,897
2043-2047	\$ 23,170,000	\$ 6,835,975
2048-2052	\$ 25,025,000	\$ 1,987,113
<b>Totals</b>	<b>\$ 108,490,000</b>	<b>\$ 65,574,790</b>

**Advance Refunding**

Fishers has advanced refundings outstanding at the year-end in the amount of \$18,750,000.

**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 \$20,607,168, which are included in capital assets in the governmental activities. Depreciation on the leased assets totals \$12,906,412. The future minimum lease obligations and the net present value on these minimum lease payments as of December 31, 2022, are as follows:

FISCAL YEAR	GOVERNMENTAL ACTIVITIES			BUSINESS-TYPE ACTIVITIES		
	PRINCIPAL	INTEREST	TOTALS	PRINCIPAL	INTEREST	TOTALS
2023	\$ 2,602,114	\$ 101,093	\$ 2,703,207	\$ 107,258	\$ 1,015	\$ 108,273
2024	\$ 2,097,278	\$ 59,666	\$ 2,156,944	\$ -	\$ -	\$ -
2025	\$ 1,498,274	\$ 33,087	\$ 1,531,361	\$ -	\$ -	\$ -
2026	\$ 962,682	\$ 16,395	\$ 979,077	\$ -	\$ -	\$ -
2027	\$ 287,560	\$ 4,740	\$ 292,300	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 7,447,908</b>	<b>\$ 214,981</b>	<b>\$ 7,662,889</b>	<b>\$ 107,258</b>	<b>\$ 1,015</b>	<b>\$ 108,273</b>

## 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 2023 members of the FRDC:

- Tony Bonacuse
- Damon Grothe
- Anderson Schoenrock
- Dan Canan
- Brad Johnson
- Ben Orr – Non-voting HSE Member

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

### Overall Successes

New Jobs: 712

Average Wage of New Jobs: \$81,086

Capital Investment: \$229,193,885

### CityWalk

Located just south of Al-Huda on Lantern Road, the CityWalk project is a \$75,000,000 mixed-use development on the Nickel Plate Trail. There will be 80 multi-family units, over 100 for-sale condos, and 40 townhomes as part of this development.

### District South

Rebar Development assembled 8 parcels on the south side of South Street within the Nickel Plate District to create the District South Development. This mixed-use development is a lower-density development to account for the residential neighborhood to the south. The Annex Group has committed to relocating its headquarters to Fishers as part of the \$32,400,000 project. One particular highlight of the project are the 7 small-business studios that will

### CityView

At the SW corner of 116<sup>th</sup> and Lantern Road, Higher Ground Development assembled approximately 2 acres to create an \$89,400,000 mixed unit development with internal parking garage. There will be approximately 150 age-restricted multi-family units and 16,000 SF of retail and commercial space within the development.

### Life Science

The City of Fishers continued to set itself apart in the life science industry with new companies and developments committing to Fishers. Pure Pharmacy is expanding in the Patch Development building at Indy Metro Airport. They plan on hiring 50 new employees and investing over \$4.5M.

Two additional companies committed to the Fishers Life Science and Innovation Park, taking the remaining 8 acres within the park. The \$15,000,000 project will have additional space for one more tenant in the building, along with RCS Medical and Certus.

DEPARTMENTAL INFORMATION



## SUMMARY OF PERSONNEL AND POSITIONS

### 2024 Salary Ordinance

	<b>2024 Maximum Bi-Weekly Salary</b>	<b>Annual Hours</b>	<b>Status</b>
<b><u>ADMINISTRATION</u></b>			
Administrative Assistant	\$2,147.65	1820	NE
Assistant City Attorney	\$4,057.44	N/A	EX
Assistant Director	\$3,918.24	N/A	EX
Corporation Counsel	\$7,226.87	N/A	EX
Chief of Staff	\$4,902.69	N/A	EX
Clerk/Receptionist	\$1,951.59	1820	NE
Customer Support Specialist	\$2,147.65	1820	NE
Deputy Clerk	\$2,602.10	1820	NE
Deputy Mayor	\$7,226.87	N/A	EX
Director of Economic and Community Development	\$7,226.87	N/A	EX
Director of Employee and Customer Success	\$3,918.24	N/A	EX
Director of Human Resources	\$4,422.96	N/A	EX
Director of Recreation and Wellness	\$7,226.87	N/A	EX
Economic Development Specialist	\$3,070.60	1820	NE
Human Resources Assistant	\$2,602.10	1820	NE
Human Resources Coordinator	\$3,223.50	1820	NE
Mayor's Executive Assistant	\$2,730.28	1820	NE
Office Manager	\$2,602.10	1820	NE
Paralegal	\$2,730.28	1820	NE
Training Manager	\$3,223.50	1820	NE
<b><u>BUSINESS SOLUTIONS GROUP</u></b>			
Application & Process Coordinator	\$3,223.50	1820	NE
Business Analyst	\$3,384.63	1820	NE
Chief Information Officer	\$4,902.69	N/A	EX
Director of Business Solutions Group	\$3,918.24	N/A	EX
Program Manager	\$3,749.95	N/A	EX
Project Manager	\$2,363.75	1820	NE
<b><u>COMMUNITY CENTER</u></b>			
Director of Community Center	\$4,422.96	N/A	EX
Membership Manager	\$3,070.60	1820	NE

	<b>2024 Maximum Bi-Weekly Salary</b>	<b>Annual Hours</b>	<b>Status</b>
<b><u>COMMUNITY AND PUBLIC RELATIONS</u></b>			
Assistant Director	\$3,918.24	N/A	EX
Community Outreach Manager	\$2,602.10	1820	NE
Community Engagement Coordinator	\$2,480.02	1820	NE
Director of Community and Public Relations	\$4,642.21	N/A	EX
Marketing and Public Relations Manager	\$2,602.10	1820	NE
Volunteer Coordinator	\$2,480.02	1820	NE
Marketing and PR Coordinator	\$2,147.65	1820	NE
<b><u>PLANNING AND ZONING</u></b>			
Administrative Assistant	\$2,147.65	1820	NE
Assistant Director	\$3,918.24	N/A	EX
Director of Planning & Zoning	\$4,902.69	N/A	EX
Office Manager	\$2,602.10	1820	NE
Planner	\$2,253.10	1820	NE
Senior Planner	\$3,070.60	1820	NE
Project Analyst	\$2,602.10	1820	NE
<b><u>CONTROLLER'S OFFICE</u></b>			
Budget Analyst I	\$2,253.10	1820	NE
Budget Analyst II	\$2,602.10	1820	NE
Budget Manager	\$3,070.60	1820	NE
Business Process Coordinator	\$2,602.10	1820	NE
City Controller	\$7,226.87	N/A	EX
Controller Staff I	\$2,147.65	1820	NE
Controller Staff II	\$2,363.75	1820	NE
Controller Staff III	\$2,730.28	1820	NE
Deputy Controller	\$3,918.24	N/A	EX
Revenue Analyst	\$3,070.60	1820	NE
Senior Controller Staff	\$3,749.95	1820	NE
Utility Manager	\$3,223.50	1820	NE
<b><u>ENGINEERING</u></b>			
Asset Manager	\$3,223.50	1820	NE
Assistant Engineer	\$3,384.63	1820	NE
Chief Infrastructure Inspector	\$3,223.50	1820	NE
Director of Engineering	\$7,226.87	N/A	EX
Engineering Assistant Director	\$4,422.96	N/A	EX
GIS Analyst	\$2,730.28	1820	NE
Infrastructure Inspector	\$2,602.10	1820	NE
Office Manager	\$2,602.10	1820	NE
Senior Infrastructure Inspector	\$2,866.82	1820	NE
Clothing Allowance	\$370/year max.		



	<b>2024 Maximum Bi-Weekly Salary</b>	<b>Annual Hours</b>	<b>Status</b>
<b><u>FIRE AND EMERGENCY SERVICES</u></b>			
Administrative Services Manager	\$3,070.60	1820	NE
Battalion Chief	\$4,594.27	2904	NE
Captain	\$4,303.56	2904	NE
Chief of Fire	\$7,226.87	N/A	EX
Community Risk Reduction Specialist	\$2,480.02	1820	NE
Deputy Chief	\$4,642.21	N/A	EX
Division Chief	\$4,214.30	N/A	EX
External Affairs Officer	\$3,070.60	1820	NE
Fire Inspector	\$2,866.82	1820	NE
Firefighter	\$3,555.48	2904	NE
Firefighter/Medic	\$3,773.42	2904	NE
Lieutenant	\$4,021.01	2904	NE
Project Manager	\$2,363.75	1820	NE
Staff Captain	\$3,647.66	1820	NE
Clothing Allowance	\$1300/year max.		
<b><u>FLEET</u></b>			
Director of Fleet and Inventory Control	\$4,214.30	N/A	EX
Fleet Technician I	\$2,480.02	1820	NE
Fleet Technician II	\$2,480.02	1820	NE
Fleet Technician III	\$3,070.60	1820	NE
Office Manager	\$2,602.10	1820	NE
Superintendent	\$3,384.63	1820	NE
Clothing Allowance	\$345/year max.		
<b><u>HEALTH DEPARTMENT</u></b>			
Community Health Advocate	\$2,147.65	1820	NE
Culture of Health Ambassador	\$2,480.02	1820	NE
Environmental Health Supervisor	\$3,070.60	1820	NE
Epidemiologist	\$3,384.63	N/A	EX
Deputy Director of Finance and Operations	\$3,918.24	N/A	EX
Health Educator	\$2,730.28	1820	NE
Nurse	\$3,070.60	1820	NE
Project Manager	\$2,363.75	1820	NE
Public Health Director	\$7,226.87	N/A	EX
Social Worker	\$3,223.50	1820	NE

