

An aerial photograph of a city square in Fishers, Indiana. In the foreground, there is a large, circular fountain with a central monument featuring a torch and stars. The square is paved with a geometric pattern of red and grey tiles. To the left, there are modern, multi-story residential or commercial buildings with balconies. To the right, there is a large, two-story brick building with a gabled roof. The square is surrounded by trees and greenery. The sky is blue with scattered white clouds.

# FY 2022 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, 2021

*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.



## HISTORY OF FISHERS

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

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

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

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

In 1872, Fishers was divided into lots. The area was originally known as Fishers' Switch and then the name changed to Fishers' Station to reflect the proximity of the railroad. The rail line offered ready access to the settlement, and soon a grist mill and a sawmill were built attracting additional settlers. These businesses diversified the local economy offering jobs outside the traditional farming sector.

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

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

On January 1, 2015, the town became a city. The City regulates development through the implementation of two regulatory documents: The Unified Development Ordinance and the Nickel Plate Code. The standards set by the UDO and NPC include landscaping, architecture, signage, road design, lighting, and density. 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 2022 Adopted Budget that protects and furthers the financial sustainability of the City of Fishers, Indiana. This year's fiscally responsible budget was developed in an effort to provide our residents with the highest level of service while enhancing our smart, vibrant, and entrepreneurial community.

For 2022, Fishers' outlook remains strong due to fiscally conservative practices established years ago under my leadership as Town Manager, including Fishers' conservative cash reserve policy, a priority on effective and efficient operational and personnel structure, and investments in our local economy and quality of life that creates demand and value to live in Fishers. The 2022 Adopted Budget projects moderate increases in revenues, and growth continues its upward trend consistent with recent fiscal years and in line with our comprehensive plan, Fishers 2040. Additionally, legislation requiring an adjustment to distributions of the LIT for Hamilton County was enacted in 2020, providing increased tax revenues for Fishers due to re-distribution across the county that will continue in 2022.

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

The 2022 total Municipal Budget is \$121,647,778 with a breakdown of \$100,623,000 for operations and capital; as well as \$21,024,000 in debt service. The City anticipates over \$41 million in all funds anticipated cash reserve, an increase over 2021.

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. In pursuit of this vision, staff has structured this budget around the following objectives:

- Investment in public safety
- Decrease in property tax rate
- Investment in city employees
- Building 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.

The 2022 adopted budget is a comprehensive projection of the anticipated expenditures of the upcoming year. In this document you will find a detailed look at each department's planned operating costs, the City's annual capital expenses, and the amount the City will pay to cover current debt obligations. Also included are the operating and capital expenses associated with maintaining the City's Sewer (Wastewater) and Stormwater operations (although this is not a requirement of the Indiana Department of Local Government Finance). During the budget development process, each of these expenditures are analyzed closely to determine their relevance to the previously stated objectives and how they fit with the City's expected revenue sources. Understanding these revenue sources is an essential piece in producing an accurate and successful budget.

For 2022, the City will continue accessing a diverse set of sources of income. Fishers will continue to partner with other political subdivisions to generate revenue and provide solutions in maintaining high levels of governmental service throughout our area. Additionally, locating equitable financing for several projects and purchases has allowed the City to rely less on property tax dollars to fund our operating and capital budgets.

Diversification has afforded the City the opportunity to keep property tax rates on par with those implemented in 2014 and even passing a property tax cut for 2022 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, the financial condition of the City of Fishers continues to remain strong. A strong indicator of this is the City's AAA municipal bond rating by Standard & Poor's (S&P) earned in 2016, 2017, 2018, 2019, 2020 and 2021.

The adopted 2022 Municipal Budget provides the City the opportunity to invest millions of dollars in improvements to our public safety, parks, streets, trails, and other infrastructure while diversifying the City's revenue and maintaining one of the lowest property tax rates in the state.

Respectfully,

A handwritten signature in dark 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

The COVID-19 pandemic affected many aspects of everyone's lives and the City was not immune. The first person with COVID-19 in Indiana was identified in Fishers on March 6, 2020. The City leadership team, particularly Mayor Fadness and City Attorney Chris Greisl, quickly organized a strategic approach to target anticipated needs during the global pandemic. A key component of this strategic approach was the creation of the Fishers Health Department, an action allowed under Indiana law for second-class cities, by the City Council on April 24, 2020.

The newly formed Health Department worked quickly and in April 2020, just three days after creation, and before most Indiana health departments had any processes in place, the first COVID tests were being performed by City EMS personnel. The City offered its residents free, easily accessible testing at a time when access to testing nationwide was extremely limited. In addition, from its inception, the Health Department has maintained a robust contact tracing program which has outpaced the efforts of the State of Indiana and other local tracing programs. The Health Department became the first department in Indiana to produce an evidence-based community metrics and guidance for schools, in addition to being one of the first to implement a public health order requiring masks. The State of Indiana awarded funds so the City could test all Indiana residents at its testing center, not just Fishers residents.

From April 2020 to December 2020, the City Health Department administered over 33,000 tests with over 38,000 online testing needs assessments completed. Over 3,200 close contacts were notified by the Health Department contact tracers after tests were sought at the City testing site.

In 2021, the City, while continuing to offer free testing, shifted its focus to vaccinations. The City opened a 48,000 square foot mass vaccination site in January 2021. The site can vaccinate up to 1,600 people a day. As of June 2021, the City Health Department has administered over 50,000 cumulative doses of COVID-19 vaccines. Over 64% of the eligible City population has been fully vaccinated while over 70% of the eligible population has received at least the first dose. Furthermore, over 90% of the City's residents 60 and older are fully vaccinated.

### 2022 Budget Summary – Major Funds and All Departments

	2021 Adopted	2022 Proposed	'21 to '22 Change
Personnel Services	57,973,769	60,311,241	2,337,472
Supplies	6,909,742	7,743,530	833,788
Services & Charges	15,351,682	17,077,461	1,725,779
Capital	1,130,000	425,500	(704,500)
Total	81,365,193	85,557,732	4,192,539

- Personnel services increase largely driven by 4% increase for all employees and elected officials
- Services and charges reflect increased budgets for travel and training that were greatly reduced or eliminated for the '21 budget
- Decrease in capital is a result of the completion of the wastewater treatment plant expansion from 10 MGD to 12 MGD and '21 sewer capital potentially being paid by City's American Rescue Act ("ARP") funds

#### General Funds – All Departments

	2021 Adopted	2022 Proposed	'21 to '22 Change
Personnel Services	48,723,166	50,874,336	2,151,170
Supplies	4,419,030	4,979,549	560,519
Services & Charges	10,664,992	11,897,855	1,232,863
Capital		250,000	250,000
Total	63,807,188	68,001,740	4,194,552

- Just under 80% of all City payroll is from the General Fund so it will bear the highest effect of 4% raise.
- Professional services/charges increase due to increased cost of doing business for the City such as consultant fees, software licensing.

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

	2021 Adopted	2022 Proposed	'21 to '22 Change
Personnel Services	1,758,643	1,659,277	(99,366)
Supplies	838,320	914,940	76,620
Services & Charges	878,108	1,088,108	210,000
Capital	335,000		(335,000)
Total	3,810,071	3,662,325	(147,746)

- MVH revenue is projected to decrease around \$133k from '21 to '22 due to reduced fee revenue. Fee revenue had been high due to 5G permits but those are starting to slow. Budget has been adjusted from '21 to account for reduced revenue.

#### Sewer Fund – All Departments

	2021 Adopted	2022 Proposed	'21 to '22 Change
Personnel Services	3,895,194	4,109,258	214,064
Supplies	1,354,740	1,442,220	87,480
Services & Charges	2,592,863	2,728,703	135,840
Capital	345,000		(345,000)
Total	8,187,797	8,280,181	92,384

- Sewer budget presented is City only. 2022 budget does not account for potential acquisition of Hamilton Southeastern Utilities. When acquisition is final, a combined budget will be proposed and adopted.

#### Stormwater Fund – All Departments

	2021 Adopted	2022 Proposed	'21 to '22 Change
Personnel Services	2,908,179	3,045,014	136,835
Supplies	201,872	223,772	21,900
Services & Charges	1,054,719	1,201,295	146,576
Capital	450,000	175,500	(274,500)
Total	4,614,770	4,645,581	30,811

## 2021 CITY HIGHLIGHTS

### **COVID-19 Response**

As the City of Fishers, its residents, and the world continued to battle against COVID-19 and seek a “new normal,” the City continued its drive to support the local economy and businessowners, focus on mass vaccinations, and focused on the health and wellbeing of its residents through the Fishers Health Department.

In January 2021, Fishers Health Department turned a large, abandoned grocery store into a mass vaccination clinic in preparation of vaccinating the public against COVID-19. At its opening, the facility and staff were capable of vaccinating up to 1,000 people daily.

### **Economic Development**

The City of Fishers experienced an incredible momentum in the creation and exponential growth of a biotech industry cluster. Since late 2020, companies in this industry cluster have committed \$372 million in investment and more than 750 jobs with average wages of more than \$80,000 a year. This momentum, built from the same energy that made Fishers synonymous with entrepreneurship, continues into 2022 with more anticipated investments in this sector.

To support the growth in this sector, the City of Fishers invested in approximately 80 acres in one of the primary business corridors of the city to establish the Fishers Life Science & Innovation Park. Just a few acres remain available for development alongside Italy-based Stevanato Group and INCOG Biopharma, both contract pharmaceutical companies.

Since Mayor Fadness took office in 2014, firms have added nearly 8,000 new jobs, retained more than 1,000 jobs, and have committed to more than \$1.2 billion in capital investment to catalyze the Fishers economy.

### **Fishers 2040 Comprehensive Plan**

Members of the Fishers community contributed to the oversight and strategy for the five-year update to the Fishers 2040 Comprehensive Plan. This update is a requirement set forth in the first edition of the comprehensive plan. The update will refine or add new goals and action items, identify future land use designations for the 11 study areas identified in the plan, and consider any other future priorities including sustainability, public health, etc.

As a result of this update, the City of Fishers launched a Housing Study Task Force to better understand the city’s changing demographics and how that will impact current housing types. A full report of outcomes from the Housing Study Task Force will be released in 2022.

## **Quality of Life Investments**

2021 marked a year of progress toward providing Fishers residents and visitors the quality-of-life investments that will sustain the vibrancy and connection to the community that has been a key component to Mayor Fadness' vision of a successful city.

- Arts & Culture Commission awarded \$42,925 in grants to artists and performers to support arts and culture growth in Fishers
- Groundbreaking and construction of the 70-acre Geist Waterfront Park located on the eastern portion of Fishers. Phase I of this project is anticipated to be completed in Spring 2023.
- Acquisition of 98 acres of park land at 96<sup>th</sup> Street and Allisonville Rd, alongside the White River. Concepts for the park and its potential uses were shared with the community while the City awaits the funding and potential grants to launch construction.
- The opening of the Fishers Maker Playground brought a new amenity to Fishers residents where anyone can become a member to use woodworking, metalworks, and building technology in a shared and social environment. This makerspace also hosts cohorts of fifth grade students from Hamilton Southeastern Schools for hands-on engineering, design, and fabrication experience as part of Fishers Parks' teacher-in-residents program.
- Significant progress was made in 2021 on the construction of the Nickel Plate Trail, a former railroad line being converted into dedicated trail and linear park space. The full opening of the more than 5 miles of trail is anticipated in spring 2022.
- In late 2021, the City announced an RFPQ process for the design, build, and transfer of a Community Center and a City Hall with an arts and performance center integrated into the building. The two projects will address long-standing community needs and desires while addressing longstanding infrastructure issues with the existing City Hall structure. Groundbreaking on both projects will occur in 2022.

## **HSE Utilities Acquisition**

- The City of Fishers, which owns and operates sewer utility operations for a portion of the city and owns and operates all stormwater utility operations across the city.
- In 2021, the City of Fishers entered into an agreement to purchase the customers and infrastructure of HSE Utilities, the company servicing properties generally east of I-69 in Fishers.
- The acquisition received near universal support from the Indiana Utility Regulatory Commission (IURC) and its consumer protection division.
- The City of Fishers was able to purchase HSE Utilities and their assets while keeping sewer and stormwater rates flat.



- The result of this purchase will allow for further infrastructure improvements desired by residents as well as a revenue-generating asset to benefit residents for years to come.

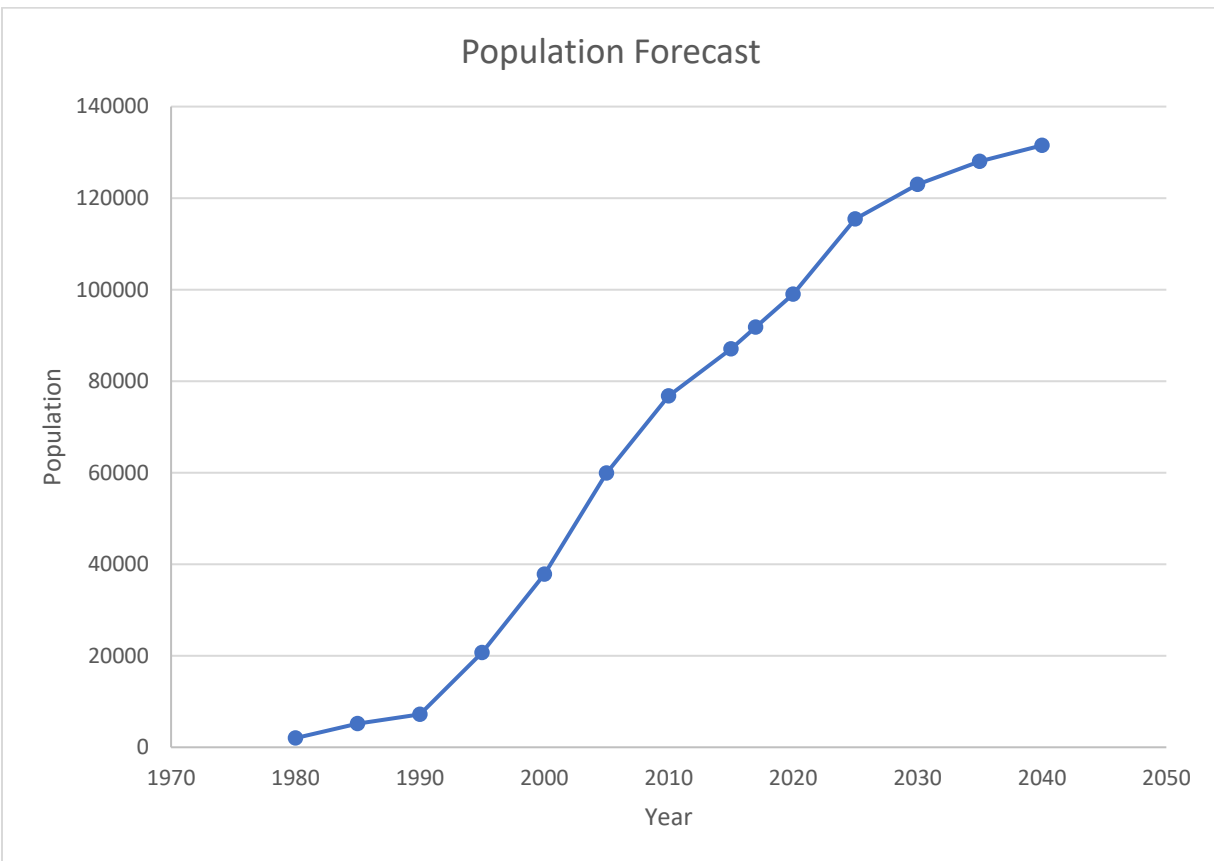
#### State Road 37 Improvements

- State Road 37 (SR37) is a major thoroughfare along a corridor with dense retail and business operations. Several years ago, the City of Fishers, along with Hamilton County and Indiana Department of Transportation, committed to investing in the improvements of SR37 to improve traffic flow and efficiencies along the route. The project involves reconstruction of four intersections into either roundabout overpasses or right in-right out traffic patterns from stoplight intersections. In 2021, the first of the intersections was completed and re-opened to traffic while two others broke ground. The project is anticipated to be completed by 2024.

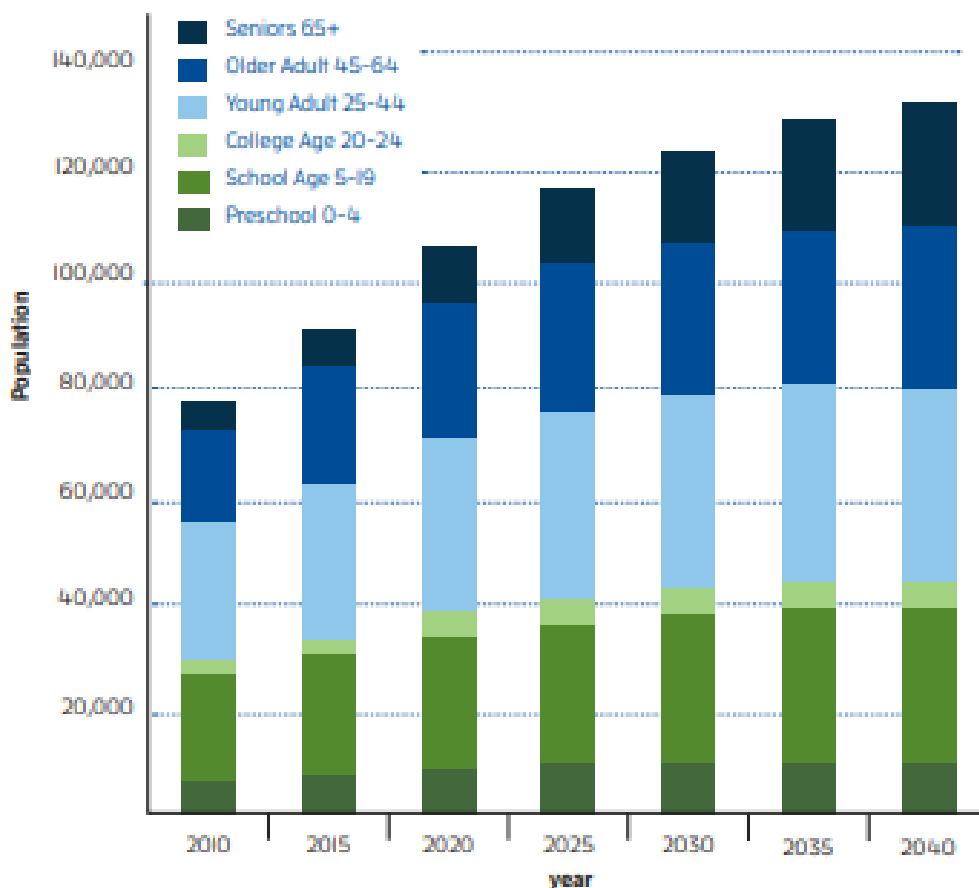
## CITY DEMOGRAPHIC DATA

Fishers' population will continue to increase as the city expands and develops. The city's current population as of the 2020 Census is 98,977. By the year 2040, Fishers' population is forecasted to be 30 percent greater than today. The City will grow by approximately 30,675 people.

The current rate of growth will slow. The City's population is forecasted to grow at an annual rate 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.



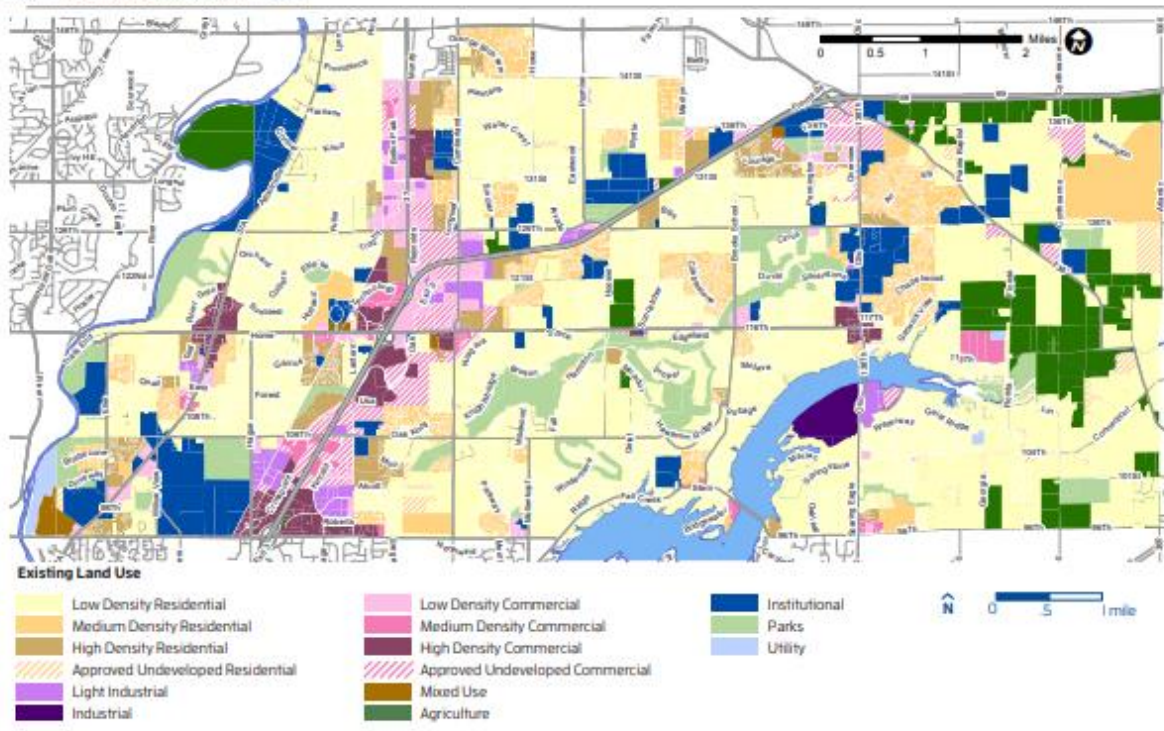
Based on the 2019 American Community Survey, the median age of Fishers' residents is 32.8, which is younger than the state median age of 37.7 years. The over-age-65 demographic will more than double as a proportion of the total population between now and the year 2040. In 2015 the population over 65 was 7.5%, in 2020 it was 11.1%, and it is estimated to be 17.85 by 2040. The aging population has significant implications for the City's future.



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 change, 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.

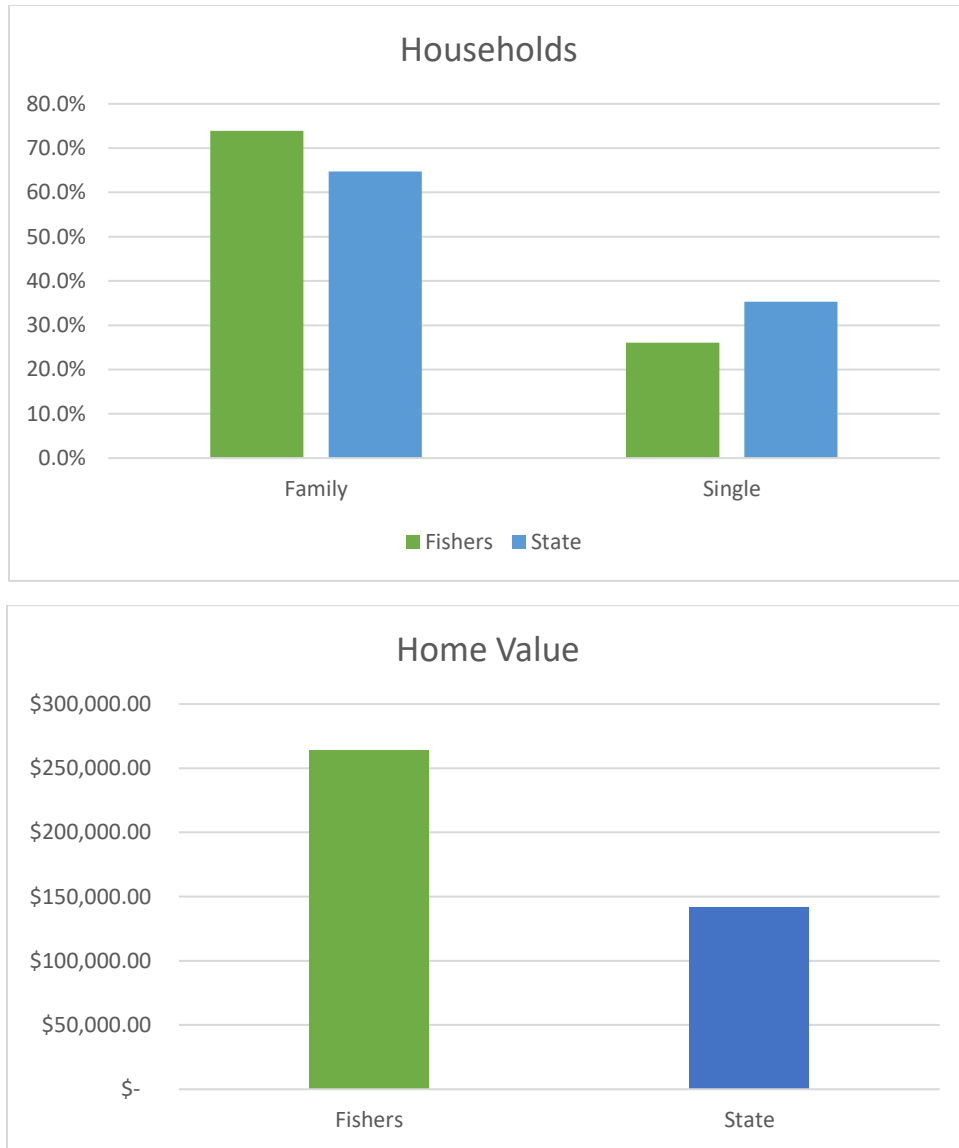
# EXISTING LAND USE (JANUARY 2021)



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>25,871</b>	<b>100%</b>

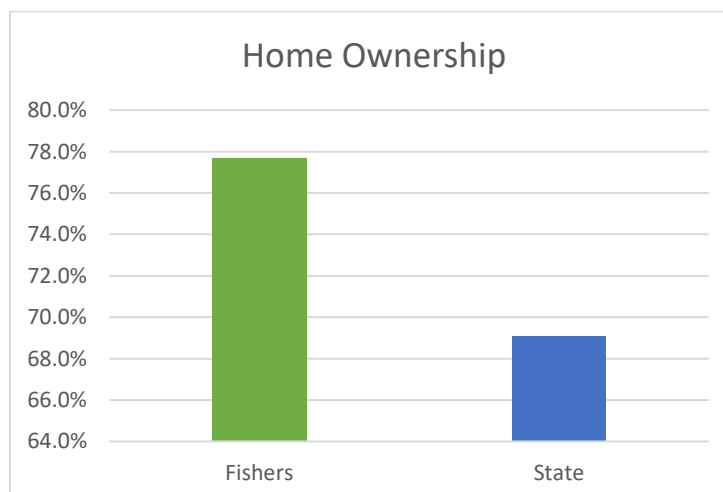
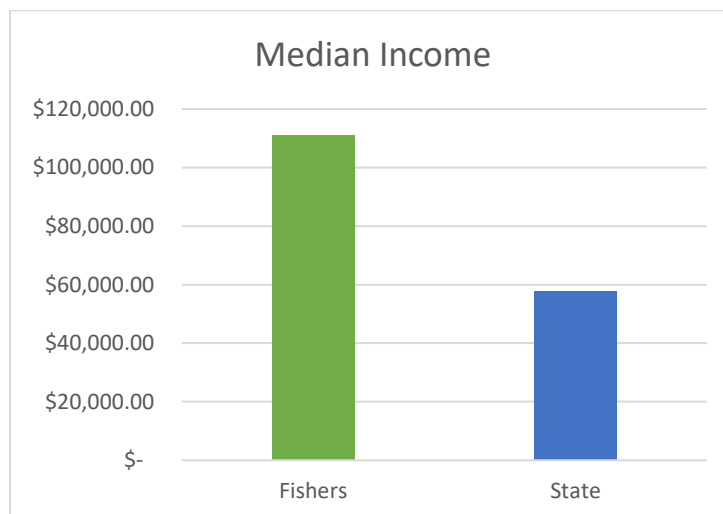
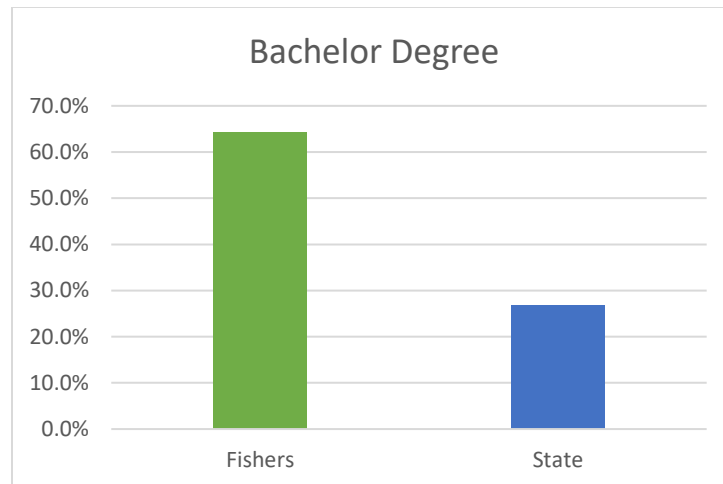
The future of land use in Fishers is outlined in the 2040 Comprehensive Plan that is located on the Fishers' website by clicking [here](#).

Housing needs are evolving in the City due 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 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. Most of the homes are in good repair and initiatives, such as, Keep Fishers Beautiful, help neighborhoods maintenance and improve their properties. Between 2015-2019 the median home value in Fishers was \$264,200 compared to the state median of \$141,700. This is mostly, due to the fact that 44% of Fishers housing stock was built after 2000.

Fishers' residents are well educated, with 64.2 percent of resident over the age of 25 having a bachelor's degree or higher according to the 2019 American Community Survey 5-year Estimates. The median family household income for 2019 is \$111,176 and 77.7% 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 school and 21 gold star schools. There is a total of 21,642 students in Pre-K through grade 12 and 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.

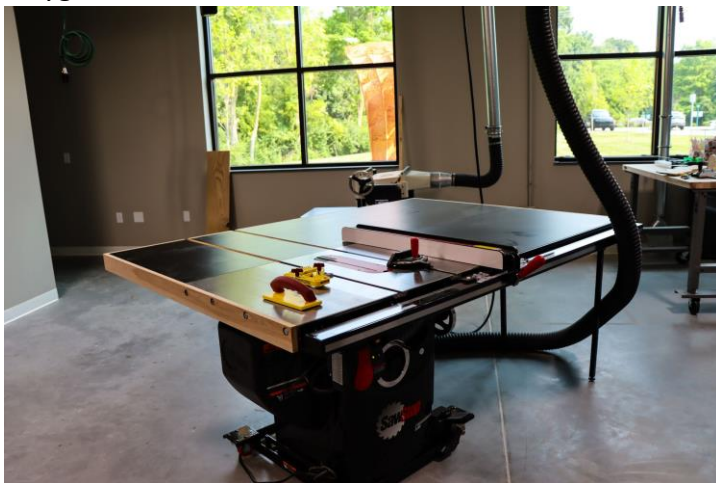
Preschool Classes	Elementary Schools	Intermediate Schools	Junior High Schools	High Schools	Alternate Learning Centers
13	13	4	4	2	2

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 high regarded parks system that includes natural areas, neighborhood playgrounds and community serving athletic facilities. The parks system is future looking as well. In 2020, the City opened the Fishers AgriPark, which is a 33-acre urban farm that features public fields and gardens. The AgriPark hosts events year-round and hosts a Teacher-in-Residence for Hamilton Southeastern Schools to provide educational opportunities for district students. In FY 2021, the City opened the Fishers Maker Playground, which is 15,000 square foot state of the art public makerspace that includes a wood shop, metal shop, CNC machine, 3D printers and much more to help members and citizens create. The Maker Playground also hosts a teacher in residence for the school district.