	<b>2024 Maximum Bi-Weekly Salary</b>	<b>Annual Hours</b>	<b>Status</b>
<b><u>INFORMATION TECHNOLOGY</u></b>			
Application & Process Coordinator	\$3,223.50	1820	NE
Assistant Director	\$3,918.24	N/A	EX
Chief Information Security Officer	\$3,918.24	N/A	EX
Director of Information Technology	\$5,147.75	N/A	EX
GIS Analyst	\$2,730.28	1820	NE
GIS Coordinator	\$3,384.63	1820	NE
Help Desk Technician I	\$2,480.02	1820	NE
Help Desk Technician II	\$2,730.28	1820	NE
Help Desk Technician Coordinator	\$2,866.82	1820	NE
Network Engineer	\$3,749.95	1820	NE
Senior System Administrator	\$3,647.66	1820	NE
System Administrator	\$3,070.60	1820	NE
<b><u>PARKS &amp; RECREATION</u></b>			
AgriPark Manager	\$3,749.95	1820	NE
Aquatics Manager	\$2,866.82	1820	NE
Assistant Director	\$3,918.24	N/A	EX
Director of Parks & Recreation	\$4,422.96	N/A	EX
Naturalist	\$2,480.02	1820	NE
Office Manager	\$2,602.10	1820	NE
Operations and Administration Manager	\$3,384.63	1820	NE
Parks & Recreation Coordinator	\$2,480.02	1820	NE
Parks & Recreation Manager	\$2,866.82	1820	NE
Clothing Allowance	\$250/year max.		
<b><u>PERMITTING &amp; INSPECTIONS</u></b>			
Building Commissioner & Environmental Health Services Coor	\$4,642.21	N/A	EX
Assistant Building Commissioner	\$3,070.60	1820	NE
Building Inspector, I	\$2,480.02	1820	NE
Building Inspector II	\$2,866.82	1820	NE
Code Enforcer	\$2,253.10	1820	NE
Office Manager	\$2,602.10	1820	NE
Permits Manager	\$2,363.75	1820	NE
Residential Plans Examiner	\$2,480.02	1820	NE
Utility Locator	\$2,480.02	1820	NE
Clothing Allowance	\$370/year max.		

	<b>2024 Maximum Bi-Weekly Salary</b>	<b>Annual Hours</b>	<b>Status</b>
<b><u>POLICE</u></b>			
Accreditation Manager	\$3,384.63	1820	NE
Administrative Assistant	\$2,147.65	1820	NE
Assistant Records Manager	\$3,384.63	1820	NE
Assistant Chief	\$4,642.21	N/A	EX
Captain	\$4,214.30	N/A	EX
Chief of Police	\$7,226.87	N/A	EX
Criminal Forensics Investigator	\$3,070.60	2080	NE
Detective	\$3,070.60	2080	NE
Humane Officer	\$3,070.60	1820	NE
Intelligence Analyst I	\$2,730.28	1820	NE
Intelligence Analyst II	\$3,070.60	1820	NE
Lieutenant	\$3,749.95	2080	NE
Major	\$4,422.96	N/A	EX
Office Manager	\$2,602.10	1820	NE
Police Officer	\$3,070.60	2080	NE
Property Room Manager	\$2,602.10	1820	NE
Records Clerk	\$1,951.59	1820	NE
Records Quality Assurance Technician	\$2,602.10	1820	NE
Records Manager	\$3,384.63	1820	NE
Sergeant/Investigations	\$3,384.63	2080	NE
Sergeant/USD	\$3,384.63	2080	NE
Clothing Allowance	\$1300/year max.		
<b><u>COURT</u></b>			
Deputy Clerk of the Court	\$2,602.10	1820	NE
Clothing Allowance	\$50/year max.		
<b><u>ELECTED</u></b>			
Council Member	\$934.12	N/A	N/A
City Clerk	\$2,839.15	N/A	N/A
Judge	\$3,313.50	N/A	N/A
Mayor	\$6,264.62	N/A	N/A
<b><u>Part-Time and Temporary Miscellaneous Positions</u></b>			
Part-Time Office Support	UP TO \$30.00/HOUR	N/A	NE
Part-Time Field Support	UP TO \$35.00/HOUR	N/A	NE
Part-Time Health Department Support	UP TO \$45.00/HOUR	N/A	NE
Part-Time Bailiff	UP TO \$25.00/HOUR	N/A	NE
Part-Time School Resource Officer	UP TO \$50.00/HOUR	N/A	NE

	<b>2024 Maximum Bi-Weekly Salary</b>	<b>Annual Hours</b>	<b>Status</b>
<b><u>PUBLIC WORKS</u></b>			
Asset Management Coordinator	\$2,480.02	1820	NE
Assistant Director	\$3,918.24	N/A	EX
Assistant Superintendent - Maintenance	\$3,223.50	1820	NE
Director of Public Works	\$5,147.75	N/A	EX
Director of Water Quality	\$4,214.30	N/A	EX
Engineer	\$3,749.95	1820	NE
Foreman	\$2,730.28	1820	NE
HVAC Technician	\$2,730.28	1820	NE
Inspector	\$2,253.10	1820	NE
Inspector - Water Quality	\$2,363.75	1820	NE
Inventory Control Assistant Manager	\$2,866.82	1820	NE
Inventory Control Manager	\$3,223.50	1820	NE
Inventory Control Specialist	\$2,363.75	1820	NE
Laboratory Manager	\$3,223.50	1820	NE
Laboratory Technician	\$2,363.75	1820	NE
Laborer	\$1,951.59	1820	NE
Maintenance Technician I	\$1,951.59	1820	NE
Maintenance Technician II	\$2,730.28	1820	NE
Safety Director	\$3,647.66	1820	NE
Senior Laborer	\$2,363.75	1820	NE
Senior Maintenance Technician	\$3,223.50	1820	NE
Stormwater Technician	\$2,480.02	1820	NE
Superintendent	\$3,384.63	1820	NE
Utility Analyst	\$3,223.50	1820	NE
Wastewater Plant Operator	\$2,480.02	1820	NE
Water Quality Engineer	\$3,384.63	1820	NE
Clothing Allowance	\$340/year max.		

<b><u>Incentive/Specialty Pays</u></b>	<b><u>Annual Amount</u></b>		
Certified Network Engineer	\$500		
Bilingual (Police)	\$1,500		
Data Base Administrator	\$500		
Detective	\$1,500		
Dive Team (Police)	\$1,750		
Emergency Response Team (ERT) - PD Only	\$1,750		
Evidence Technician (ET)	\$1,000		
Field Training Officer (FTO)	\$80/shift		
Master ASE	\$1,000		
On-call (Police)	\$1,500		
On-call (Crime Reconstruction)	\$1,000		
Paramedic (Fire)	\$4,500		
Paramedic (Police)	\$2,250		
Systems Administrator	\$500		
	<b><u>Sworn Police Longevity</u></b>	<b><u>Sworn Fire Longevity</u></b>	
	\$200/year	\$5000/year max	

**City Authorized Position List**

Position	Budget		Approved		Approved		Approved	
	2024		2023		2022		2021	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Administration</b>								
Mayor	1		1		1		1	
Deputy Mayor	1		1		1			
City Attorney	1		1		1		1	
Assistant City Attorney							1	
Legal Assistant							1	
Executive Assistant to the Mayor	1		1		1		1	
Office Manager Customer Experience*title change to Director of Employee & Customer Success	1		1		1		1	
Administration Assistant-Customer Exp	5		5		5		4	
Director of Public Relations	1		1		1		1	
Assistant Director of Public Relations	1		1		1		2	
Brand Coordinator							1	
Marketing and Public Relations Manager	1		1		1		1	
Community Engagement & Volunteer Coordinator	1		1		1		1	1
Community Outreach Manager	1		1		1			
Office Support		2		2		2		6
Human Resources Director	1		1		1		1	
Human Resources Assistant	3		3		3		2	
Director of Economic Development	1		1		1		1	
Assistant Director of Economic Development	1		1		1		1	
Economic Development Specialist								
Business Analyst	4		4		5		4	
Training Manager								
Project Manager BSG							1	
Interns		5				6		3
<b>Total</b>	<b>25</b>	<b>7</b>	<b>25</b>	<b>2</b>	<b>26</b>	<b>8</b>	<b>26</b>	<b>10</b>
<b>City Clerk</b>								
City Clerk (Formerly Clerk-Treasurer)	1		1		1		1	
Deputy Clerk of the Court	1		1		1		1	
Deputy Clerk								
<b>Total</b>	<b>2</b>		<b>2</b>		<b>2</b>		<b>2</b>	

Position	Budget		Approved		Approved		Approved	
	2024		2023		2022		2021	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Controller's Office</b>								
Controller	1		1		1		1	
Deputy Controller	3		3		3		3	
Senior Controller Staff	2		3		3		3	
Controller Staff I	2	1	2		2		2	
Controller Staff II	2		1		1		1	
Budget Analyst II	1		1		1		1	
Budget Analyst								
Revenue Specialist	1							
Business Process Coordinator	1		1		1		1	1
Intern								1
<b>Total</b>	<b>13</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>2</b>
<b>Planning &amp; Zoning</b>								
Director	1		1		1		1	
Assistant Director of Planning	1		1		1			
Office Manager	1		1		1		1	
Project Analyst								
Senior Planner/Planner III							2	
Planner I	2		2		2		1	
Planner II	2		2		2		3	
Associate Planner								
Administrative Assistant		1		1		1		1
Intern		3		1		1		2
<b>Total</b>	<b>7</b>	<b>4</b>	<b>7</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>8</b>	<b>3</b>
<b>Permitting &amp; Inspections</b>								
Residential Plan Examiner	1		1		1		1	
Code Enforcement Inspector	2		2		2		2	
Environmental Health Inspector	1		1	1	1	1		
Building Commissioner	1		1		1		1	
Assistant Building Commission	1		1		1		1	
Permits Manager	1		1		1		1	
Administrative Assistant								
Building Inspector I	4		4		4		4	
Building Inspector II	1		1		1		1	
Utility Locator	2		2		2		1	2
Infrastructure Inspector								
Code Enforcement Inspector								
Clerk-Receptionist								
Office Manager	1		1		1		1	
Fire Inspectors	4		2		2		2	1
<b>Total</b>	<b>19</b>	<b>0</b>	<b>17</b>	<b>1</b>	<b>17</b>	<b>1</b>	<b>13</b>	<b>2</b>

Position	Budget		Approved		Approved		Approved	
	2024		2023		2022		2021	
<i>City Court</i>	FT	PT	FT	PT	FT	PT	FT	PT
Judge	1			1		1		1
Court Bailiff	1			1		1		1
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b><i>Engineering</i></b>								
Director	1		1		1		1	
Assistant Director	1		1		1		1	
Assistant Engineer	3		3		3		2	
Chief Inspector	1		1		1		1	
Infrastructure Inspector	3	1	3	1	3	1	3	1
Traffic Technician	1		1		1		1	
Administrative Assistant	1		1		1		1	
Deputy Controller-Engineering	1		1		1		1	
GIS Analyst	1		1		1		1	
Intern		4		3		3		3
<b>Total</b>	<b>13</b>	<b>5</b>	<b>13</b>	<b>4</b>	<b>13</b>	<b>4</b>	<b>12</b>	<b>4</b>
<b><i>Fire &amp; Emergency Services</i></b>								
Chief	1		1		1		1	
Deputy Fire Chief	1		1		1		1	
Fire Marshal								
Division Chief	3		2		2		3	
Staff Captain	3		3		3		1	
Staff Lieutenant								
Station Captain/Captain	9		9		9		10	
Battalion Chief	3		3		3		3	
Lieutenant/Shift Lieutenant/Station Lieutenant	25		25		25		25	
Firefighter / Medic	120		111		105		97	
Project Manager	2		2		2		1	
Office Manager	1		1		1		1	
Administrative Asst							1	
Public Educator				1				
Community Risk Reduction Specialist			1		1		1	
Laborer				1		1		1
<b>Total</b>	<b>168</b>	<b>0</b>	<b>159</b>	<b>2</b>	<b>153</b>	<b>1</b>	<b>145</b>	<b>1</b>



Position	Budget		Approved		Approved		Approved	
	2024	2023	2022	2021	2024	2023	2022	2021
<i>Health Department</i>	FT	PT	FT	PT	FT	PT	FT	PT
Public Health Director	1		1		1		1	
Food Inspector	2	1	1		1		1	
Health Educator	1		1		1		1	
Public Health Nurse	1		1		1			1
Epidemiologist-Assistant Director	1		1		1			1
Public Health Nurse & Preparedness Coordinator <i>*Grant Funded</i>	2		1		1			
Project Manager <i>*Grant Funded</i>	1		1		1			
Nurse <i>*Grant Funded</i>	1	1	1	1	1	1		
Social Worker - Nurse <i>*Grant Funded</i>	1							
Grant Manager <i>*Grant Funded</i>	1							
Community Health Advocate <i>*Grant Funded</i>	1		1		1			
Culture of Health Manager	1		1					
Vital Records Clerk	1		1					
<b>Total</b>	<b>15</b>	<b>2</b>	<b>11</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>2</b>
<b><i>Fleet Management</i></b>								
Director of Fleet Management	1		1		1		1	
Assistant Director								
Office Manager	1		1		1		1	
Mechanic III	2		2		2		2	
Mechanic II	5		5		5		5	
Mechanic I								
Intern		1		1		1		1
Laborers		2		2		2		2
Superintendent	1		1		1		1	
Fleet Technician I			1					
<b>Total</b>	<b>10</b>	<b>3</b>	<b>11</b>	<b>3</b>	<b>10</b>	<b>3</b>	<b>10</b>	<b>3</b>
<b><i>Information Technology</i></b>								
Director of Information Technology	1		1		1		1	
Assistant Director	1		1		1		1	
Business Analyst			1					
Application and Process Coordinator								
Senior System Administrator	3		1		1			
System Administrator	4		4		4		5	
Network Engineer <i>* contract employee moved to FTE</i>	2		1		1			
Office Manager							1	
GIS Coordinator	2		2		2		1	
Chief Security Officer	1		1		1		1	
Inter/Office Support		1		1		1		3
<b>Total</b>	<b>14</b>	<b>1</b>	<b>12</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>10</b>	<b>3</b>

Position	Budget		Approved		Approved		Approved	
	2024		2023		2022		2021	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Police Department</b>								
<b>Support Division</b>								
Chief	1		1		1		1	
Assistant Chief	2		2		2		2	
Major	1		1		1		1	
Lieutenant	2		2		2		2	
Sergeant	1		1		1		1	
<b>Patrol Division</b>								
Major	1		1		1		1	
Lieutenant	6		6		6		6	
Sergeant	13		13		13		15	
Officers	77		74		74		69	
<b>Investigations Division</b>								
Major	1		1		1		1	
Lieutenant	2		2		2		2	
Sergeant	3		3		3		3	
Detectives	13		13		13		9	
<b>Operations</b>								
Captain							1	
Lieutenant	1		1		1		1	
Detectives							3	
Sergeant	3		2		2		3	
<b>Civilian</b>								
Office Manager	1		1		1		1	
Administrative Assistant	2		2		2		2	
Records Manager	1		1		1		1	
Assistant Records Manager	1		1		1			
Clerk	3		3		3		2	
Records Quality Assurance Technician							1	
Accreditation Coordinator	1		1		1		1	
Property Officer	1		1		1		1	
Civilian Intelligence Analyst *1 partial funded through <b>INDY Crime Gun Task Force</b>	4		6		6		3	
Criminal Forensics Investigator	3							
Community Outreach Coordinator	1							
Humane Officer	1		1		1		1	
Body Worn Camera Manager							1	
Intern		2				2		2
<b>Total</b>	<b>146</b>	<b>2</b>	<b>140</b>	<b>0</b>	<b>140</b>	<b>2</b>	<b>135</b>	<b>2</b>

Position	Budget		Approved		Approved		Approved	
	2024		2023		2022		2021	
<i>Public Works</i>								
Director	1		1		1		1	
Assistant Director	1		1		1		2	
Safety Coordinator	1		1		1		1	
Project Manager			1		1		1	
Inventory Control Manager	3		1		1		1	
Superintendent Asset Management			1		1		1	
Inventory Control Assistant Manager			1		1		1	
Office Support	2					2		6
STREETS Superintendent	1		1		1		1	
Foreman	8		8		8		8	
STREETS Laborer	14	4	16	6	14	4	14	
STREETS Senior Laborer	7		7		7		7	
STREETS Seasonal Laborers		15		15		15		20
STREETS Seasonal Snowplow Personnel		15		18		18		50
STREETS Seasonal Snow Backhoe operators		10		10		10		8
PARKS Superintendent	1		1		1		1	
PARKS Foreman	6		6		6		6	
PARKS Laborer	15	4	17	3	15	3	13	
PARKS Senior Laborer	2		2		2		4	
PARKS Seasonal Laborers		22		14		14		21
FACILILTIES MAINTENANCE Superintendent	1		1		1		1	
FACILITIES MAINTENANCE Assistant Superintendent	1						1	
FACILITIES MAINTENANCE Maintenance Tech II	2		2		1		5	
FACILITIES MAINTENANCE Maintenance Tech I	3		1				2	
FACILITIES MAINTENANCE Senior Building Maintenance Tech	3		4		4		1	
FACILITIES MAINTENANCE Laborers		1	3		3			5
WATER QUALITY Director of Water Quality	1		1		1		1	
WATER QUALITY Superintendent	3		3		3		3	
WATER QUALITY Senior Wastewater Plant Operator			1		1			
WATER QUALITY Laboratory Mgr.	1		1		1		1	
WATER QUALITY Laboratory Tech.	1		1		1		1	
WATER QUALITY Wastewater Plant Operator	3		3		3		3	
WATER QUALITY Laborer	7	3	9	4	9	4	6	5
WATER QUALITY Senior Laborers	4		2		2		1	
WATER QUALITY Senior Maintenance Tech	4		3		3		1	
WATER QUALITY Foreman	2		2		2		2	
WATER QUALITY Inspector	2		1		1		1	
WATER QUALITY Seasonal Laborers (PT)		3						3
WATER QUALITY Assistant Engineer	1		1		1		1	
WATER QUALITY Stormwater Technician	1		1				1	
WATER QUALITY Office Support		1		1		1		
WATER QUALITY Intern		2		1		1		
<b>Total</b>	<b>102</b>	<b>80</b>	<b>105</b>	<b>72</b>	<b>98</b>	<b>72</b>	<b>94</b>	<b>118</b>

Position	Budget		Approved		Approved		Approved	
	2024		2023		2022		2021	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>Parks &amp; Recreation</b>								
Director of Parks & Recreation	2		1		1		1	
Assistant Director of Parks & Recreation	1		1		1		1	
Administration and Operations Manager	1		1		1		1	
Administrative Assistant	1		1		1		1	
Chief Naturalist							1	
Maker Space Manager	1		1	1	1	1		
Recreation Program Coordinator	1		1		1		1	
Special Events Manager							1	
Intern/Field Support		7				5		5
Agri Park Manager	1		1	1	1	1	1	
Experience Coordinator	6	11	4	4	4	4	3	11
GWF/ Agri Park Seasonal Staff		5						
Head Summer Camp Counselors		5						
Summer Camp Counselors		65		62		62		24
Marketing Assistant		1	1	1		2		
Aquatics Manager * new in 2023	1		1					
Head Lifeguards * new in 2023		5		5				
Lifeguards * new in 2023		50		35				
Operations Manager Comm Ctr - *new in 2024, half year	1							
Camp Manager - * new in 2024	1							
<b>Total</b>	<b>17</b>	<b>149</b>	<b>13</b>	<b>109</b>	<b>11</b>	<b>75</b>	<b>11</b>	<b>40</b>