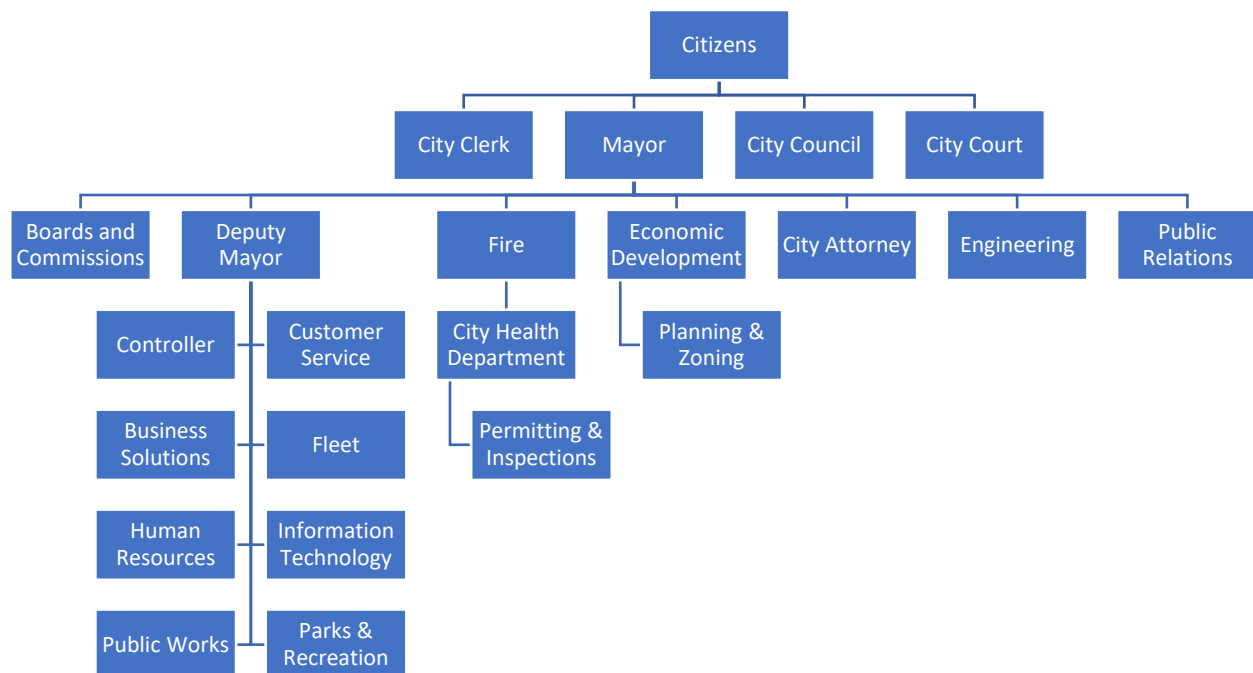


## FIANCIAL STRUCTURE, POLICY AND PROCEDURES

## FISHERS GOVERNMENT STRUCTURE

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

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



## City Council Members

**District NW**

**Selina Stoller**

**District NC**

**Crystal Neumann**

**District NE**

**Brad DeReamer**

**District SW**

**David Giffel**

**District SC**

**John Weingardt**

**District SE**

**Pete Peterson**

**District At Large**

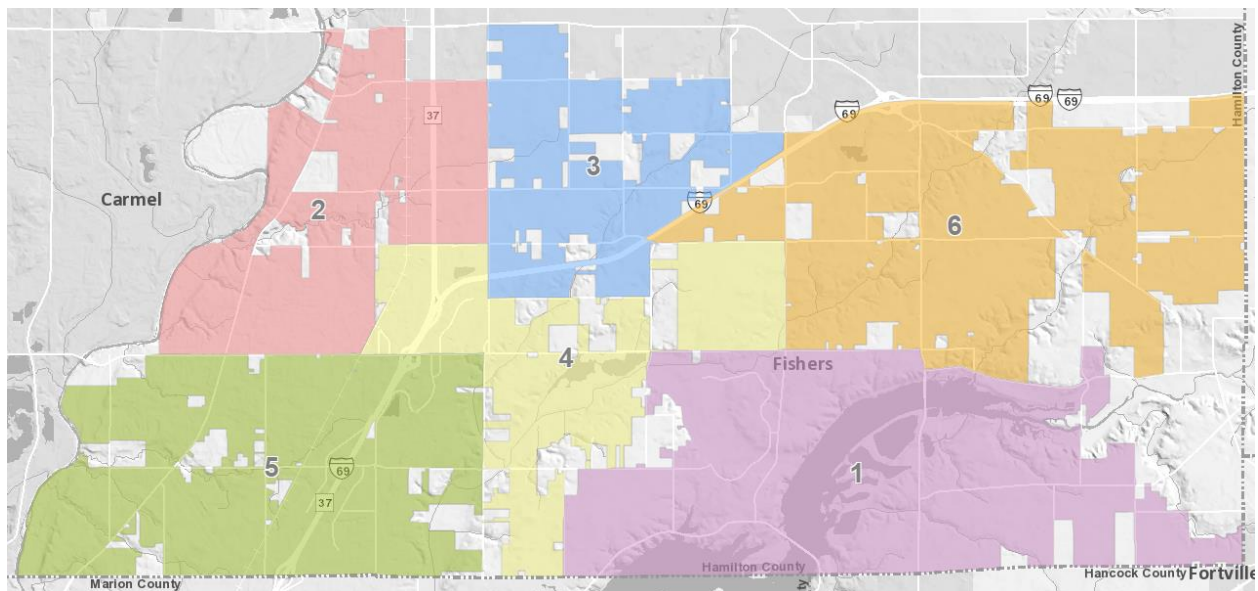
**Jocelyn Vare**

**District At Large**

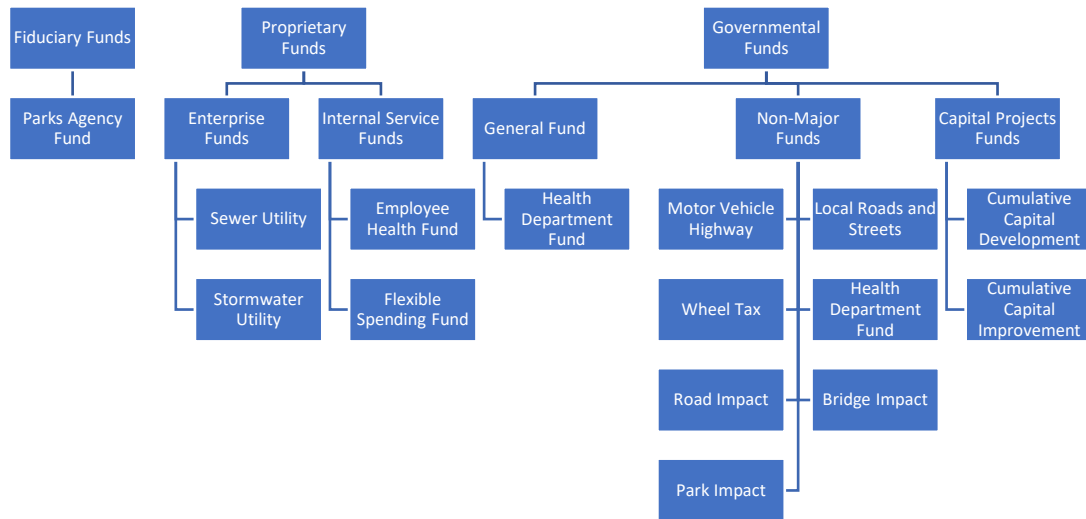
**Cecilia Coble**

**District At Large**

**Todd Zimmerman**



## FUND DEFINITIONS AND STRUCTURE



### BASE BUDGET

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

### ACCOUNTING SYSTEM

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

### INTERNAL CONTROL

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

### BASIS OF ACCOUNTING

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

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

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

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

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

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

#### BASIS OF BUDGETING

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

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

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

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

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

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

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

#### BUDGETARY CONTROL

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

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

#### BUDGET AMENDMENTS

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

#### HISTORICAL AND PROJECTED FUND BALANCES

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

#### FUND ACCOUNTING

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

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

#### APPROPRIATED FUNDS

The following is a list of funds that are required to be 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

#### FUNDS DEFINITIONS

##### Governmental Funds

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

##### Special Revenue Funds

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

- Motor Vehicle Highway - To account for street construction and the operations of the street and property tax levy and by state motor vehicle highway distributions.
- Local Road and Street - To account for operation and maintenance of local and arterial road and street systems. Financing is provided by state gasoline tax distributions.
- Crime Control - To account for the expenditures for police officer salaries related to the FBI grant. Funding is provided from the FBI grant.
- Economic Development - To account for preliminary expenses in connection with negotiations concerning the terms and conditions for the financing of economic development. Financing is provided by miscellaneous revenues.

- Court Record Perpetuation - To account for revenues received from document storage fees, and late payment fees related to the court system. Further, to account for expenditures related to the preservation and improvement of record keeping systems and equipment.
- Court Fees County Portion - To account for revenues and expenses related to the operation of the City's court system.
- Court Deferral User Fee - To account for revenues from fines, and fees related to the traffic infraction deferral program.
- Rainy Day - To account for the expenditures of unused and unencumbered funds of the general or special tax levy. Expenditures for the operation of the City and its departments.
- Safety Task Force - To account for police department expenditures related to payment of overtime for off duty officers as part of the Hamilton County Safety Task Force Program. Financing is provided by a federal grant to the Hamilton County Safety Task Force.
- Development Donation - To account for expenditures for the Keep Fishers Beautiful campaign. Funding is provided from donations.
- Park Donation - To account for donations to the City for various City park expenditures.
- Tuition Donation - To account for donations to the City for various City tuition expenditures.
- Administration Donation - To account for donations to the City for various City administration expenditures.
- Law Enforcement Continuing Education - To account for expenditures related to continuing education of law enforcement officers employed by the City. Financing is provided by fees collected for the violation of City ordinances collected and distributed by the Hamilton County Clerk of the Circuit Court.
- Police Department Grants - Police Department grant funds. Funding is provided by grants from the State of Indiana and the Federal Government, when applicable.
- Administration Department Grants - To account for expenditures related to Administration Department grant funds. Funding is provided by grants from the State of Indiana and the Federal Government, when applicable.
- Fire Department Grants - To account for expenditures related to Fire Department grant funds. Funding is provided by grants from the State of Indiana and the Federal Government, when applicable.
- Criminal Investigation - To account for Police Department expenditures relating to criminal investigations. Financing is provided by sales of abandoned property.
- Development, Parks and Public Works Grants - To account for expenditures for the design and development of a bike and pedestrian path. Funding is provided from state grants.



- Park Impact - To account for expenditures relating to the maintenance, landscaping, and development of parks. Financing is provided by permit charges assessed for new residential and commercial construction.
- Road Impact - To account for expenditures relating to the construction and maintenance of the major thoroughfares within the City's limits. Financing is provided by permit charges assessed for new residential and commercial construction.
- Bridge Impact - To account for expenditures related to the development and construction of new bridges. The fund is supported by permit charges assessed for new residential and commercial construction.
- Drug Abuse Resistance Education - To account for donations to the City for various expenditures relating to this educational program.
- LOIT Special Distribution - To account for expenditures for infrastructure improvements for the City. Community Match Grant - To account expenditures related to the construction and improvements of the 116th St road resurface.

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

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

### Proprietary Funds

The City maintains two types of proprietary funds.

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

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

a continuing basis be finances 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. The development of an Accounting Manual will be completed by the end of 2022.

## REPORTING ENTITY

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

## ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

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

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

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

## INVESTMENT POLICY

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

## INDIANA RESERVES POLICY

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

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

## LIQUIDITY POLICY

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

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

## REVENUE COLLECTION AND RECORDING POLICIES

### Controller

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

For utility billing collection, any check payments sent to the Controller's office are mailed to a lockbox. The lockbox disburses the funds into the applicable bank account, either sewer or stormwater. These deposits are reconciled daily by a member of the Controller's utility staff to

the utility software program. Occasionally a resident will come into City Hall and pay with cash or credit card. The cash is collected by a member of the utility staff and included with the weekly bank deposit. Credit card transactions are recorded to the bank account and checked with the daily electronic deposit totals. At the end of each month, a member of the Controller's utility staff (who has not reconciled the daily deposits) prepares a revenue report detailing all revenue received. These totals are then recorded to the accounting system

#### Fire (Emergency Management Services) / Police

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

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

#### Parks

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

#### Engineering/Public Works/Permits and Inspections

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

## PURCHASING POLICY

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

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

## ACCOUNTS PAYABLE POLICY

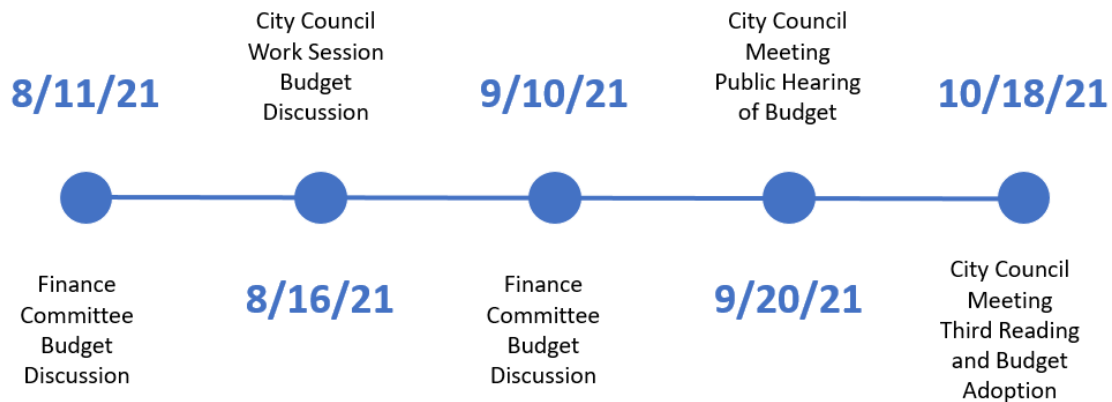
All payments made by the City must be approved by the Board of Public Works. The Board meets twice a month, and the docket of payments is pulled the week prior and advertised before approval. Accounts payable entries are made into the electronic financial system within each department and each payment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

## GRANT POLICY

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

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

## BUDGET PROCESS



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

### Budget Preparation

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

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

### Adoption

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

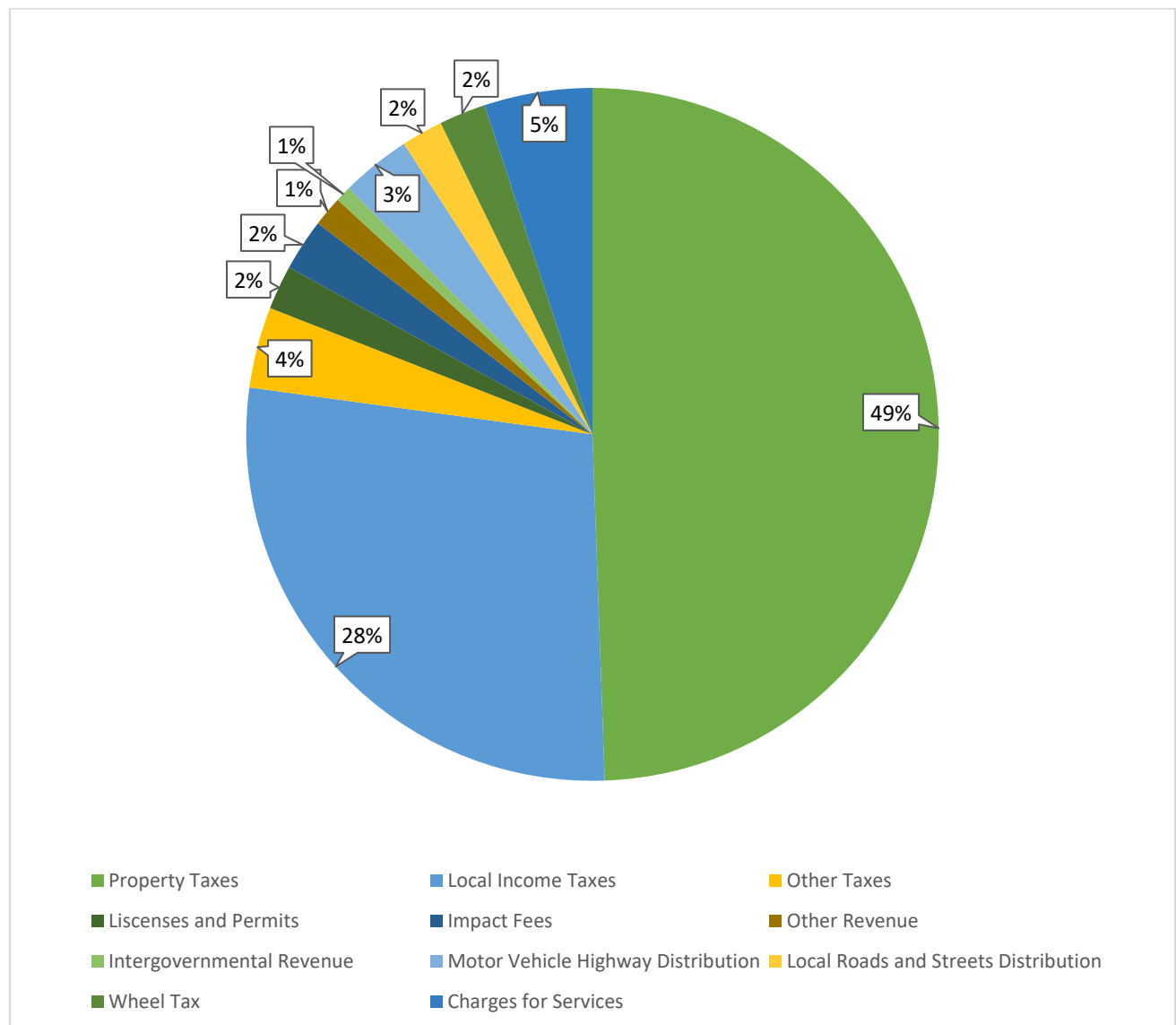
be approved by the Controller's Office and the City Council prior to updating entries being made in the financial system.

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 2022 budget presented and adopted by the City Council was just over \$121 million.





## Fiscal Year 2022 Budget Instructions

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

April 1-30, 2021	Work with HR and departments to gather complete list of authorized positions for all departments	Controller's Office / HR
April 1-30 2021	Create operating budget projection and capital budget projection in Munis	Controller's Office
April 27- May 8, 2021	Start building salary workbook	Controller's Office
April 30, 2021	Last day to submit a proposed capital cumulative fund to DLGF for approval	Controller's Office / Legal
May 14- May 31, 2021	Meet with departments to discuss personnel requirements and requests. All department heads will sign sheet showing number of positions authorized that will be included in the 2021 budget. This will not incorporate any 2022 personnel requests.	Department Heads / Controller's Office
June 1 - June 25, 2021	Departmental entry of operating and capital budgets into Munis	All Departments
June 28, 2021	Roll budget projection to the Department Level in Munis for Department Head review	Controller's Office
June 30, 2021	Deadline to submit the Pre-Budget report via Gateway (Due July 2nd - Monday)	Controller's Office
July 1-30, 2021	Departmental budget meetings	Deputy Mayor / Department Heads / Controller's Office
July 14, 2021	Initial tentative budget discussion with finance committee and discussion of council requests	Finance Committee / Controller
July 19, 2021	Beginning of DLGF budget workshops via Teams (meet with budget field rep to discuss submission)	Controller's Office/DLGF
July 30, 2021	Deadline for DLGF to provide to ea unit an estimate of the maximum Cumulative Capital Development Fund tax rate they may impose for the ensuing year.	DLGF

July 30, 2021	Deadline for DLGF to provide to ea taxing unit an estimate of the maximum permissible property tax levy for the ensuing year, along with guidance on calculating allowable adjustments to the maximum levy.	DLGF
July 30, 2021	Roll budget projection to Controller's Office level in Munis for Controller's Office to make updates.	Controller's Office
August 11, 2021	Budget discussion at Finance Meeting	Mayor / Controller
August 16, 2021	Budget discussion at City Council Work Session	Mayor
August 17, 2021	Deadline for DLGF to release the first 2022 LIT estimates.	DLGF
August 1-31, 2021	Budget entry into Gateway, updating accordingly for any changes	Controller's Office
September 1, 2021	Deadline for Budget to be input into Gateway - PRELIM BUDGET	Controller's Office
September 1, 2021	Anticipated date to provide City Council with 2022 budget information, including fiscal plan	Mayor/Controller's Office
September 6-10, 2021	Finance committee deep dive budget meeting	Controller's Office
September 8, 2021	Post notice to taxpayers ("Form 3") on Gateway of 2022 proposed budget and public hearing. (Friday 10th is last possible day to meet 10-day requirement.)	Controller's Office
September 15, 2021	Update finance committee on any budget updates and changes	Controller
September 20, 2021	Public hearing of budget and City Council suggested changes (Adoption of appeal)	Mayor
October 1, 2021	Deadline for DLGF to provide the second 2022 LIT estimates.	DLGF
October 12, 2021	Last day to post notice to taxpayers of proposed 2022 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	Controller's Office

	least ten days before the adoption for most taxing units.	
October 18, 2021	Adoption of the 2022 Budget	City Council
October 18, 2021	Adoption of the 2022 Salary Ordinance (including employees and elected officials)	City Council
October 18-31, 2021	Roll budget projection Mayor's Office level in Munis. No other changes will be made.	Controller's Office
October 20, 2021	Certify budget adoption in Gateway (48 hours after adoption)	Controller
October 22, 2021	Last <b>possible</b> day for taxing units to hold public hearing on 2022 budgets. In second class cities, public hearing may be held any time after introduction of 2022 budget.	Mayor
October 25, 2021	Deadline to submit signed budget adoption, tax rate, and levy through Gateway.	Controller's Office
October 29, 2021	Last <b>possible</b> day ten or more taxpayers may object to a proposed 2022 budget, tax rate, or tax levy (must be filed not more than seven days after the public hearing.)	Mayor
November 1, 2021	Deadline for all taxing units to adopt 2022 budgets, tax rates, and tax levies.	Mayor
November 8, 2021	Last day for units to submit their 2022 budgets, tax rates, and tax levies to DLGF through Gateway.	Controller's Office
November 1, 2021	Soft post operating budget and capital budget in Munis for Departments to begin processing requisitions again next year's budget.	Controller's Office
January 17, 2022	Completion and submission to GFOA for Distinguished Budget Award or request an extension for submission if necessary	Controller's Office
April 1, 2022	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 2022 budget.

### Mayor's Office Policy Instructions

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

### Controller's Office Technical Instructions

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

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

## **New This Year**

### **Capital Budgets**

The Capital budget requests will be combined with the Operating budget requests. Capital requests will no longer have a separate budget from the Operating budget.

Continuing from last year, the Chart of Accounts includes expense accounts that are specifically for capital purchases. Those objects should be used for all capital purchases appropriately.

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.

### **Department Budget for IT Needs**

Departments will be provided a starting budget for IT expenses that will be included in the overall IT budget. Each department will review the allocation and discuss any requested updates or changes.

All departments will be notified of the final allocation for IT funds within the IT department prior to the budget approval.

## **Mayor's Office FY 2022 Budget Policy Instructions**

As we return to some degree of normalcy following the COVID-19 pandemic, the expectation is that the manner in which we budget for FY 2022 should return to a pre-pandemic approach. 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 2021 Controller's Office Technical Instructions**

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

Departments can access the approved budget for FY 21 via the instructions provided. Please make sure to use the Revised budget column when reviewing the FY 10 budget.

### **Personnel Data**

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

### **Operating Supplies**

- 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 2016 through 2024. The following data focuses on the following funds: Combined Funds, General Funds, Health Department Fund, MVH, LR&S, CCD, CCI, PIF, combined RIF, and BIF.

In the upcoming tables of the City's appropriated funds, projections for revenue and expenditures are calculated by trend analysis and are provided by an outside consulting firm.

The firm works with City staff to account for any planned shifts in revenue and expenditures. In addition, the firm provides forecasts for future tax distributions.

Note: All data in the following tables are based on the City of Fishers Fiscal Plan Revised on August 18, 2021.



For internal management use only. See assumptions. Actual results may vary and the differences may be material.

CITY OF FISHERS  
**Combined Funds**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	<b>\$27,730,708</b>	<b>\$29,058,670</b>	<b>\$30,201,651</b>	<b>\$30,237,915</b>	<b>\$31,525,215</b>	<b>\$37,199,117</b>	<b>\$37,146,071</b>	<b>\$37,302,399</b>	<b>\$38,214,582</b>
<b>REVENUES:</b>									
Property tax - All Funds	35,347,903	37,716,351	39,306,068	43,761,205	47,508,412	50,381,478	53,203,374	55,357,256	57,566,221
Loss from circuit breaker	(1,713,962)	(1,725,926)	(2,009,253)	(2,127,561)	(2,814,593)	(2,500,875)	(2,655,685)	(2,767,192)	(2,888,306)
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	3,023,227	3,488,286	3,252,018	3,388,167	3,557,759	3,697,455	3,826,462	3,901,747	3,976,292
CVET	45,376	43,995	42,675	51,947	49,404	49,856	50,717	50,131	49,525
COIT - Special	0	0	2,396,373	2,554,061	2,288,595	3,129,149	2,843,926	976,605	3,183,016
COIT - Regular - All Funds	21,034,097	20,191,733	22,314,303	21,834,303	23,681,442	30,610,268	26,994,253	31,560,201	28,644,936
Licenses and permits - General Fund Only	2,040,710	1,874,282	1,991,556	1,868,438	1,993,744	2,304,144	2,223,000	2,223,000	2,223,000
Intergovernmental revenue - General Fund Only	711,674	737,831	754,488	747,757	789,996	751,298	797,432	792,473	792,473
Charges for services - General Fund Only	4,670,138	4,510,901	4,084,499	3,716,507	3,840,139	4,934,123	5,427,778	5,594,988	5,789,925
Fines and forfeits - General Fund Only	109,210	140,306	9,012	212,922	177,367	254,172	250,000	250,000	250,000
Cigarette tax state - CCI	195,727	210,260	202,107	197,531	187,465	182,402	188,650	202,030	202,030
State distribution - Local Roads and Streets Fund	1,095,505	1,434,691	1,987,701	2,053,406	2,039,373	2,133,784	2,091,087	2,091,087	2,091,087
State distribution - Motor Vehicle Highway Fund	2,822,783	3,130,676	4,033,932	3,722,165	3,281,962	3,534,166	3,502,092	3,502,092	3,502,092
Wheel tax and Surtax	0	0	0	0	0	0	0	0	0
Park impact fees - Park Impact Fund	633,541	547,287	633,001	530,056	665,653	726,477	700,000	700,000	700,000
Road impact fees - Road Impact Fund	1,956,504	1,872,776	2,478,187	1,954,971	1,923,754	1,758,288	1,750,000	1,750,000	1,750,000
Bridge impact fees - Bridge Impact Fund	120,547	194,289	115,106	131,534	153,195	160,626	160,000	160,000	160,000
Wheel Tax	0	0	1,987,241	2,063,849	2,312,511	2,333,907	2,346,000	2,392,920	2,440,778
Certified Tech Park revenue	0	449,255	964,650	1,082,468	2,603,627	100,000	100,000	100,000	100,000
All other revenue - All Funds	6,467,710	4,650,644	1,949,078	3,957,375	7,983,418	1,995,519	1,264,600	1,264,600	1,264,600
<b>Total revenues</b>	<b>78,560,690</b>	<b>79,467,637</b>	<b>86,492,742</b>	<b>91,701,101</b>	<b>102,223,223</b>	<b>106,536,237</b>	<b>105,063,686</b>	<b>110,101,938</b>	<b>111,797,669</b>
<b>EXPENDITURES:</b>									
Personal services	36,788,632	39,384,387	42,584,563	44,084,379	44,688,364	51,170,395	53,156,969	55,545,299	58,113,917
Supplies	3,509,037	3,661,264	3,831,574	5,339,612	5,663,819	6,195,575	7,066,584	6,113,139	6,113,139
Other services and charges	22,305,134	24,978,334	25,329,450	30,610,366	32,616,405	33,460,296	35,963,374	40,639,643	41,632,993
Capital outlay	14,629,926	10,324,113	14,696,859	10,379,444	13,580,733	9,473,328	9,220,431	7,391,674	7,589,861
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(500,000)	(500,000)	(500,000)	(500,000)
<b>Total expenditures</b>	<b>77,232,729</b>	<b>78,348,098</b>	<b>86,442,446</b>	<b>90,413,801</b>	<b>96,549,321</b>	<b>99,799,594</b>	<b>104,907,358</b>	<b>109,189,755</b>	<b>112,949,910</b>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<b>1,327,961</b>	<b>1,119,539</b>	<b>50,296</b>	<b>1,287,300</b>	<b>5,673,902</b>	<b>6,736,643</b>	<b>156,328</b>	<b>912,184</b>	<b>(1,152,241)</b>
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers	0	13,228	0	0	(1,800,000)	0	0	0	0
Adjustments/Transfer to Health Fund	0	10,214	(14,032)	0	1,800,000	0	0	0	0
Encumbrances					0	(6,789,689)	0	0	0
<b>ENDING 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>\$37,146,071</b>	<b>\$37,302,399</b>	<b>\$38,214,582</b>	<b>\$37,062,341</b>

For internal management use only. See assumptions. Actual results may vary and the differences may be material.

CITY OF FISHERS  
**0101 General Fund**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	0.0100 BUDGET 2021	-0.0050 BUDGET 2022	0.0000 Projected 2023	0.0000 Projected 2024
<b>BEGINNING CASH BALANCE</b>	\$14,361,647	\$14,555,317	\$15,866,665	\$16,850,188	\$16,069,387	\$21,288,867	\$24,841,955	\$25,500,058	\$27,470,264
<b>REVENUES:</b>									
Property tax	23,170,769	24,067,232	25,031,903	25,881,230	26,795,679	28,092,126	29,331,384	30,570,905	31,925,509
Loss from circuit breaker	(1,401,706)	(1,427,886)	(1,724,146)	(1,847,033)	(2,350,181)	(2,176,297)	(2,305,447)	(2,402,873)	(2,509,345)
Late property tax distribution	0	0	0	0	0	0	0	0	0
Financial institutions tax	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax	1,981,744	2,225,915	2,071,184	2,003,992	2,006,646	2,061,658	2,109,554	2,154,728	2,205,201
CVET	29,744	28,074	27,179	30,725	27,864	28,190	27,962	27,687	27,468
LIT - Special Distribution	0	0	2,396,373	2,554,061	2,288,595	3,129,149	2,843,926	976,605	3,183,016
LIT - Regular Distribution	17,755,919	19,620,988	21,834,303	21,504,303	23,353,442	30,575,268	26,994,253	31,560,201	28,644,936
Licenses and permits	2,040,710	1,874,282	1,991,556	1,868,438	1,993,744	2,304,144	2,223,000	2,223,000	2,223,000
Intergovernmental revenue	711,674	737,831	754,488	747,757	789,996	751,298	797,432	792,473	792,473
Charges for services	4,670,138	4,510,901	4,084,499	3,716,507	3,840,139	4,934,123	5,427,778	5,594,988	5,789,925
Fines and forfeits	109,210	140,306	9,012	212,922	177,367	254,172	250,000	250,000	250,000
Miscellaneous revenue	3,052,969	2,550,520	1,450,243	2,296,513	1,757,976	570,225	460,000	460,000	460,000
Total revenues	52,121,171	54,328,163	57,926,594	58,969,415	60,681,267	70,524,056	68,159,842	72,207,714	72,992,183
<b>EXPENDITURES:</b>									
Personal services									
Base pay and other	23,505,652	25,176,744	27,012,635	27,613,324	27,607,721	32,078,064	34,981,955	34,981,955	35,681,593
Inflation adjustments								699,638	713,633
Added personnel								0	0
Employee benefits	11,085,046	11,931,296	13,233,773	14,554,019	15,404,448	16,645,102	15,892,380	17,481,618	19,229,780
Total personal services	34,590,698	37,108,040	40,246,408	42,167,343	43,012,169	48,723,166	50,874,335	53,163,211	55,625,006
Supplies	3,008,878	3,180,330	3,144,783	3,927,698	4,055,821	4,419,030	4,979,549	4,979,549	4,979,549
Other services and charges	9,415,412	9,682,770	9,875,644	12,072,542	9,556,766	10,694,992	11,897,855	12,492,748	13,117,387
Capital outlay	4,912,513	3,055,889	3,662,204	82,633	2,137,031	0	250,000	102,000	104,040
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(500,000)	(500,000)	(500,000)	(500,000)
Total expenditures	51,927,501	53,027,029	56,929,039	58,250,216	58,761,787	63,337,188	67,501,739	70,237,508	73,325,982
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	193,670	1,301,134	997,555	719,199	1,919,480	7,186,868	658,103	1,970,206	(333,799)
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers Rainy Day	0	0	0	(1,500,000)	1,500,000	0	0	0	0
Adjustments/Transfer to Health Fund	0	10,214	(14,032)	0	1,800,000	0	0	0	0
Encumbrances						(3,633,780)			
<b>ENDING CASH BALANCE</b>	\$14,555,317	\$15,866,665	\$16,850,188	\$16,069,387	\$21,288,867	\$24,841,955	\$25,500,058	\$27,470,264	\$27,136,465
<b>Rainy Day Cash</b>	\$2,378,178	\$1,731,678	\$1,113,371	\$1,716,303	\$36,377	\$2	\$2	\$2	\$2
<b>Total Rainy Day and General Fund Cash</b>	\$16,933,495	\$17,598,343	\$17,963,559	\$17,785,690	\$21,325,244	\$24,841,957	\$25,500,060	\$27,470,266	\$27,136,467

For internal management use only. See assumptions. Actual results may vary and the differences may be material.

CITY OF FISHERS  
**Health Fund**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	\$0	\$0	\$0	\$0	\$0	\$46,328	\$556,316	\$566,816	\$570,221
<b>REVENUES:</b>									
Property tax	0	0	0	0	0	698,288	742,659	772,515	803,566
Loss from circuit breaker	0	0	0	0	0	(54,096)	(58,373)	(60,720)	(63,160)
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	0	51,247	53,413	54,450	55,505
CVET	0	0	0	0	0	0	708	700	692
LIT	0	0	0	0	0	0	0	0	0
Miscellaneous/Fees	0	0	0	0	2,056,088	742,416	240,000	240,000	240,000
Total revenues	0	0	0	0	2,056,088	1,437,855	978,407	1,006,945	1,036,603
<b>EXPENDITURES:</b>									
Personal services									
Base pay and other	0	0	0	0	62,002	448,550	434,718	434,718	443,412
Inflation adjustments								8,694	8,868
Added personnel								0	0
Employee benefits					22,121	240,036	188,639	207,503	228,253
Total personal services	0	0	0	0	84,123	688,586	623,357	650,915	680,533
Supplies	0	0	0	0	73,768	95,780	183,050	183,050	183,050
Other services and charges	0	0	0	0	51,869	131,000	161,500	169,575	178,054
Capital outlay	0	0	0	0	0	0	0	0	0
Total expenditures	0	0	0	0	209,760	915,366	967,907	1,003,540	1,041,637
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	0	0	0	0	1,846,328	522,489	10,500	3,405	(5,034)
<b>ADJUSTMENTS:</b>									
Transfer	0	0	0	0	(1,800,000)	0	0	0	0
Encumbrances						(12,501)			
<b>ENDING CASH BALANCE</b>	\$0	\$0	\$0	\$0	\$46,328	\$556,316	\$566,816	\$570,221	\$565,187

For internal management use only. See assumptions. Actual results may vary and the differences may be material.