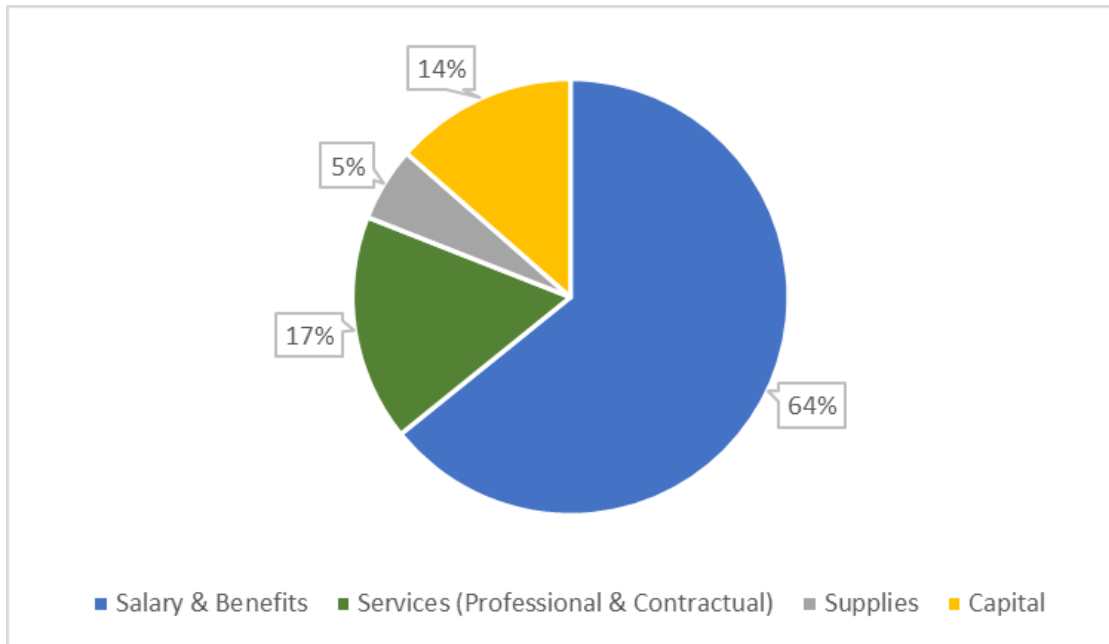
Position	Budget		Approved		Approved		Approved	
	2024		2023		2022		2021	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>TOTAL FOR ORGANIZATION</b>								
	<b>553</b>	<b>250</b>	<b>520</b>	<b>197</b>	<b>502</b>	<b>170</b>	<b>473</b>	<b>187</b>

In 2023 the City will still bring in a balanced budget while making significant investments in our Employees and Community and decreasing the tax rate.

- 5% raise for employees and elected officials
- 3 New Firefighters
- 3 New Police Officers/2 New School Resource Officers/1 Forensic Technician
- 1 Health Inspector
- 1 Public Health Nurse
- 2 Sidewalk Repair Laborers
- 1 Community Operations Manager
- 1 Community Center Membership Manager

## 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 2024 budget makes a significant investment in the personnel of the City and for additional staff.

- 5% 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.

### Public Safety Investment:

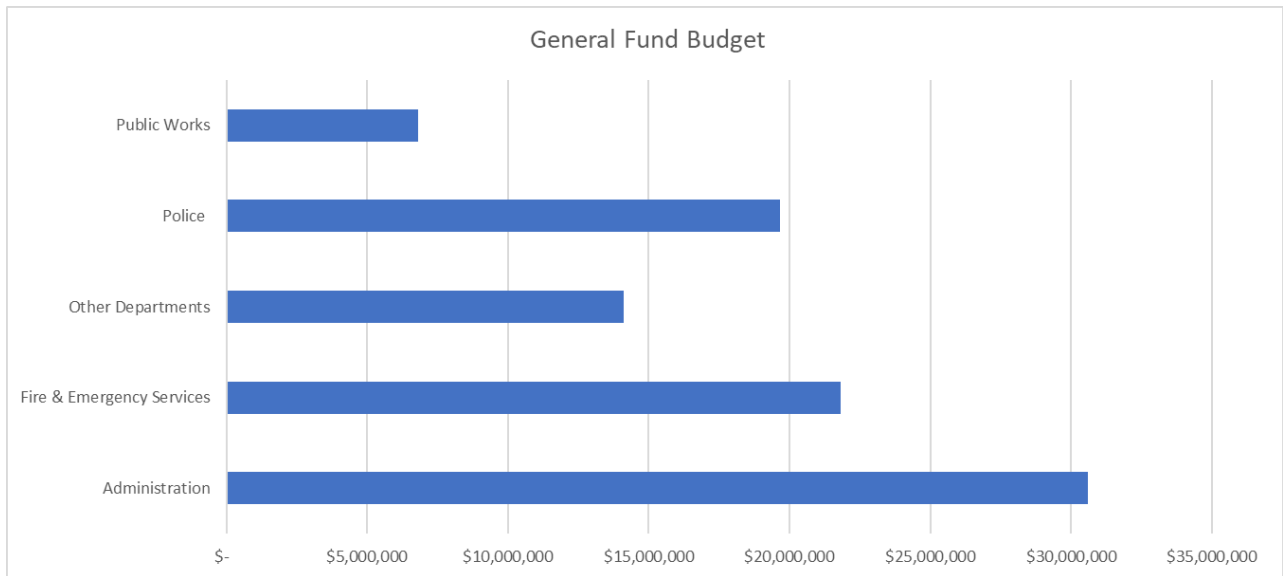
- 3 New Sworn Police Officers
- 2 New School Resource Officers
- 1 New Forensic Technician
- 3 New Full Time Firefighters

### Additional City Staff:

- 1 Full Time Health Inspector
- 1 New Public Health Nurse
- Transition of 1 Part Time Parks Staff to Full Time
- 1 Community Outreach Manager
- 1 Community Center Membership Manager

Within the General Fund, Public Safety constitutes 56.2% of the overall 2024 proposed budget. The Administration Department is made up of multiple divisions including:

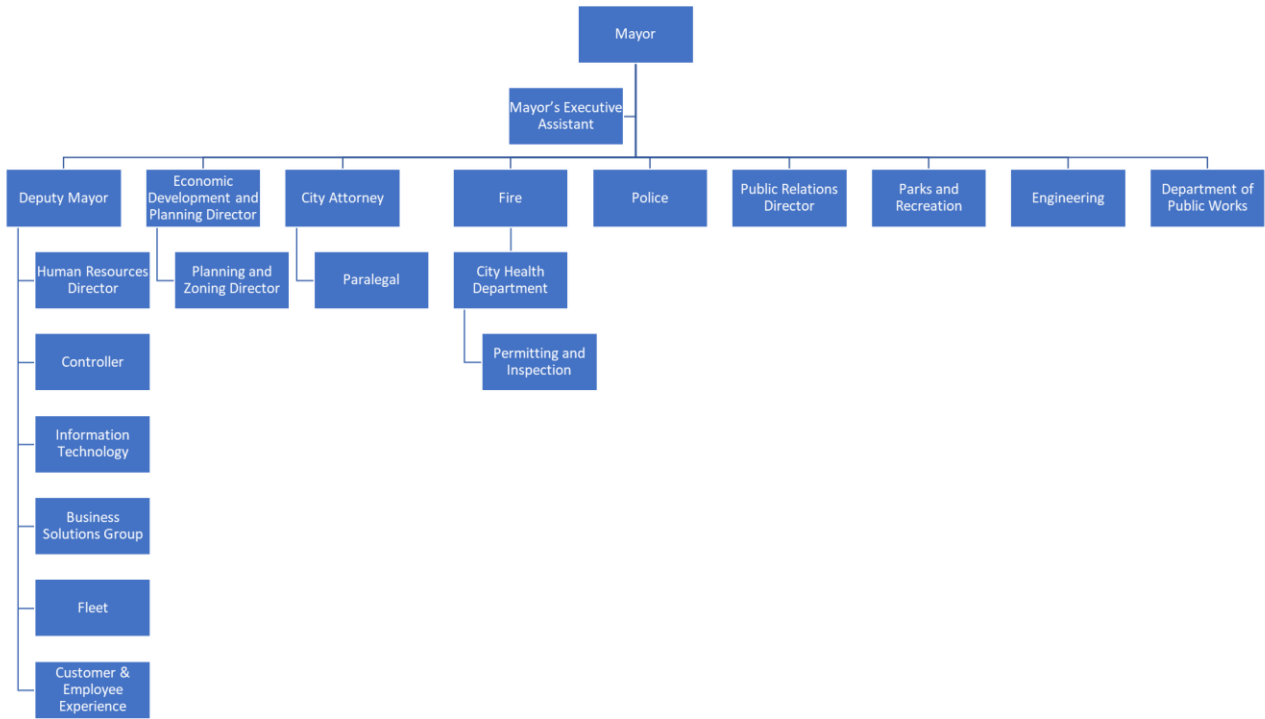
- Human Resources
- Legal Department
- Public Relations
- Business Solutions Group
- Controller’s Office
- Economic Development



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 - Mayor's Office



The City of Fishers Administration Department, led by the Mayor, and is responsible for all operations of the City. The human resources, public relations, business solutions group and economic development and planning all report to through the Mayor's office. Included in the operating budget are several city-wide provided costs, 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.