CITY OF FISHERS  
**0708 Motor Vehicle Highway Fund**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	\$2,318,847	\$2,421,871	\$3,043,592	\$711,492	\$1,026,430	\$1,773,019	\$1,333,655	\$1,452,422	\$1,499,293
<b>REVENUES:</b>									
Property tax	0	0	0	0	0	0	0	0	0
Loss from circuit breaker	0	0	0	0	0	0	0	0	0
Late property tax distribution	0	0	0	0	0	0	0	0	0
Financial institutions tax	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax	0	0	0	0	0	0	0	0	0
CVET	0	0	0	0	0	0	0	0	0
Wheel tax and surtax	0	0	0	0	0	0	0	0	0
State grant - highway	0	0	0	0	0	0	0	0	0
MVHF distribution	2,822,783	3,130,676	4,033,932	3,722,165	3,281,962	3,534,166	3,502,092	3,502,092	3,502,092
Fees	228,399	526,143	243,004	368,665	373,304	272,275	275,000	275,000	275,000
Sale of property	0	0	0	0	0	0	0	0	0
Insurance reimbursements	72,195	140,404	39,353	0	17,049	72,930	0	0	0
Miscellaneous	2,517	702	104,707	0	960	4,950	4,000	4,000	4,000
Total revenues	3,125,894	3,797,925	4,420,996	4,090,830	3,673,275	3,884,321	3,781,092	3,781,092	3,781,092
<b>EXPENDITURES:</b>									
Personal services									
Base pay and other	1,500,875	1,129,609	1,677,298	1,290,046	1,091,444	1,213,892	1,175,397	1,175,397	1,198,905
Inflation adjustments								23,508	23,978
Added personnel								0	0
Employee benefits	697,059	1,146,738	660,857	626,990	500,628	544,751	483,880	532,268	585,495
Total personal services	2,197,934	2,276,347	2,338,155	1,917,036	1,592,072	1,758,643	1,659,277	1,731,173	1,808,378
Supplies	497,384	470,205	615,804	638,823	559,176	838,320	914,940	914,940	914,940
Other services and charges	293,147	366,853	994,468	986,074	750,438	878,108	1,088,108	1,088,108	1,088,108
Capital outlay	34,405	76,027	2,804,669	233,959	25,000	335,000	0	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	3,022,870	3,189,432	6,753,096	3,775,892	2,926,686	3,810,071	3,662,325	3,734,221	3,811,426
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	103,024	608,493	(2,332,100)	314,938	746,589	74,250	118,767	46,871	(30,334)
<b>ADJUSTMENTS:</b>									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds/adjustment	0	13,228	0	0	0	0	0	0	0
Encumbrances						(513,614)			

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CITY OF FISHERS  
**0706 Local Road and Street Fund**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	\$1,027,981	\$1,092,165	\$1,294,134	\$1,813,873	\$2,025,504	\$2,399,570	\$2,222,820	\$2,304,156	\$2,304,156
<b>REVENUES:</b>									
Local road & street distrib.	1,095,505	1,434,691	1,987,701	2,053,406	2,039,373	2,133,784	2,091,087	2,091,087	2,091,087
Miscellaneous	0	0	3,500	5,367	0	0	0	0	0
Total revenues	1,095,505	1,434,691	1,991,201	2,058,773	2,039,373	2,133,784	2,091,087	2,091,087	2,091,087
<b>EXPENDITURES:</b>									
Supplies	0	0	0	701,840	975,054	792,445	792,445	0	0
Other services & charges	1,031,321	1,232,722	1,471,462	49,879	74,236	300,000	300,000	2,091,087	2,091,087
Capital outlays	0	0	0	1,095,423	616,017	646,200	917,306	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	1,031,321	1,232,722	1,471,462	1,847,142	1,665,307	1,738,645	2,009,751	2,091,087	2,091,087
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	64,184	201,969	519,739	211,631	374,066	395,139	81,336	0	0
<b>ADJUSTMENTS:</b>									
Encumbrances						(571,889)			
<b>ENDING CASH BALANCE</b>	\$1,092,165	\$1,294,134	\$1,813,873	\$2,025,504	\$2,399,570	\$2,222,820	\$2,304,156	\$2,304,156	\$2,304,156

For internal management use only. See assumptions. Actual results may vary and the differences may be material.

CITY OF FISHERS  
**2391 Cumulative Capital Development**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	\$881,679	\$872,049	\$1,460,280	\$2,093,700	\$1,656,691	\$1,012,725	\$700,284	\$729,196	\$729,196
<b>REVENUES:</b>									
Property tax	2,703,537	2,795,952	2,892,112	3,164,597	3,338,609	3,491,440	3,713,295	3,862,577	4,017,830
Loss from circuit breaker	(158,908)	(167,108)	(198,264)	(228,874)	(294,116)	(270,482)	(291,865)	(303,599)	(315,801)
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	231,227	258,590	239,251	244,987	250,018	256,234	267,066	272,247	277,526
CVET	3,471	3,261	3,140	3,756	3,472	3,504	3,541	3,499	3,458
Miscellaneous	0	1,024,123	0	0	16,357	11,231	0	0	0
Total revenues	2,779,327	3,914,818	2,936,239	3,184,466	3,314,340	3,491,927	3,692,037	3,834,724	3,983,013
<b>EXPENDITURES:</b>									
Supplies	2,775	0	0	24,189	0	0	0	0	0
Other services and charges	217	0	8,978	34	0	0	0	0	0
Capital outlay	2,785,965	3,326,587	2,293,841	3,597,252	3,958,306	3,502,128	3,663,125	3,834,724	3,983,013
Projected unused appropriation						0	0	0	0
Total expenditures	2,788,957	3,326,587	2,302,819	3,621,475	3,958,306	3,502,128	3,663,125	3,834,724	3,983,013
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	(9,630)	588,231	633,420	(437,009)	(643,966)	(10,201)	28,912	0	0
<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						(302,240)			
<b>ENDING CASH BALANCE</b>	\$872,049	\$1,460,280	\$2,093,700	\$1,656,691	\$1,012,725	\$700,284	\$729,196	\$729,196	\$729,196

For internal management use only. See assumptions. Actual results may vary and the differences may be material.

CITY OF FISHERS  
**2379 Cumulative Capital Improvement Fund**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	<u>\$209,685</u>	<u>\$84,338</u>	<u>\$294,598</u>	<u>\$182,956</u>	<u>\$347,598</u>	<u>\$266,713</u>	<u>\$188,217</u>	<u>\$193,867</u>	<u>\$193,867</u>
<b>REVENUES:</b>									
Cigarette tax distribution	195,727	210,260	202,107	197,531	187,465	182,402	188,650	202,030	202,030
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>
Total revenues	<u>195,727</u>	<u>210,260</u>	<u>202,107</u>	<u>197,531</u>	<u>187,465</u>	<u>182,402</u>	<u>188,650</u>	<u>202,030</u>	<u>202,030</u>
<b>EXPENDITURES:</b>									
Supplies	0	0	0	0	0	0	161,000	0	0
Other services and charges	0	0	0	0	0	0	22,000	0	0
Capital outlay	321,074	0	313,749	32,889	268,350	190,000	0	202,030	202,030
Projected unused appropriation						0	0	0	0
Total expenditures	<u>321,074</u>	<u>0</u>	<u>313,749</u>	<u>32,889</u>	<u>268,350</u>	<u>190,000</u>	<u>183,000</u>	<u>202,030</u>	<u>202,030</u>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	(125,347)	210,260	(111,642)	164,642	(80,885)	(7,598)	5,650	0	0
<b>ADJUSTMENTS:</b>									
Encumbrances						(70,898)			
<b>ENDING CASH BALANCE</b>	<u>\$84,338</u>	<u>\$294,598</u>	<u>\$182,956</u>	<u>\$347,598</u>	<u>\$266,713</u>	<u>\$188,217</u>	<u>\$193,867</u>	<u>\$193,867</u>	<u>\$193,867</u>

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CITY OF FISHERS  
**Park Impact Fees Fund**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	\$1,237,046	\$896,267	\$892,220	\$450,067	\$1,008,050	\$1,370,105	\$1,009,676	\$1,009,676	\$1,009,676
<b>REVENUES:</b>									
Park impact fees	633,541	547,287	633,001	530,056	665,653	726,477	700,000	700,000	700,000
Miscellaneous	48,521	1,996	4,600	275,075	0	400	0	0	0
Total revenues	682,062	549,283	637,601	805,131	665,653	726,877	700,000	700,000	700,000
<b>EXPENDITURES:</b>									
Other services and charges	0	0	54,658	44,730	0	0	70,000	0	0
Capital outlays	1,022,841	553,330	1,025,096	202,418	303,598	600,000	630,000	700,000	700,000
Projected unused appropriation						0	0	0	0
Total expenditures	1,022,841	553,330	1,079,754	247,148	303,598	600,000	700,000	700,000	700,000
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	(340,779)	(4,047)	(442,153)	557,983	362,055	126,877	0	0	0
<b>ADJUSTMENTS:</b>									
Encumbrances						(487,306)			
<b>ENDING CASH BALANCE</b>	\$896,267	\$892,220	\$450,067	\$1,008,050	\$1,370,105	\$1,009,676	\$1,009,676	\$1,009,676	\$1,009,676



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CITY OF FISHERS  
**Combined Road Impact Fees**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	<u>\$1,524,893</u>	<u>\$2,682,354</u>	<u>\$1,459,961</u>	<u>\$1,226,792</u>	<u>\$822,689</u>	<u>\$1,554,268</u>	<u>\$556,388</u>	<u>\$556,388</u>	<u>\$556,388</u>
<b>REVENUES:</b>									
Road impact fees	1,956,504	1,872,776	2,478,187	1,954,971	1,923,754	1,758,288	1,750,000	1,750,000	1,750,000
Miscellaneous	<u>2,740,372</u>	<u>95,518</u>	<u>0</u>	<u>0</u>	<u>87,365</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total revenues	<u>4,696,876</u>	<u>1,968,294</u>	<u>2,478,187</u>	<u>1,954,971</u>	<u>2,011,119</u>	<u>1,758,288</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>1,750,000</u>
<b>EXPENDITURES:</b>									
Debt service	0	0	0	0	0	0	450,000	464,126	464,126
Other services and charges	0	0	0	0	1,279,540	0	0	1,285,874	1,285,874
Capital outlays	<u>3,539,415</u>	<u>3,190,687</u>	<u>2,711,356</u>	<u>2,359,074</u>	<u>0</u>	<u>1,900,000</u>	<u>1,300,000</u>	<u>0</u>	<u>0</u>
Projected unused appropriation					<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total expenditures	<u>3,539,415</u>	<u>3,190,687</u>	<u>2,711,356</u>	<u>2,359,074</u>	<u>1,279,540</u>	<u>1,900,000</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>1,750,000</u>
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	<u>1,157,461</u>	<u>(1,222,393)</u>	<u>(233,169)</u>	<u>(404,103)</u>	<u>731,579</u>	<u>(141,712)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>ADJUSTMENTS:</b>									
Encumbrances						(856,168)			
<b>ENDING CASH BALANCE</b>	<u>\$2,682,354</u>	<u>\$1,459,961</u>	<u>\$1,226,792</u>	<u>\$822,689</u>	<u>\$1,554,268</u>	<u>\$556,388</u>	<u>\$556,388</u>	<u>\$556,388</u>	<u>\$556,388</u>

For internal management use only. See assumptions. Actual results may vary and the differences may be material.

CITY OF FISHERS  
**Bridge Impact Fees (405)**  
 Projected Revenues and Expenditures  
 Revised August 18, 2021 [Draft]

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	BUDGET 2021	BUDGET 2022	Projected 2023	Projected 2024
<b>BEGINNING CASH BALANCE</b>	\$160,162	\$86,709	\$170,998	\$265,957	\$356,526	\$164,237	\$220,347	\$220,347	\$220,347
<b>REVENUES:</b>									
Bridge impact fees	120,547	194,289	115,106	131,534	153,195	160,626	160,000	160,000	160,000
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	120,547	194,289	115,106	131,534	153,195	160,626	160,000	160,000	160,000
<b>EXPENDITURES:</b>									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlays	194,000	110,000	20,147	40,965	345,484	100,000	160,000	160,000	160,000
Projected unused appropriation						0	0	0	0
Total expenditures	194,000	110,000	20,147	40,965	345,484	100,000	160,000	160,000	160,000
<b>EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES</b>	(73,453)	84,289	94,959	90,569	(192,289)	60,626	0	0	0
<b>ADJUSTMENTS:</b>									
Encumbrances						(4,516)			
<b>ENDING CASH BALANCE</b>	\$86,709	\$170,998	\$265,957	\$356,526	\$164,237	\$220,347	\$220,347	\$220,347	\$220,347

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>2023</u>	<u>2024</u>
4.00%	4.00%

Property tax collections

The loss from the circuit breaker is expected to be:

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
(2,500,875)	(2,655,685)	(2,767,192)	(2,888,306)
7.75%	7.86%	7.86%	7.86%

## LIT Rates

It is expected that all projected excess collections will be distributed to the Rainy Day Fund. Future distribution are expected to remain flat until the forecasted deficit is paid off.

After 2019, taxable income is expected to increase or decrease at the following rate

### Calendar Year

<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
4.19%	4.03%	3.87%	3.73%	3.59%

### Fiscal Year

<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
4.11%	3.95%	3.80%	3.66%

Unless otherwise noted, the Hamilton County taxing entities (abstract/budget) property tax levies are expected to increase at a rate in accordance with the estimated 2021 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:        0.6%

**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.

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
General Fund - License and Permits	\$2,074,079	\$2,000,000	\$2,000,000	\$2,000,000
General Fund - Other Permits	\$147,385	\$145,000	\$145,000	\$145,000

**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.

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
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:

Cumulative Capital Development

<u>2022</u>	<u>2023</u>	<u>2024</u>
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**

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
General Fund - Special Distribution	3,129,149	2,843,926	976,605	3,183,016
General Fund - Regular Distribution	30,540,268	26,994,253	31,560,201	28,644,936
GO Bond Issue - 116th and 96th Street	0	0	0	0
GO Bond Issue - Ambassador House/Oilio Road Field Lights	0	0	0	0
COIT Bond Issue - Revenue Bond	35,000	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 - Giest Road Improvments	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:

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000

### True Tax value growth in the Township

	<u>2022</u>	<u>2023</u>	<u>2024</u>
The Delaware true tax value is expected to increase by the following amount:	1.84%	1.00%	1.00%
The Fall Creek true tax value is expected to increase by the following amount:	10.60%	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:

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
\$240,000	\$240,000	\$240,000	\$240,000

### 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.

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Fire Budget	\$23,617,275	\$24,086,323	\$25,049,776	\$26,051,767



**Projected Census Increase**

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

The revenues that are distributed by population are:

	<u>2022</u>	<u>2023</u>	<u>2024</u>
Motor Vehicle Highway	\$43.65	\$43.65	\$43.65
General Fund – Cigarette Tax	\$0.65	\$0.62	\$0.62
General Fund – ABC Gallonage	\$2.20	\$2.20	\$2.20
Cumulative Capital Improvement	\$2.27	\$2.27	\$2.27

Payable Year	<u>2000</u>	<u>2004</u>	<u>2009</u>	<u>2010</u>	<u>2017</u>	<u>2018</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Population (Fiscal Year Avg.)	37,835	52,390	65,382	76,794	81,627	86,459	86,459	86,459 0.00%	89,000 2.94%	89,000 0.00%	89,000 0.00%

**Emergency Medical Service Revenue**

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

EMS revenue - General Fund	1,676,801	1,960,000	1,960,000	1,960,00
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It is expected that the maximum levy will be appealed by the following amounts:

	<u>2022</u>	<u>2023</u>	<u>2024</u>
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.