Fund	General	Sewer	Stormwater	Other	Total
Total	\$ 5,793,243	\$ 1,088,243	\$ 434,809	\$ 13,216,662	\$ 20,532,957

Object	Description	Amount
41113	FT Salaries	\$1,355,001
41114	PT Salaries	\$233,629
41300	Employee Benefits	\$346,058
42200	Operating Supplies	\$121,000
43100	Profession Services	\$4,966,117
43101	Legal Services	\$367,500
43200	Comms & Transportation	\$34,925
43202	Postage	\$30,000
43804	Lease Payment	\$8,500,000
43300	Printing and Advertising	\$5,600
44905	Capital Lease Payment	\$2,710,000
44920	Capital Expenses	\$113,127
45200	Interfund Operating Transfers	\$1,750,000
	TOTAL	\$20,532,957

The goals for the City are described in the Fishers 2040 Comprehensive Plan section of this document. The goals are summarized below:

Vision

The City of Fishers is smart, vibrant, and entrepreneurial city that provides an exceptional quality of life and fosters a culture of innovation and resiliency.

1. Fishers will be a connected community with a strong sense of place, inviting streetscapes and building designs, linked trails and a well- planned road network.
2. Fishers will celebrate and encourage innovative and diverse designs in our built environment and use of open space that complement and support our entrepreneurial culture.
3. Fishers will be resilient, maintaining vibrancy and withstanding the tests of time through thoughtful planning and focused reinvestment and maintenance.
4. Fishers will be accessible and welcoming to all who wish to create their life in Fishers as a city of opportunity and quality for all ages, stages, and abilities of life.
5. Fishers will be a sustainable community, both financially and in our stewardship of the ecological and built environment through diverse land use, quality construction and proactive maintenance strategies.

Strategic Priority				
Future Land Use				
<b>Action Item</b>				
Area Planning and Topics for Future Study				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Identify future redevelopment areas for special study.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Conduct corridor studies in specific areas around the city.	Started	In Process	In Process	On Going
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Study new land use opportunities.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Study land uses along trails and natural resources	2	2	2	2
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Identify potential updates to land use policies.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Review policies that would improve environmental sustainability.	0	1	1	2
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Assess opportunities for future redevelopment.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Identify 2 future redevelopment opportunities.	0	3	4	6

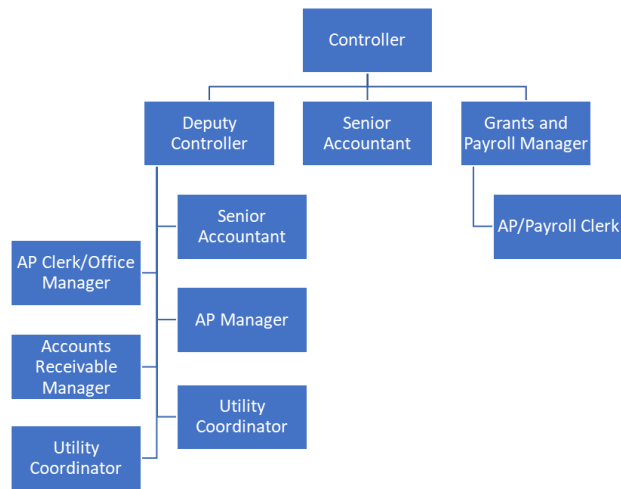


<b>Strategic Priority</b>					
Housing and Neighborhoods					
<b>Action Item</b>					
Housing and Neighborhood Design Innovation					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Mayor</b>	
Improve plan review to encourage innovation with architectural consultant.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Plan review policies updated.		0	1	1	2
<b>Action Item</b>					
Reviatlization and Upkeep of Existing Neighborhoods					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Mayor</b>	
Create resources for maintenance and revitalization of neighborhoods					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Meeting with neighborhoods and landlords to indentify needs.		0	1	1	2
<b>Action Item</b>					
UDO Updates					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Mayor</b>	
Revise UDO standards to require purposeful elements such as stormwater, gardens, art, etc.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.		0	0	1	1
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Mayor</b>	
Revise UDO standards to rallow for art installation payment in lieu of in regards to open space.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.		0	0	1	1
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Mayor</b>	
Create a committee to review architechtural standards for residential new construction.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.		0	0	0	0

<b>Strategic Priority</b>				
Transportation				
<b>Action Item</b>				
Communication and Education				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Keep residents updated about infrastructure projects.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Number of communications to residents.	4	4	4	12
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Create signage for bicyclists awareness for drivers.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Install signage at trail crossing.	0	2	2	3
<b>Action Item</b>				
UDO Updates and Standards				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Update UDO to require connected bicycle, pedestrian and automotive networks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.	0	1	1	1
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Require roadway designs that reduce the speed of traffic.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.	0	1	1	1
<b>Action Item</b>				
Infrastructure - Pedestrian, Bicycle and Trails				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Fill the gaps in the trail networks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Complete a trail gap analysis.	0	1	1	1
Identify funding opportunities to support the effort.	0	1	1	1
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Create development nodes that provide bicycle and pedestrian connectivity.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Completed nodes	0	2	2	2
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Study pedestrian connectivity in key locations across the city.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Locations identified.	0	1	1	3
<b>Tactic</b>	<b>Responsible Department</b>		<b>Mayor</b>	
Investigate safety measures needed for high traffic pedestrian travel is expected.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Safety measures installed.	0	2	2	3

<b>Strategic Priority</b>				
Parks				
<b>Action Item</b>				
Improvements and Upgrades to Existing Parks and Trails				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Build new facillities as listed in the Park Impact Fee Study.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
New facilities built.	2	1	1	2
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Continue to implement phase one of the ADA transition plan.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
ADA updates to existing trail and sidewalk infrastructure.	5	5	5	7
<b>Action Item</b>				
New Parks, Trails and Amenities				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Construct greenways and trail connections to create a network to the city's natural amenities.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Connections constructed.	0	1	2	2
<b>Action Item</b>				
Land Acquisition				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Aquire additional land for future parks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Land acquisitions completed for new parks.	1	1	1	1
Land acqisitions completed for new pocket parks.	0	0	2	1
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Update UDO to require resdential developments to connect to adjacent parks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards updated.	0	0	1	1
<b>Action Item</b>				
Event Spaces and Programming				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Create additional civic spaces within parks for events, festivals and other community gatherings.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Civic spaces created/updated.	1	1	1	1
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Identiy indoor community recreation and event facilities.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Locations identified.	0	1	1	0
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Implement priorities identified in the Art and Culture master plan.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Projects implemented	1	1	2	2
<b>Action Item</b>				
Partnerships				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Consider the feasibility of a citywide or regional bike share program				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Meetings with partners to determine feasibility.	0	1	1	1
<b>Tactic</b>	<b>Responisbile Department</b>		<b>Mayor</b>	
Design and construct regional connections identified in the Bicycle and Pedestrian Master Plan.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Connections constructed.	0	1	1	2

## 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 funds specific to salaries and benefits.

Fund	General	Sewer	Stormwater	Total
Total	\$ 22,705,753	\$ 3,175,750	\$ 807,961	\$ 26,689,464

Object	Description	Amount
41113	FT Salaries	\$914,333
41114	PT Salaries	\$27,718
41300	Employee Benefits	\$218,380
41400	Self-Funded Insurance	\$10,481,533
42200	Operating Supplies	\$28,500
43100	Profession Services	\$2,244,500
43200	Comms & Transportation	\$42,000
43901	Refunds Awards Indemnities	\$2,500
44400	Improve't Other than Buildings	\$230,000
44920	Capital Expenses	\$12,500,000
	TOTAL	\$26,689,464

## Performance Measures

<b>Strategic Priority</b>				
Resilient				
<b>Action Item</b>				
Maintaining vibrancy through reinvestment and maintenance.				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Controller</b>	
Pursue grants to leverage local dollars for larger improvement and implement new programming.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Grants applications submitted	16	33	30	30
Grants application awarded	16	30	25	28
<b>Tactic</b>	<b>Responsible Department</b>		<b>Controller</b>	
Collect outstanding revenue for utilities services provided.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Amount of outstanding revenue collected	20,000	42,000	60,000	80,000

## City Clerk and City Court



The City Clerk is an official elected by residents of the City of Fishers. In general, this position oversees City records and operates through the General Fund.

- Manage and secure city records.
- 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.
- 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.

Fund	General	Total
Total	\$ 103,007	\$ 103,007

Object	Description	Amount
41113	FT Salaries	\$ 73,820
41300	Employee Benefits	\$ 18,187
42200	Operating Supplies	\$ 1,500
43100	Profession Services	\$ 8,000
43200	Comms & Transportation	\$ 1,500
	TOTAL	\$ 103,007



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 budget included General Fund operating costs and deferral program expenses.

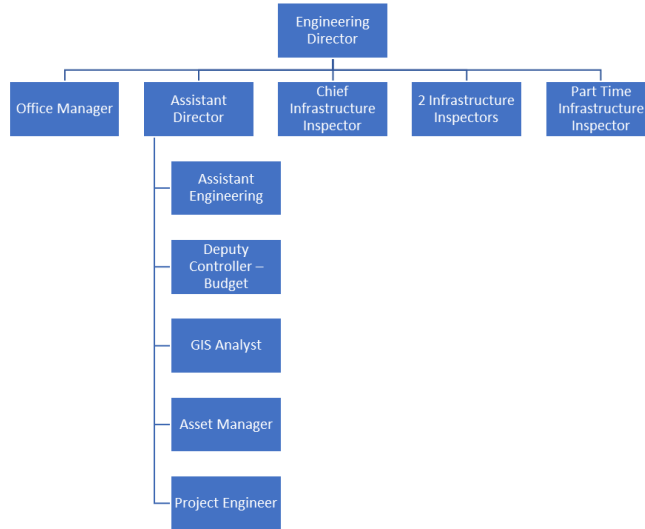
Fund	General	Total
Total	\$ 120,400	\$ 120,400

Object	Description	Amount
41114	PT Salaries	\$ 99,747
41300	Employee Benefits	\$ 10,653
42200	Operating Supplies	\$ 5,000
43100	Professional Services	\$ 4,500
43202	Postage	\$ 500
	TOTAL	\$ 120,400

#### Performance Measures

The City Clerk and City Court are elected offices and separate branches of government from the City Government profiled in this document. These pieces of the City government do not participate in Citywide goal setting and therefore do not have any goals, objectives or outcomes to include in this document.