	2021	2022	2023	2024
Pre-July 2005 Bonds	\$1,099,825	\$983,300	\$870,000	\$878,000
COIT Bonds	171,160	0	0	0
Post-July 2005 Bonds	5,374,194	5,367,278	5,371,312	3,811,831
Road Impact Fees Fund - Lease Rental - Olio Road and Highway 238 Road Projects	0	450,000	464,126	464,126
Allisonville Road Bond	13,416,617	14,221,058	15,304,084	17,313,501
TIF (Saxony)	444,400	452,275	454,025	455,025
Total	\$20,506,196	\$21,473,911	\$22,463,547	\$22,922,483

## Park Impact Fees Budget

No expenditures are shown after the current year.	Revenue after the current year, is expected to be as follows:	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Park impact fees		726,477	700,000	700,000	700,000

## Road Impact Fees Budget

No expenditures are shown after the current year.	Revenue after the current year, is expected to be as follows:	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenue - Road impact fees		1,758,288	1,750,000	1,750,000	1,750,00
Expenditures - Lease Rental - Olio Road and Highway 238 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:	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenue - Bridge impact fees		160,626	160,000	160,000	160,000

**Property Tax Rates**

The rates after the current year are expected to increase/decrease as follows:		<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
	Rate:	1.41%	-0.69%	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:

	2021	2022	2023	2024
Delaware Township	162,304,712	156,291,119	166,944,030	168,613,470
Fishers	11,933,354,921	11,933,354,921	12,410,689,118	12,907,116,683
Fall Creek Township	449,514,677	497,163,233	586,652,615	692,250,058
Total Fire Area	12,545,174,310	12,595,809,272	13,164,285,762	13,767,980,238

## Unused Appropriation

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

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
General Fund	(500,000)	(500,000)	(500,000)	(500,000)
Station 94	0	0	0	0
Local Roads and Streets	0	0	0	0
Motor Vehicle Highway	0	0	0	0
Cumulative Capital Development	0	0	0	0
Continuing Education	0	0	0	0
Park Impact	0	0	0	0
Road Impact	0	0	0	0
Bridge Impact	0	0	0	0
Cumulative Capital Improvement	0	0	0	0
Rainy Day	0	0	0	0
Wheel and Surtax	0	0	0	0
Sewer Operating	(50,000)	(82,000)	(82,000)	(82,000)
Sewer Improvement	0	0	0	0
Stormwater	(50,000)	(50,000)	(50,000)	(50,000)

## Factors Used in Calculating Certain Projected Information:

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

## 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.

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
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 after 2020, the non-farm personal income will increase as follows:

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
4.00%	4.00%	4.00%	4.00%

## REVENUE OVERVIEW

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

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

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

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

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

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

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

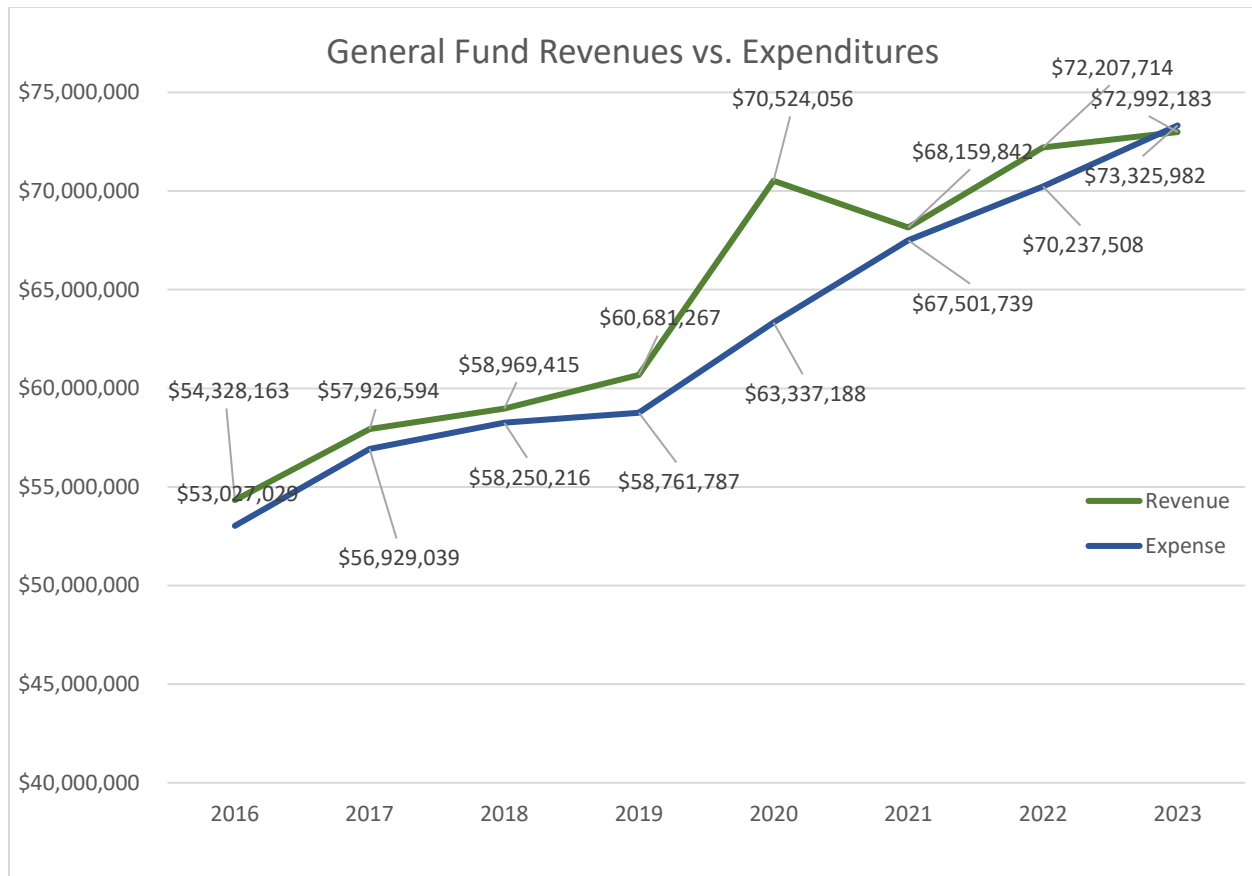
- Fund Public Works
- Health Department

Fishers operates on a balanced budget system, and 2022 will continue to be a balanced budget. A balanced budget means the amount available from taxation and other revenue sources (including carryovers from prior years) must be equal to the total expenditure appropriations and reserves. Property taxes, franchise taxes, licenses and interest are accepted on an accrual basis and are recognized as revenue for the current fiscal year. All other revenue items are considered to be measurable and available only when cash is received by the City.

The 2022 General Fund revenue is projected to total over \$68 million. This is a 4% decrease from the amount for FY 2021. The decrease is due to the additional Local Income Tax funds provided to the City by the change in state law for the distribution of the funds. The continued increase in projected revenue allows for the continued steady increase in the City's General Fund Cash Balance. As the General Fund is the largest and least restrictive source of revenue, it is a good indicator of the current financial condition of the organization.

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

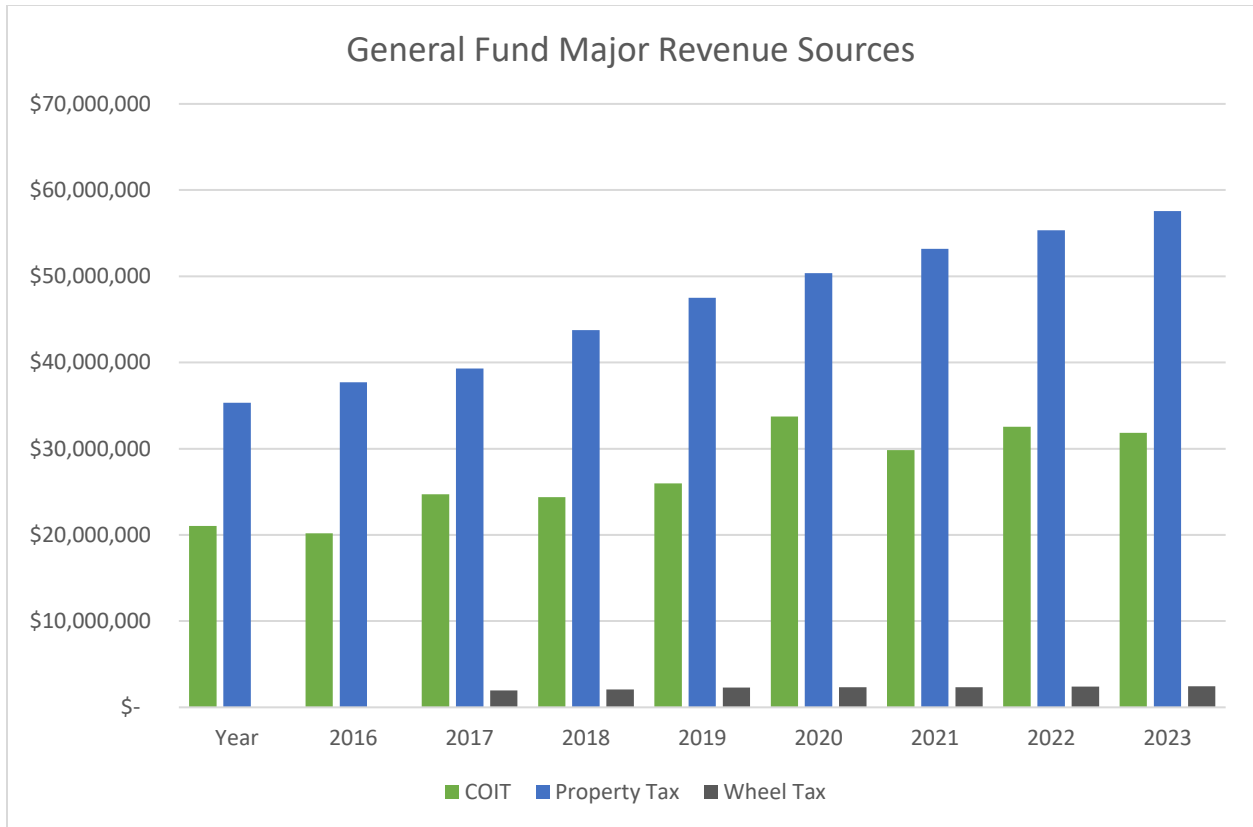
- Revenue vs Expenditures – a comparison of the General Fund revenue and expenditures beginning in 2016 and estimated thru 2024
- Projected General Fund Revenue – depicts the anticipated 2022 revenues
- General Fund Cash Reserves – displays the amount held General Fund Cash Reserves from 2016-2023 and compared with the amount required by internal policy.



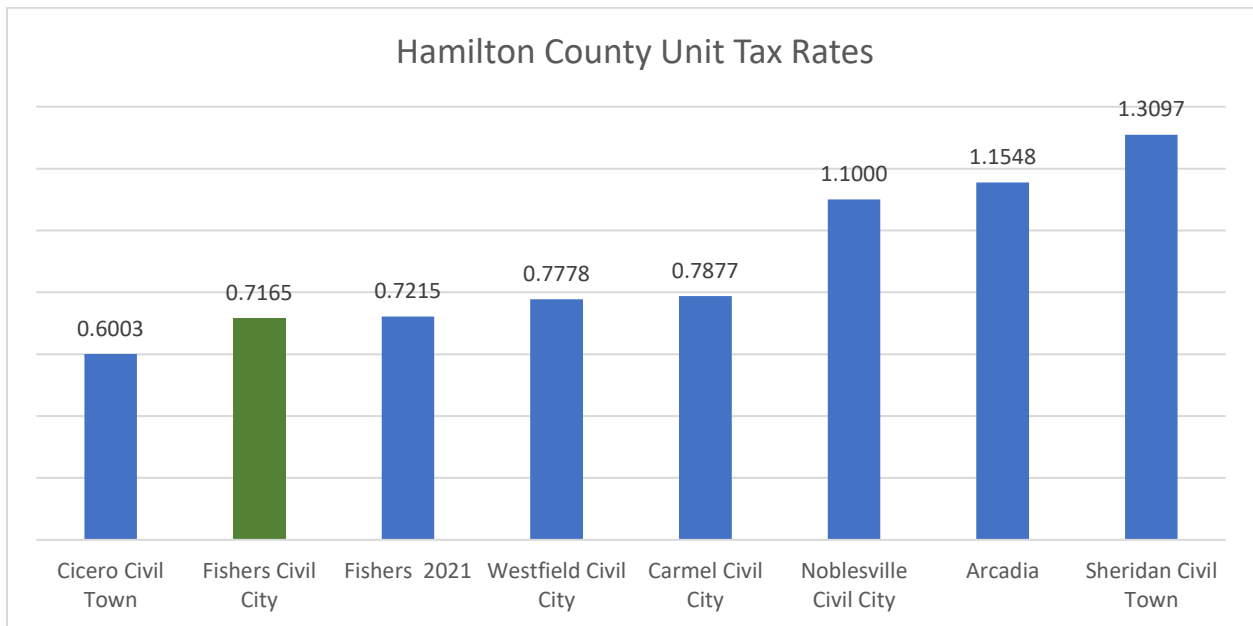
The City of Fishers will operate with a Balance Budget in fiscal year 2022. This means that the total sum of revenues is equal to its expenditures, which ensures adequate resources and funding to provide for ongoing city operational needs.

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

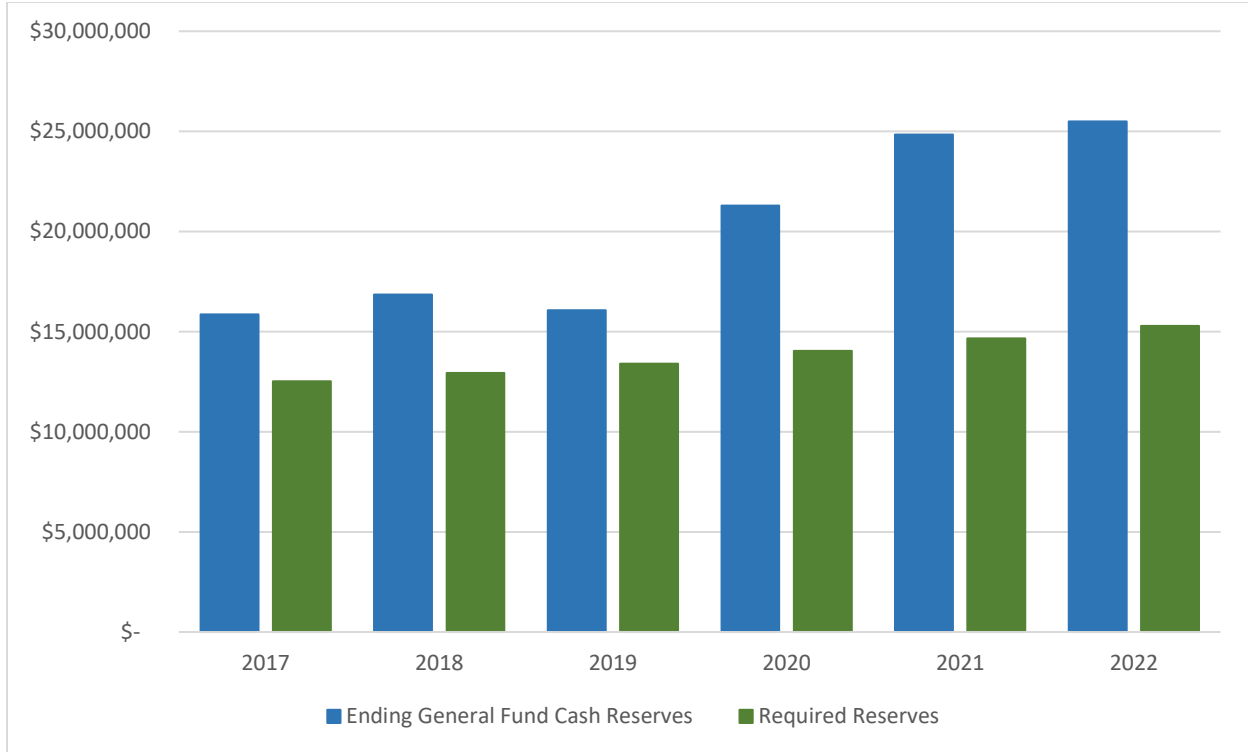




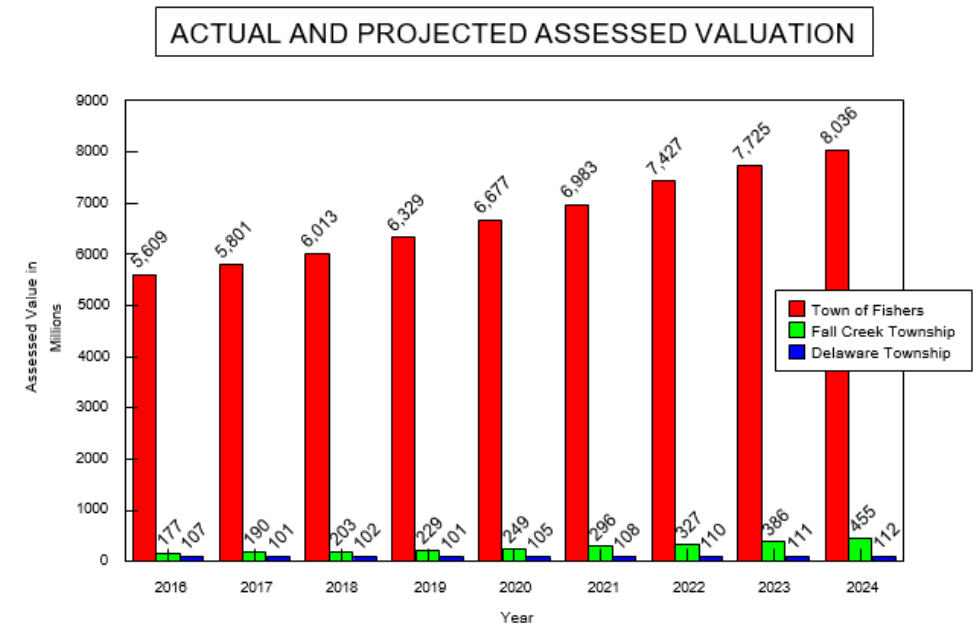
Fishers has the lowest unit tax rate for the 10 largest Indiana cities. As well as the lowest rate in Hamilton County.



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 2022 projected year end reserves are expected to be a surplus of 15 million.



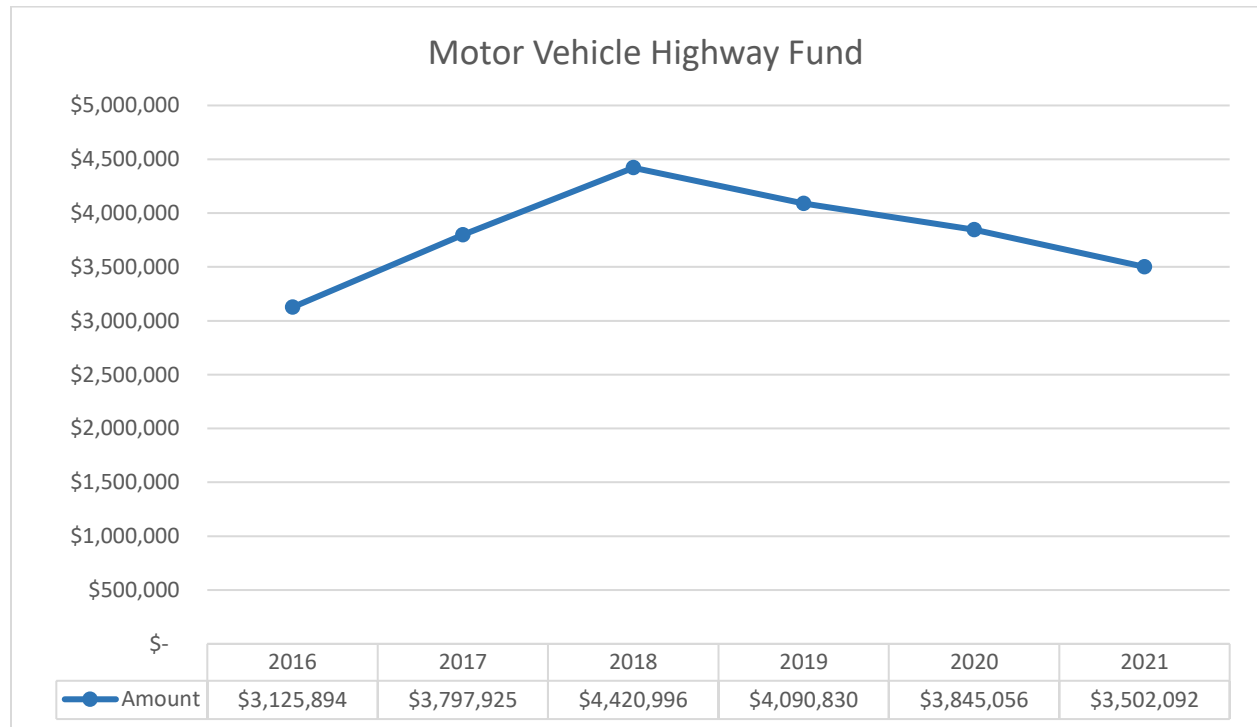
The net assessed value is the true tax collection after tax caps and appeals. The City of Fishers has seen steady growth in the net assessed value over the past 7 years.

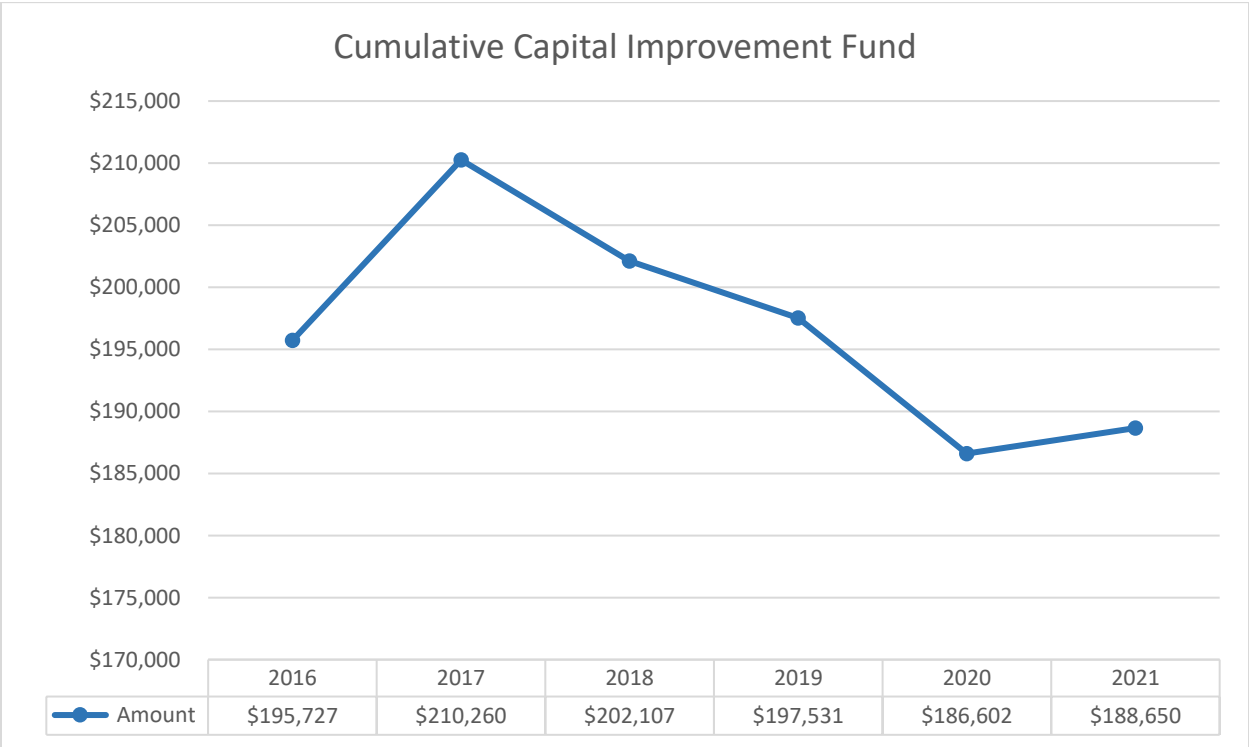
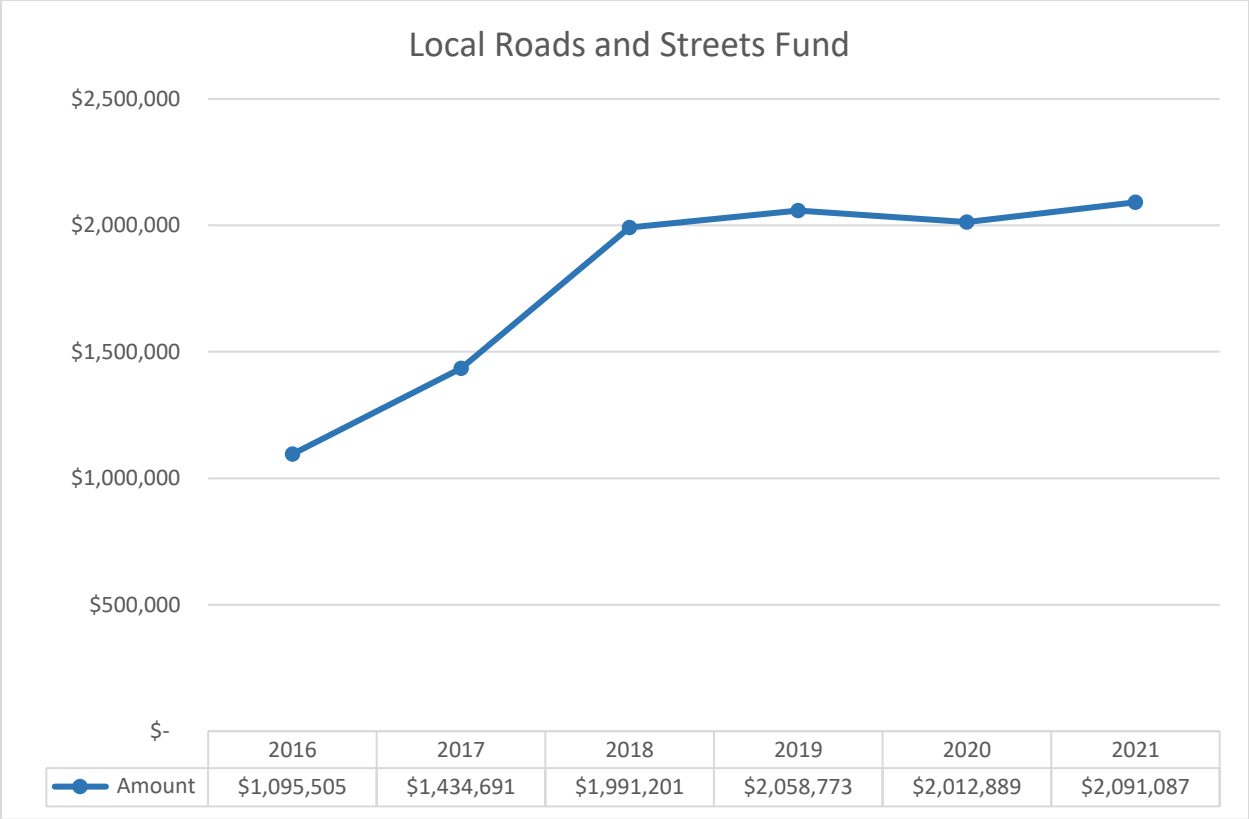


In addition to the positive condition of the City's General Fund, other major revenue sources have continued to see favorable trends throughout the past five years. Each of these major income sources are monitored regularly and, if applicable, rates are adjusted in accordance with the organizations long-term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

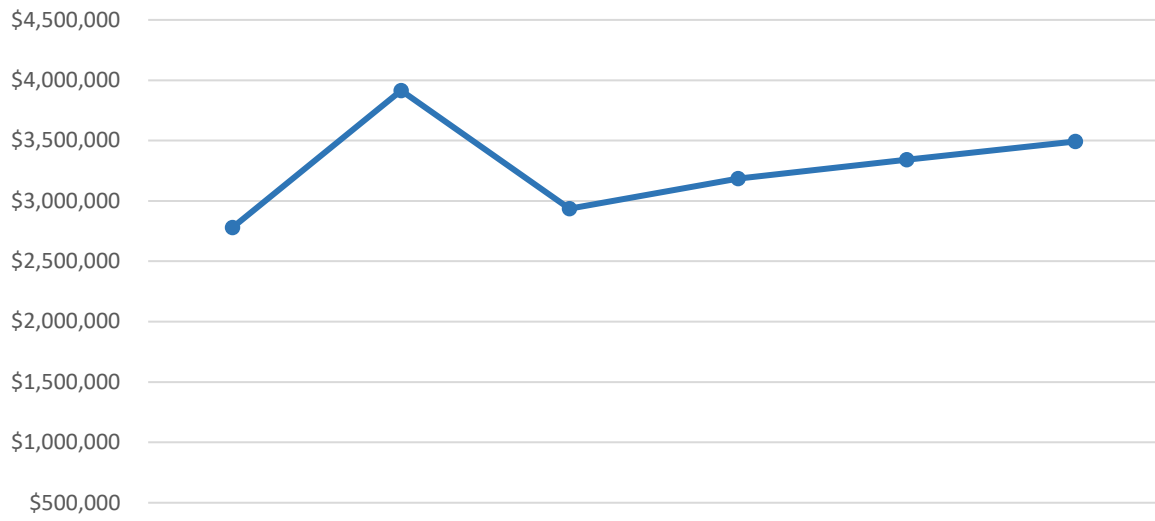
The yearly progression of revenue collected for these accounts can be seen in the charts below:

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



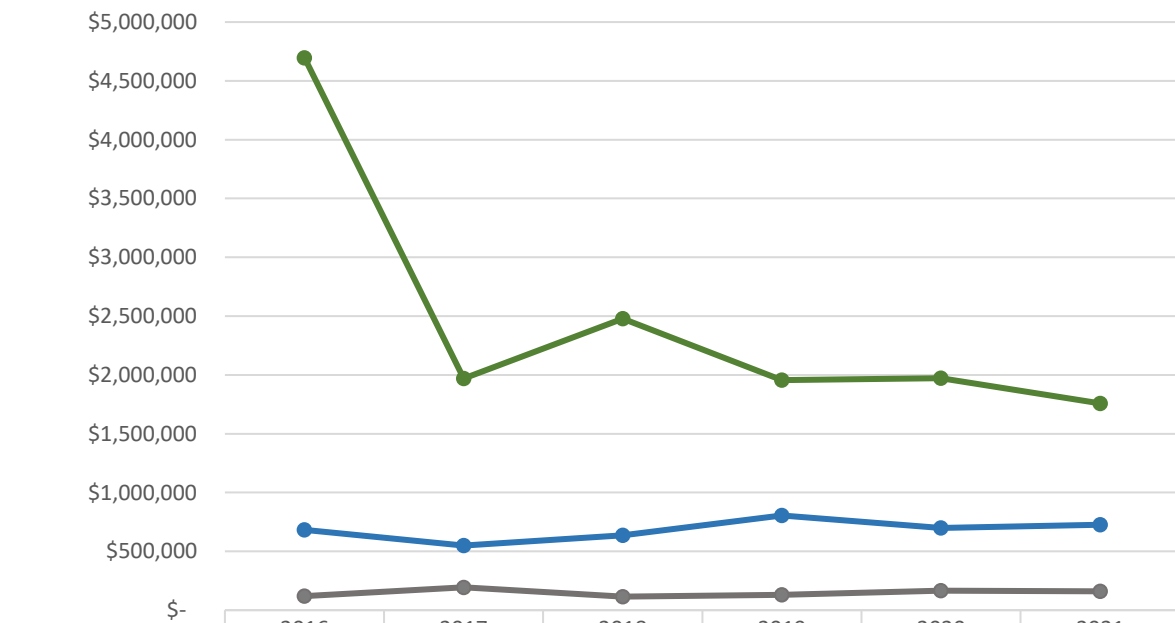


### Cumulative Capital Development Fund

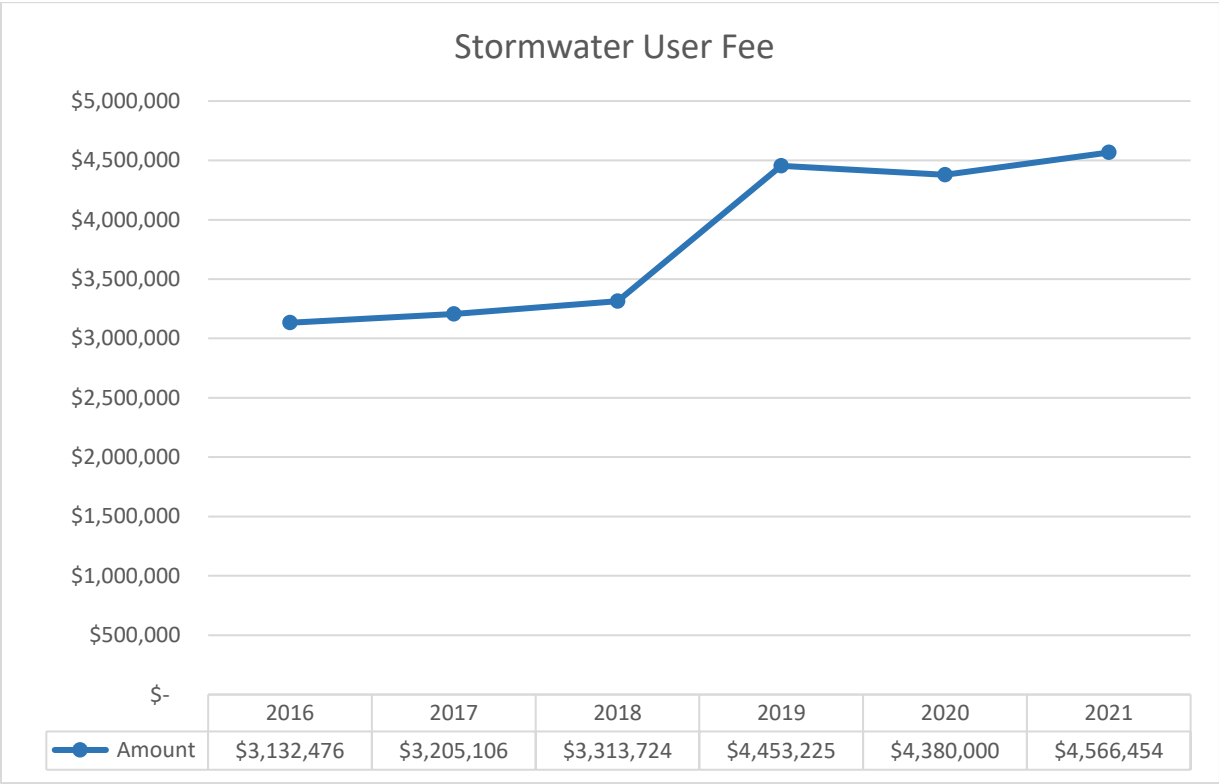
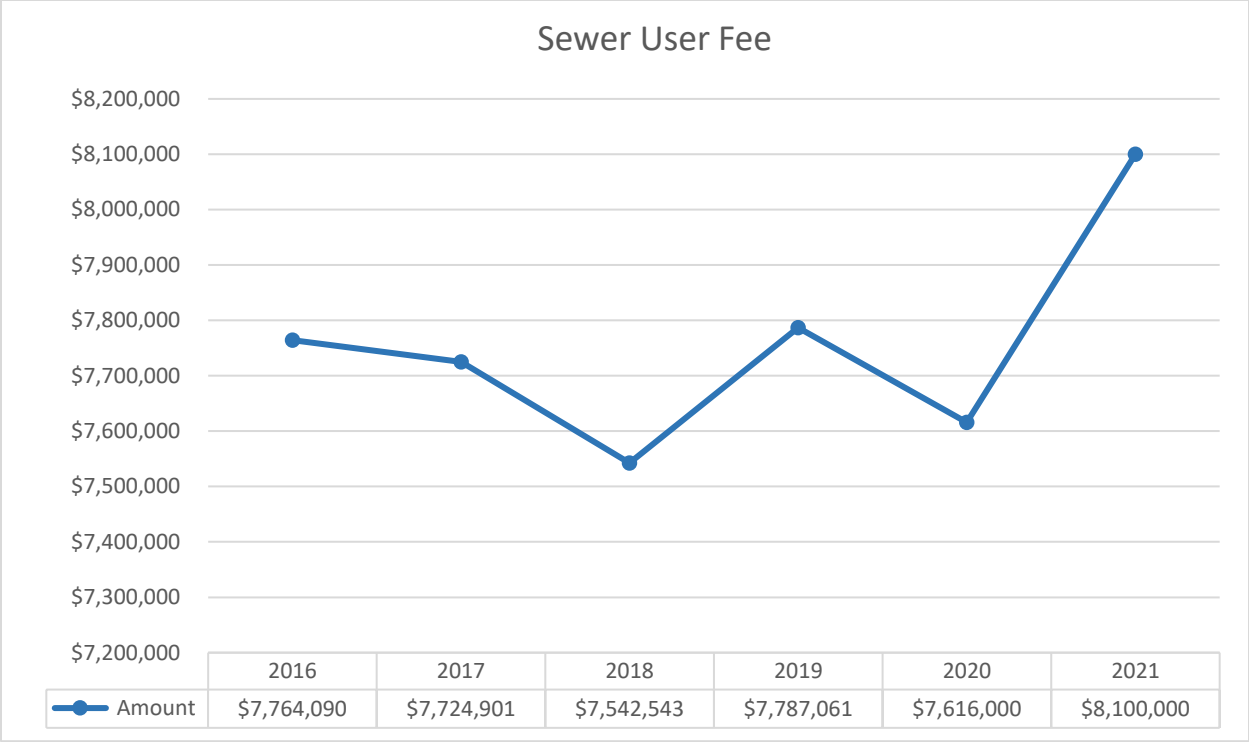