## 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 projects.

Fund	GENERAL	MVH	Sewer	Stormwater	Combined Other	Total
Total	\$ 345,000	\$ 550,070	\$ 772,750	\$ 63,000	\$ 3,785,000	\$ 5,515,820

Object	Description	Amount
41113	FT Salaries	\$1,165,508
41114	PT Salaries	\$48,577
41300	Employee Benefits	\$265,915
42200	Operating Supplies	\$35,500
43100	Profession Services	\$509,320
43200	Comms & Transportation	\$11,000
44200	Infrastructure	\$3,480,000
	TOTAL	\$5,515,820

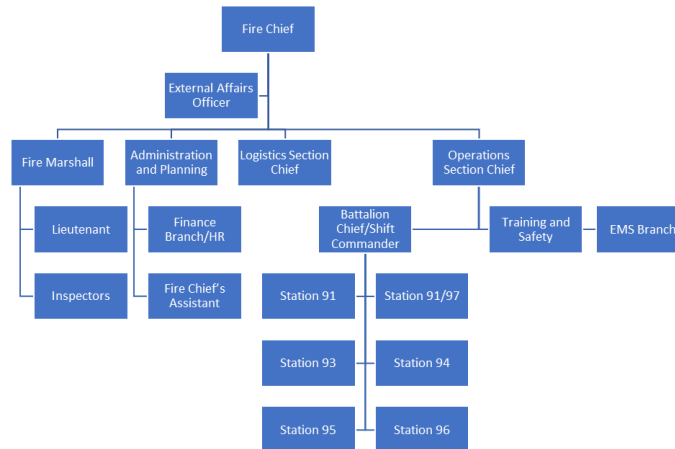


## Performance Measures

Strategic Priority					
Future Land Use					
<b>Action Item</b>					
Area Planning and Topics for Future Study					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Identify future redevelopment areas for special study.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Conduct corridor studies in specific areas around the city.		Not started	Started	Started	In Process
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Study new land use opportunities.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Study land uses along trails and natural resources		0	0	2	2
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Assess opportunities for future redevelopment.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Identify 2 future redevelopment opportunities.		0	2	3	6
<b>Action Item</b>					
Infrastructure - Streets and Traffic					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Properly light all instersections.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Lighting projects completed.		0	5	4	6
Strategic Priority					
Parks					
<b>Action Item</b>					
Improvements and Upgrades to Existing Parks and Trails					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Continue to implement phase one of the ADA transition plan.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
ADA updates to existing trail and sidewalk infrastructure.		5	5	5	7
<b>Action Item</b>					
New Parks, Trails and Amenities					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Construct greenways and trail connections to create a network to the city's natural amenities.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Connections constructed.		0	1	2	2
<b>Action Item</b>					
Partnerships					
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Create partnerships with existing businesses near natural amenities to provide better access.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Partnerships established.		0	0	1	2
<b>Tactic</b>		<b>Responisbile Department</b>		<b>Engineering</b>	
Design and construct regional connections identified in the Bicycle and Pedestrian Master Plan.					
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Connections constructed.		0	1	1	2

Strategic Priority				
Transportation				
<b>Action Item</b>				
Communication and Education				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Keep residents updated about infrastructure projects.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Number of communications to residents.	4	4	4	12
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Create signage for bicyclists awareness for drivers.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Install signage at trail crossing.	0	2	2	3
<b>Action Item</b>				
UDO Updates and Standards				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Update UDO to require connected bicycle, pedestrian and automotive networks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.	0	1	1	1
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Require roadway designs that reduce the speed of traffic.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.	0	1	1	1
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Update UDO to require connected bicycle, pedestrian and automotive networks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards revised.	0	0	1	1
<b>Action Item</b>				
Infrastructure - Pedestrian, Bicycle and Trails				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Fill the gaps in the trail networks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Complete a trail gap analysis.	0	1	1	1
Identify funding opportunities to support the effort.	0	1	1	1
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Create development nodes that provide bicycle and pedestrian connectivity.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Completed nodes	0	2	2	2
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Study pedestrian connectivity in key locations across the city.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Locations identified.	0	1	1	3
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Investigate safety measures needed for high traffic pedestrian travel is expected.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Safety measures installed.	0	2	2	3
<b>Action Item</b>				
Infrastructure - Streets and Traffic				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Ensure all primary and secondary arterial intersections are properly lit.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Intersections properly lit.	10	10	12	15
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Expand on the signal modernization at the city's major corridors to address congestion.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Moderation activities completed	0	0	1	1
<b>Tactic</b>	<b>Responsible Department</b>		<b>Engineering</b>	
Update trail crossing with lights and pedestrian signals.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Updates made to trails.	0	2	2	2

## Fire and Emergency Services



The Fishers Fire Department (operating under the General Fund) has 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.

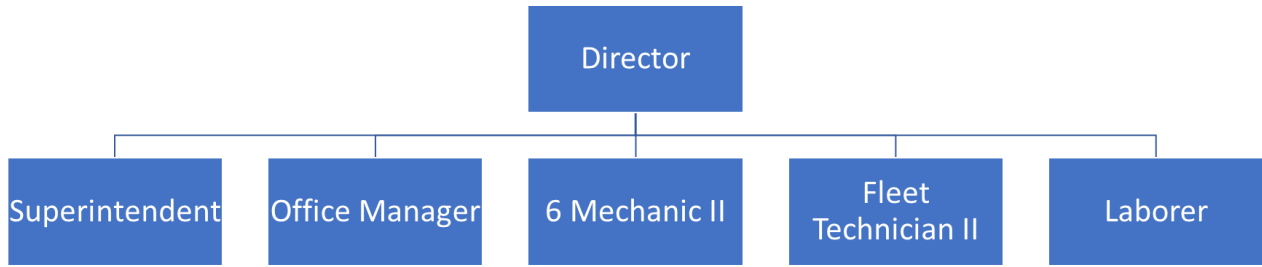
Fund	General	Total
Total	\$ 21,828,921	\$ 21,828,921

Object	Description	Amount
41113	FT Salaries	\$15,526,957
41114	PT Salaries	\$15,707
41300	Employee Benefits	\$4,347,230
42200	Operating Supplies	\$817,120
42231	Uniforms	\$290,100
43100	Professional Services	\$665,071
43200	Comms & Transportation	\$142,236
43202	Postage	\$1,000
43300	Printing and Advertising	\$8,500
43901	Refunds Awards Indemnities	\$15,000
	TOTAL	\$21,828,921

## Performance Measures

<b>Strategic Priority</b>				
Accessible				
<b>Action Item</b>				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
<b>Tactic</b>	<b>Responsible Department</b>		<b>Fire</b>	
Provide fast and accurate responses to all calls dispatched to the department.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Emergency responses.	7,007	8,067	8,500	9,000
<b>Tactic</b>	<b>Responsible Department</b>		<b>Fire</b>	
Staff the department with properly trained staff.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Training hours.	10,100	29,399	30,000	31,000
<b>Tactic</b>	<b>Responsible Department</b>		<b>Fire</b>	
Provide communication and education to residents.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Programs participated in.	5	18	18	20
Total number of people educated.	60,000	75,933	77,000	79,000
Total number of social media views. *new in 2022	N/A	6,234,057	6,500,000	6,600,000

## 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.

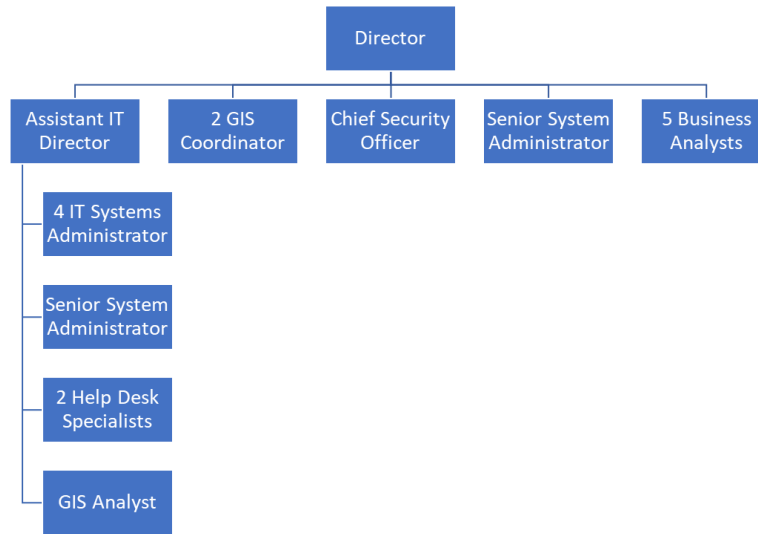
Fund	General	MVH	Sewer	Stormwater	Total
Total	\$ 2,654,897	\$ 902,915	\$ 456,886	\$ 186,413	\$ 4,201,111

Object	Description	Amount
41113	FT Salaries	\$997,431
41114	PT Salaries	\$58,536
41300	Employee Benefits	\$235,963
42200	Operating Supplies	\$1,321,211
42221	Fuel	\$1,117,040
43100	Professional Services	\$464,230
43200	Comms & Transportation	\$6,700
	TOTAL	\$4,201,111

## Performance Measures

<b>Strategic Priority</b>					
Sustainable					
<b>Action Item</b>					
Provide a sustainable community through diverse and use, quality construction and proactive maintenance strategies.					
<b>Tactic</b>		<b>Responsible Department</b>		<b>Fleet</b>	
Keep the city fleet functional through regular maintenance and high quality repair services.					
<b>Performance Measure</b>		<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Budget</b>	<b>2024 Budget</b>
Work orders completed		3788	4268	4400	4600

## Information Technology



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

Fund	General	Sewer	Stormwater	Other	Total
Total	\$ 3,658,671	\$ 683,841	\$ 400,315	\$ 310,000	\$ 5,052,827

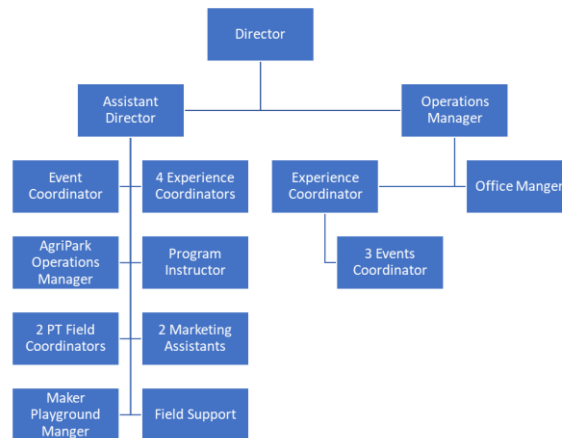
Object	Description	Amount
41113	FT Salaries	\$1,169,209
41114	PT Salaries	\$7,876
41300	Employee Benefits	\$310,690
42200	Operating Supplies	\$388,933
43100	Profession Services	\$2,856,119
43200	Comms & Transportation	\$40,000
44400	Improve't Other than Buildings	\$280,000
	TOTAL	\$5,052,827

## Performance Measures

<b>Strategic Priority</b>				
Transportation				
<b>Action Item</b>				
Communication and Education				
<b>Tactic</b>	<b>Responsible Department</b>		<b>IT</b>	
Provide update to date interactive maps for bicycle and pedestrian uses.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Map updates.	1	1	1	1

<b>Strategic Priority</b>				
Accessible				
<b>Action Item</b>				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
<b>Tactic</b>	<b>Responsible Department</b>		<b>IT</b>	
Provide helpdesk support to city staff to allow them to conduct their jobs at the high level of service to the community.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Helpdesk work orders completed.	5721	5951	6100	6680
<b>Tactic</b>	<b>Responsible Department</b>		<b>IT</b>	
Support city departments with selection and implementation of software.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Software implementations completed.	4	3	3	3

## Parks and Recreation



Fishers Parks offers a variety of recreational areas and parks to play in our vibrant city. From splash pads at Billericay and Holland Park to the sledding hill at Flat Fork Creek Park and the Nickel Plate District Amphitheater. Along with more than 591 acres of public recreational area, Fishers Parks offers shelters and building rentals for both small and large private events. Fishers Parks is proud to offer 25 Park properties totally nearly 600 acres, 131 miles of nature and multi-use trails, and 61 sports fields with 2 splash pads. Fishers Parks added the Giest Waterfront Parks which is a 70 acre waterfront property with a beach, playground, shelters, trails, green space and so much more.

Fund	General	Total
Total	\$ 3,959,172	\$ 3,959,172

Object	Description	Amount
41113	FT Salaries	\$1,061,237
41114	PT Salaries	\$801,066
41300	Employee Benefits	\$321,369
42200	Operating Supplies	\$309,500
42303	Small Tools and Equipment	\$20,000
43100	Profession Services	\$1,411,400
43200	Comms & Transportation	\$22,000
43202	Postage	\$100
43901	Refunds Awards Indemnities	\$12,500
	TOTAL	\$3,959,172

## Performance Measures

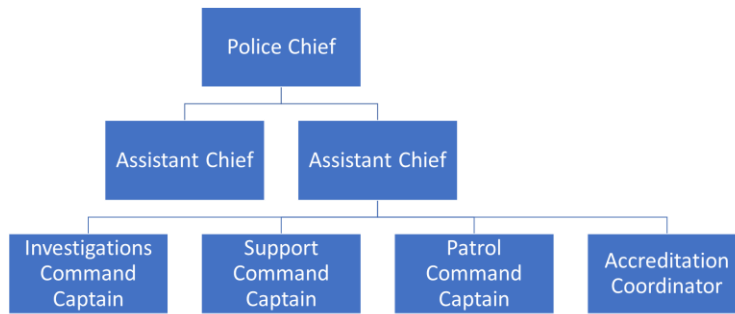
Strategic Priority					
Future Land Use					
Action Item					
Area Planning and Topics for Future Study					
Tactic		Responsible Department			
Study new land use opportunities.		Parks			
Performance Measure		2021 Actual	2022 Actual	2023 Budget	2024 Budget
Study land uses along trails and natural resources		2	2	2	2



Strategic Priority				
Parks				
<b>Action Item</b>				
Improvements and Upgrades to Existing Parks and Trails				
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Build new facilities as listed in the Park Impact Fee Study.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
New facilities built.	2	1	1	2
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Determine feasibility of installing wi-fi connections at parks indoor and outdoor spaces.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Updates made to parks spaces.	2	0	0	2
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Continue to implement phase one of the ADA transition plan.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
ADA updates to existing trail and sidewalk infrastructure.	5	5	5	7
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Plant indigenous plantings in parks to reduce costs and increase natural areas in the parks system.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Parks updated with indigenous plantings.	1	1	1	1
<b>Action Item</b>				
New Parks, Trails and Amenities				
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Construct greenways and trail connections to create a network to the city's natural amenities.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Connections constructed.	0	1	2	2
<b>Action Item</b>				
Communication, Wayfinding and Promotion				
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Create communication materials for each facility within the bicycle and pedestrian network.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Materials created.	0	0	0	2
<b>Action Item</b>				
Land Acquisition				
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Acquire additional land for future parks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Land acquisitions completed for new parks.	1	1	1	1
Land acquisitions completed for new pocket parks.	0	0	2	1
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Update UDO to require residential developments to connect to adjacent parks.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Standards updated.	0	0	1	1

<b>Strategic Priority</b>				
Parks				
<b>Action Item</b>				
Event Spaces and Programming				
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Identify indoor community recreation and event facilities.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Locations identified.	0	1	1	0
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Implement priorities identified in the Art and Culture master plan.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Projects implemented	1	1	2	2
<b>Action Item</b>				
Partnerships				
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Consider the feasibility of a citywide or regional bike share program				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Meetings with partners to determine feasibility.	0	1	1	1
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Design and construct regional connections identified in the Bicycle and Pedestrian Master Plan.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Connections constructed.	0	0	1	2
<b>Tactic</b>	<b>Responsible Department</b>	<b>Parks</b>		
Identify other potential partners in the region to enhance the overall parks system.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Partners identified.	0	0	1	1

## Police Department



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 provides protection for the community, uncovering crimes before they are committed, and bringing criminals to justice.

### Operations

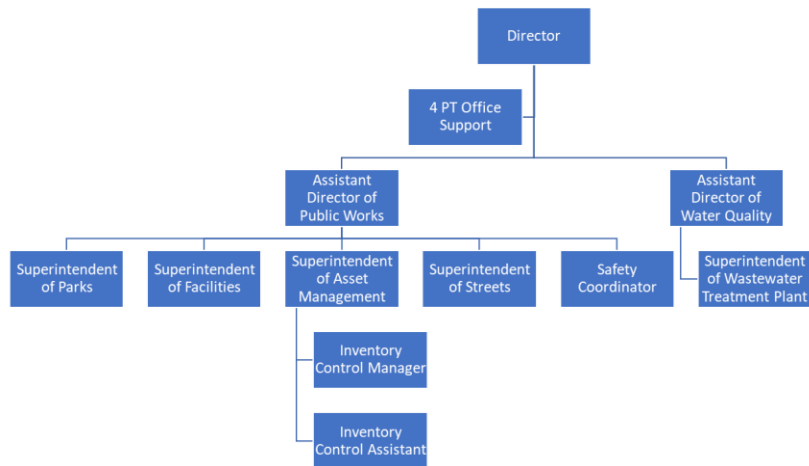
The Operations and Support Division is responsible for handling the day-to-day operations of the department. The division focuses on interacting with other city staff and managing policy, budgets, personnel, fleet, and technology.

Fund	General	Other Combined Funds	Total
Total	\$ 19,661,352	\$ 90,600	\$ 19,751,952
Object	Description	Amount	
41113	FT Salaries	\$13,886,724	
41300	Employee Benefits	\$3,914,889	
42200	Operating Supplies	\$602,500	
43100	Profession Services	\$1,085,239	
43200	Comms & Transportation	\$242,100	
43202	Postage	\$500	
44500	Machinery and Equipment	\$20,000	
	TOTAL	\$19,751,952	

## Performance Measures

<b>Strategic Priority</b>				
Accessible				
<b>Action Item</b>				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>PD</b>	
Provide fast and accurate reponses to all calls dispatched to the department.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Patrol divison emergency responses.	50025	51708	52000	53000
K-9 responses	189	313	350	400
Criminal Investigation division responses.	476	576	600	650
Emergency response team responses.	27	36	45	50
<b>Tactic</b>	<b>Responisbile Department</b>		<b>PD</b>	
Provide safe installation of car seats in the community.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Installations performed.	95	94	100	100
<b>Tactic</b>	<b>Responisbile Department</b>		<b>PD</b>	
Process forensic services and discovery requests.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Services provided.	1936	3267	3500	4000
<b>Tactic</b>	<b>Responisbile Department</b>		<b>PD</b>	
Provide school resource officers to the local school community.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
School resource officers.	9	9	9	11
<b>Tactic</b>	<b>Responisbile Department</b>		<b>PD</b>	
Provide communication and education to residents.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Programs participated in.	3	4	4	4

## Department of Public Works



Fishers Public Works is responsible for the maintenance and upkeep of all municipal assets. During most community events public works is on site to make sure all things run as smoothly as possible. The department maintains 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.

The Water Quality Division operates under the Sewer and Stormwater Funds, while the rest of the department operates using the General Fund, Motor Vehicle Highway and Local Roads and Streets Fund.

Fund	General	MVH	LRS	Other	Sewer	Stormwater	Total
Total	\$ 6,813,490	\$ 2,502,246	\$ 483,500	\$ 860,580	\$ 8,317,855	\$ 2,829,021	\$ 21,806,692

Object	Description	Amount
41113	FT Salaries	\$6,167,289
41114	PT Salaries	\$678,363
41300	Employee Benefits	\$1,602,863
41400	Self-Funded Insurance	\$388,279
42200	Operating Supplies	\$2,408,281
43100	Professional Services	\$7,190,326
43101	Legal Services	\$5,000
43151	Sludge Removal	\$626,841
43200	Comms & Transportation	\$53,600
43202	Postage	\$800
43300	Printing and Advertising	\$520
43500	Utility Services	\$1,123,949
44200	Infrastructure	\$897,000
44500	Machinery and Equipment	\$613,580
44910	Non Infrastructure Rltd Assets	\$50,000
	TOTAL	\$21,806,692

## Performance Measures

<b>Strategic Priority</b>				
Transportation				
<b>Action Item</b>				
Infrastructure - Pedestrian, Bicycle and Trails				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>DPW</b>	
Investigate safety measures needed for high traffic pedestrian travel is expected.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Safety measures installed.	0	2	2	3
<b>Action Item</b>				
Infrastructure - Streets and Traffic				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>DPW</b>	
Ensure all primary and secondary arterial intersections are properly lit.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Intersections properly lit.	0	5	4	6
<b>Strategic Priority</b>				
Parks				
<b>Action Item</b>				
Improvements and Upgrades to Existing Parks and Trails				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>DPW</b>	
Build new facilities as listed in the Park Impact Fee Study.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
New facilities built.	2	1	1	2
<b>Tactic</b>	<b>Responisbile Department</b>		<b>DPW</b>	
Determine feasibility of installing wi-fi connections at parks indoor and outdoor spaces.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Updates made to parks spaces.	2	0	0	2
<b>Tactic</b>	<b>Responisbile Department</b>		<b>DPW</b>	
Continue to implement phase one of the ADA transition plan.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
ADA updates to exsisting trail and sidewalk infrastructure.	5	5	5	7
<b>Tactic</b>	<b>Responisbile Department</b>		<b>DPW</b>	
Plant indigenous plantings in parks to reduce costs and increase natural ares in the parks system.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Parks updated with indigenous plantings.	1	1	1	1
<b>Action Item</b>				
Event Spaces and Programing				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>DPW</b>	
Indenty indoor community recreation and event facilities.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Locations identified.	0	1	1	0

<b>Strategic Priority</b>				
Sustainable				
<b>Action Item</b>				
Provide a sustainable community through diverse land use, quality construction and proactive maintenance strategies.				
<b>Tactic</b>		<b>Responisbile Department</b>		<b>DPW</b>
Maintain current city buildings and structures.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Work orders completed	9979	10541	10000	10500
<b>Tactic</b>		<b>Responisbile Department</b>		<b>DPW</b>
Maintain current stormwater infrastructure.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Completed inspections.	2423	2500	2575	2885
Completed plan reveiws.	2350	2400	2495	2590

## Health Department



The Fishers Health Department exists to bring a high level of health and safety services to the residents of Fishers. The Fishers Health Department serves residents through vital records, immunizations, food safety and permitting, building permitting and inspections, communicable disease and service and water/well/swimming pool inspections. The department is funded with the General fund, Sewer and Stormwater Funds for Building Commissioner activities and the Health Department Fund for public health activities.

Fund	Health Department Fund	Municipal Health Fund	Total
Total	\$ 4,122,509	\$ 984,225	\$ 5,106,734

Object	Description	Amount
41113	FT Salaries	\$1,042,000
41114	PT Salaries	\$51,159
41300	Emplyee Benefits	\$469,805
42200	Operating Supplies	\$95,650
42303	Small Tools and Equipment	\$11,000
43100	Professional Services	\$292,448
43200	Comms & Transportation	\$31,000
43202	Postage	\$2,500
43300	Printing and Advertising	\$10,000
43901	Refunds Awards Indemnities	\$1,000
44920	Capital Expenses	\$3,100,172
	TOTAL	\$ 5,106,734



## Performance Measures

<b>Strategic Priority</b>				
Accessible				
<b>Action Item</b>				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
<b>Tactic</b>	<b>Responisbile Department</b>		<b>HD</b>	
Provide vital records services to city residents.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Vital records issued.	362	6106	6000	6500
<b>Tactic</b>	<b>Responisbile Department</b>		<b>HD</b>	
Provide retail food establishment inspecting and permitting.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Inspections completed.	331	678	750	850
Permits issued.	225	495	550	650
<b>Tactic</b>	<b>Responisbile Department</b>		<b>HD</b>	
Provide COVID-19 testing and vaccinations to city residents.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Tests provided	33036	30000	31514	30000
Vaccines provided.	0	0	85244	80000
<b>Tactic</b>	<b>Responisbile Department</b>		<b>HD</b>	
Provide public health education programs to city residents.				
Performance Measure	2021 Actual	2022 Actual	2023 Budget	2024 Budget
Programs provided.	30	62	70	75
Number of people participating in programs.	657	1583	1700	2000

SUPPLEMENTAL INFORMATION



## GLOSSARY OF TERMS

-A-

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.

Audit – Performed by an independent Certified Public Accountant (CPA). The primary objective of an audit is to determine if the City’s financial statements fairly present the City’s financial position and results of operations in conformity with Generally Accepted Accounting Principles (GAAP).

-B-

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

**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)**-- A capital improvement project is a physical improvement for maintenance, rehabilitation, construction, or development on City property with a life expectancy of three or more years. These include streets, public facilities, and community enhancements. These capital projects can span fiscal years and have multiple funding sources.

**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.

-G-

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.

Generally Accepted Accounting Principles (GAAP)-- Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

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

Government Finance Officers Association-- The Government Finance Officers Association of the United States and Canada, an organization of government finance officials in the United States and Canada. GFOA annually sponsors the Distinguished Budget Presentation Awards program and presents awards to those government budgets that meet program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. GFOA also establishes best practices for state and local governments and provides training and updates in government finance.

Governmental Accounting Standards Board (GASB)-- This is an organization that establishes generally accepted accounting principles for state and local governments.

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.

**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>ACFR</b>	Annual Comprehensive Financial Report
<b>AV</b>	Assessed Value Growth
<b>BIF</b>	Bridge Impact Fees
<b>BSG</b>	Business Solutions Group
<b>CCD</b>	Cumulative Capital Development Fund
<b>CCI</b>	Cumulative Capital Improvement Fund
<b>CDBG</b>	Community Development Block Grant
<b>CEDIT</b>	County Economic Development Income Tax
<b>CFDA</b>	Catalog of Federal Domestic Assistance
<b>CIP</b>	Capital Improvement Program
<b>COBRA</b>	Consolidated Omnibus Budget Reconciliation Act
<b>COIT</b>	County Option Income Tax
<b>CVET</b>	Commercial Vehicle Excise Tax
<b>DPW</b>	Department of Public Works
<b>DRC</b>	Development Review Committee
<b>ED</b>	Economic Development
<b>EFT</b>	Electronic Funds Transfer
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>EPA</b>	Environmental Protection Agency
<b>FD</b>	Fire Department
<b>FHD</b>	Fishers Health Department
<b>FIT</b>	Financial Institutions Tax
<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>HD</b>	Health Department
<b>HR</b>	Human Resources
<b>HSE</b>	Hamilton Southeastern Utilities
<b>HSE Schools</b>	Hamilton Southeastern Schools
<b>HSIP</b>	Highway Safety Improvement Program
<b>HUD</b>	Housing and Urban Development
<b>IACT</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>IT</b>	Information Technology
<b>LIT</b>	Local Income Tax
<b>LOIT</b>	Local Option Income Tax
<b>LRS</b>	Local Roads and Streets Fund
<b>MGD</b>	Millions Gallons per Day
<b>MOU</b>	Memorandum of Understanding
<b>MVH</b>	Motor Vehicle Highway Fund
<b>NASRO</b>	National Association of School Resource Officers
<b>NPC</b>	Nickel Plate Code
<b>NPT</b>	Nickel Plate Trail
<b>PASER</b>	Pavement, Surface, Evaluation and Rating
<b>PD</b>	Police Department

<b>PIF</b>	Park Impact Fees
<b>PR</b>	Public Relations
<b>P&amp;I</b>	Permitting and Inspections
<b>P&amp;Z</b>	Planning and Zoning
<b>PTE</b>	Part Time Equivalent
<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>SBOA</b>	State Board of Accounts
<b>SCBA</b>	Self Contained Breathing Apparatus
<b>STP</b>	Surface Transportation Program
<b>TIF</b>	Tax Increment Financing
<b>UDO</b>	Unified Development Ordinance
<b>WWTP</b>	Wastewater Treatment Plant