	2016	2017	2018	2019	2020	2021
Amount	\$2,779,327	\$3,914,818	\$2,936,239	\$3,184,466	\$3,341,558	\$3,491,927

### Combined Impact Fees



	2016	2017	2018	2019	2020	2021
Park Impact	\$682,062	\$549,283	\$637,601	\$805,131	\$699,080	\$726,477
Road Impact	\$4,696,876	\$1,968,294	\$2,478,187	\$1,954,971	\$1,971,014	\$1,758,288.00
Bridge Impact	\$120,547	\$194,289	\$115,106	\$131,534	\$166,856	\$160,626.00





## CAPITAL AND DEBT



## CAPITAL EXPENDITURES

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

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

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

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

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

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

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

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

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

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

During the 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. The chart on the following page illustrates annual CIP vs Cash Reserves.

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

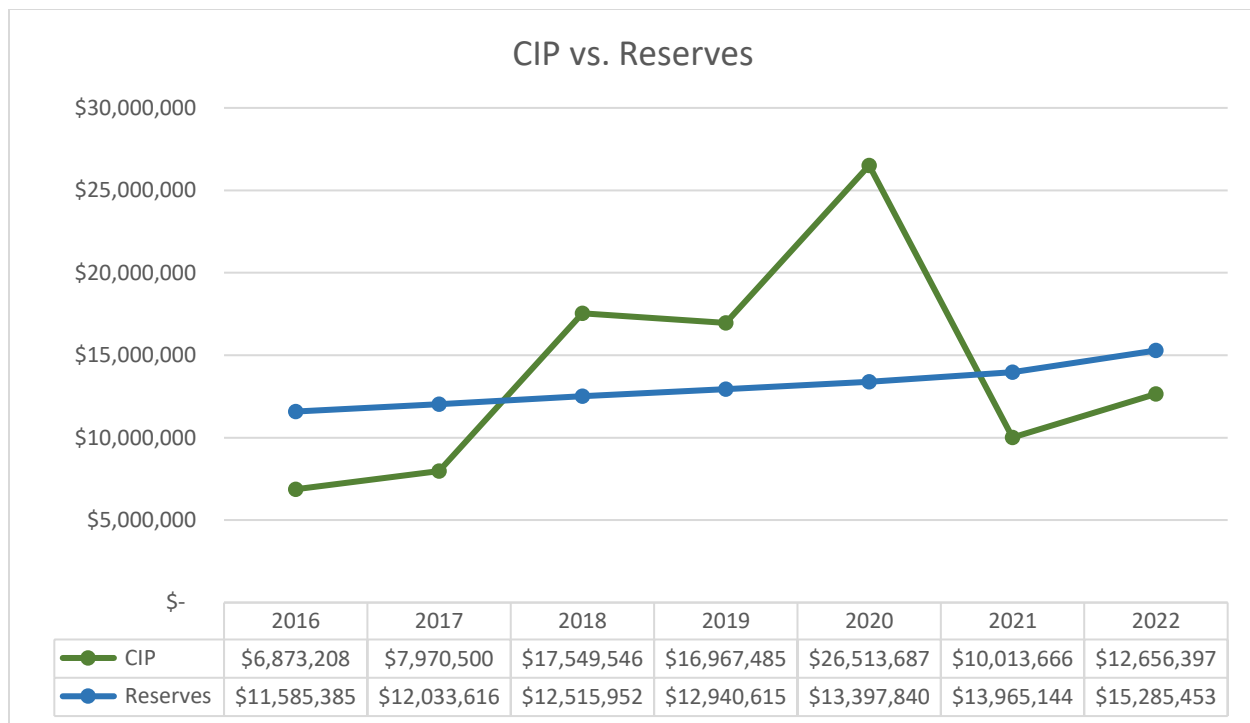
Cash Reserves will be used to avoid cash flow interruptions, generate interest income, avoid the needs for short-term borrowing, and assist in maintaining a triple-A bond rating.

### Roads and Streets

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

Since 2012, Fishers has completed traffic calming projects, sanitary and storm sewer projects, resurfaced 200 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.

Infrastructure improvement projects contribute to long-term vitality of our community and increased economic development opportunities. In 2021, major projects included street and interstate widening projects, intersection improvements, and storm and sewer improvements. In 2022, continued road widening, and intersection improvements will further enhance the drivability demands created by increased residential, business, and visitor needs.



## 2022 Capital Project List

Over \$7,000,00 estimated to be invested on infrastructure in 2022 with local funds

- \$5,100,000 for Construction
- \$800,000 for Geist Greenway
- \$1,300,000 for Cumberland Road Rehab
- \$3,000,000 for Resurfacing Program
- \$150,000 for curb ramp upgrades
- Nearly \$2,000,000 for Design and Right of Way Acquisition
- Includes 106th and Hoosier Road, 136th Street Widening, 126th and Southeastern, 116th and Allisonville, Olio and Southeastern, Road Impact Fee Study
- Federal Funds not included in the above amounts but will be received for Geist Greenway, Cumberland Road Rehab, Design and Right of Way Acquisitions

Over \$5,000,000 estimated to be invested in non-infrastructure projects in 2022 with local funds.

- Key to City Plaza
- 2 Bike Share Stations
- Investment in the Maker Playground for Equipment
- Investment in the Agri Park for Restroom facilities
- Lucas Device and Locution (Zone Alerting) equipment
- Kiosks for the Geist Waterfront Park
- Cumberland Road Lift Station Repairs

- HVAC upgrades at the City Services Building
- Fire Station 94 and 95 carpet replacement
- Parking garage sealant and joint repairs

Over \$2,000,000 for the Fleet Loan to make necessary replacements and additions to the City Fleet.

- Stormwater Sweeper – Replacement
- 3 Vehicles for Permits & Inspections – Replacements
- 3500HD Flat Bed for Agri Park – Replacement
- 18 Police Cars –15 Replacements
- E396 Fire Engine – Replacement
- Medic Truck and Cot for Medic – Replacements
- Hydraulic lift trailer – New
- Loader – Replacement
- CDL, Equipment Trailer – Replacements
- Asphalt Miller – Replacement
- 2 Vehicles for Parks Maintenance – Replacements
- Mowers and Mower Trailer - Replacements

Total Estimated Capital Expenditures for FY 2022: \$12,656,397. This is an increase of a little over 2 million from the FY 2021 Capital budget.

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

## Capital Improvement Plan Summary: 5 Years

### Summary

	2021	2022	2023	2024	2025	2026
<b>CAPITAL SOURCES</b>						
Road Impact Fee	1,235,000	1,235,000	1,235,000	1,535,000	1,535,000	1,535,000
Local Roads & Streets	1,985,000	1,985,000	1,985,000	1,985,000	1,985,000	1,985,000
Federal Matching Grants	1,500,000	1,500,000	250,000	250,000	200,000	200,000
Grant Reimbursements (Various INDOT grants)	1,500,000	500,000	250,000	250,000	200,000	750,000
Sewer Operating and Capital	2,270,936	3,154,589	3,745,090	3,403,161	3,000,000	3,000,000
2021 Infrastructure Bond	-	1,000,000	-	-	-	-
2024 Infrastructure Bond	-	-	-	3,000,000	-	-
Stormwater Fund	3,000,000	1,085,000	857,000	1,053,000	1,820,000	1,485,000
Park Impact Fees (Revenue)	500,000	500,000	500,000	500,000	500,000	500,000
Cumulative Capital Development	25,000	100,000	75,000	43,000	-	100,000
Departmental Operating Budget	100,000	50,000	50,000	50,000	-	-
Nickel Plate Trail Bond	2,500,000	2,500,000	-	-	-	-
Geist Park BAN	7,000,000	-	-	-	-	-
Geist Park Phase 2 BAN	-	-	-	-	4,000,000	1,000,000
Cash Reserves (Park Impact Fee)	-	152,000	105,000	30,000	-	-
Cumulative Capital Development	250,000	250,000	250,000	250,000	200,000	150,000
Cumulative Capital Improvement	150,000	51,000	51,000	250,000	200,000	150,000
Sewer/Stormwater Revenue	100,000	50,000	50,000	75,000	50,000	50,000
Revolving Capital Lease	2,783,000	2,835,000	2,300,000	3,230,000	2,405,000	3,150,000
<b>Total Sources</b>	<b>24,898,936</b>	<b>16,947,589</b>	<b>11,703,090</b>	<b>15,904,161</b>	<b>16,095,000</b>	<b>14,055,000</b>
<b>CAPITAL USES</b>						
Roads and Streets	2,653,078	3,247,750	2,549,557	2,809,407	765,123	4,258,865
Wastewater	1,845,000	3,970,000	970,000	1,695,000	1,420,000	1,420,000
Stormwater	2,833,000	1,085,000	857,000	1,053,000	1,820,000	1,485,000
Parks	10,125,000	3,302,000	730,000	623,000	4,050,000	1,300,000
Information Technology	550,000	270,000	270,000	620,000	320,000	320,000
Fleet Management	2,783,000	2,835,000	2,300,000	3,230,000	2,405,000	3,150,000
<b>Total Uses</b>	<b>20,789,078</b>	<b>14,709,750</b>	<b>7,676,557</b>	<b>10,030,407</b>	<b>10,780,123</b>	<b>11,933,865</b>

## Roads and Streets

	2021	2022	2023	2024	2025	2026
<b>CAPITAL SOURCES</b>						
Road Impact Fee	1,235,000	1,235,000	1,235,000	1,535,000	1,535,000	1,535,000
Local Roads & Streets	1,985,000	1,985,000	1,985,000	1,985,000	1,985,000	1,985,000
Federal Matching Grants	1,500,000	1,500,000	250,000	250,000	200,000	200,000
Grant Reimbursements (Various INDOT grants)	1,500,000	500,000	250,000	250,000	200,000	750,000
<b>Total Sources</b>	<b>6,220,000</b>	<b>5,220,000</b>	<b>3,720,000</b>	<b>4,020,000</b>	<b>3,920,000</b>	<b>4,470,000</b>
<b>CAPITAL USES</b>						
96th to Cumberland Road Rehab/Bridge Widening	1,411,241	1,352,350	1,558,891	2,161,241		
Southeastern Parkway & Cyntheanne- RAB			-	56,224	50,000	452,500
136th & Cyntheanne - RAB	250,000					252,000
Cumberland Road Rehab/Widening	570,733	975,000	990,666	-		
Geist Greenway Phase IA	421,105	920,400				
Geist Greenway Phase IB				148,795	180,000	
116th & Allisonville				141,200	131,787	1,017,930
126th & Southeastern RAB				115,216	134,419	1,017,419
Olio & Southeastern RAB				139,817	163,119	677,494
136th Widening - SE to PB				46,914	105,798	841,522
<b>Total Uses</b>	<b>2,653,078</b>	<b>3,247,750</b>	<b>2,549,557</b>	<b>2,809,407</b>	<b>765,123</b>	<b>4,258,865</b>

## Stormwater

	2021	2022	2023	2024	2025	2026
<b>CAPITAL SOURCES</b>						
Stormwater Fund	3,000,000	1,085,000	857,000	1,053,000	1,820,000	1,485,000
<b>Total Sources</b>	<b>3,000,000</b>	<b>1,085,000</b>	<b>857,000</b>	<b>1,053,000</b>	<b>1,820,000</b>	<b>1,485,000</b>
<b>CAPITAL USES</b>						
Windermere Drainage Phase V Area B Priority 4 Design/Construction	200,000					
106th Street between Shellbourne Road and Hague Road (High Water)		585,000				
106th Street between Hague Road and Railroad Tracks (High Water)					1,320,000	
Allisonville and 106th Street Drainage from Airport Property			215,000			
136th Street West of Prairie Baptist at Mud Creek						1,485,000
Prairie Baptist South of Silverleaf Blvd (High Water)				353,000		
97th and 98th Street Continued improvements ( East Side)			217,000			
136th Street and Atlantic Road (High Water)				700,000		
Nickel Plate Trail at Shoemaker Ditch Pedestrian Bridge	200,000					
Sunbeam Pond Drain Down	391,000					
North Ellipse Drainage Infrastructure	242,000					
SPF15 Redevelopment	1,800,000					
Flat Fork Creek Park Outfall Improvements			175,000			
City Center Development Projects					500,000	
136th Street Box Culvert East of Prairie Baptist			250,000			
136th Street West of Marilyn Road at Sand Creek Flooding Improvements		500,000				
<b>Total Uses</b>	<b>2,833,000</b>	<b>1,085,000</b>	<b>857,000</b>	<b>1,053,000</b>	<b>1,820,000</b>	<b>1,485,000</b>

## Sewer

	2021	2022	2023	2024	2025	2026
<b>CAPITAL SOURCES</b>						
Sewer Operating and Capital	2,270,936	3,154,589	3,745,090	3,403,161	3,000,000	3,000,000
2022 Infrastructure Bond		1,000,000		-		
<b>Total Sources</b>	<b>2,270,936</b>	<b>4,154,589</b>	<b>3,745,090</b>	<b>3,403,161</b>	<b>3,000,000</b>	<b>3,000,000</b>
<b>CAPITAL USES</b>						
<b>Major Projects</b>						
Hague Rd. to Allisonville Rd. FM	250,000					
City Center Development Projects					500,000	500,000
WWTP Grit Expansion		3,000,000		-		
<b>Total Major Projects</b>	<b>250,000</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>500,000</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 Mair	45,000	45,000	45,000	45,000	45,000	45,000
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	400,000					
Bar Screen	250,000			250,000		
Large Equipment Replacement	200,000	225,000	225,000	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	30,000
Flow Metering Improvements	75,000	75,000	7,500,000	-		
General I/I Reduction Program	200,000	200,000	200,000	200,000	200,000	200,000
Barrington Estates WWTP Decom	-	-	-	-		
WWTP - General Maintenance	200,000	200,000	200,000	200,000	200,000	200,000
<b>Total General Maintenance</b>	<b>1,595,000</b>	<b>970,000</b>	<b>970,000</b>	<b>1,695,000</b>	<b>920,000</b>	<b>920,000</b>
<b>Total Uses</b>	<b>1,845,000</b>	<b>3,970,000</b>	<b>970,000</b>	<b>1,695,000</b>	<b>1,420,000</b>	<b>1,420,000</b>

## Parks

	2021	2022	2023	2024	2025	2026
<b>CAPITAL SOURCES</b>						
Park Impact Fees (Revenue)	500,000	500,000	500,000	500,000	500,000	500,000
Cumulative Capital Development	25,000	100,000	75,000	43,000		100,000
Departmental Operating Budget	100,000	50,000	50,000	50,000		
Nickel Plate Trail Bond	2,500,000	2,500,000				
Geist Park BAN	7,000,000					
Geist Park Phase 2 BAN					4,000,000	1,000,000
Cash Reserves (Park Impact Fee)		152,000	105,000	30,000		
<b>Total Sources</b>	<b>10,125,000</b>	<b>3,302,000</b>	<b>730,000</b>	<b>623,000</b>	<b>4,500,000</b>	<b>1,600,000</b>
<b>CAPITAL USES</b>						
Geist Park - Design and Phase 1	200,000	200,000	200,000	200,000		
Agri Park - Supplies and Initial Infrastructure	100,000	50,000	50,000	50,000		
Nickel Plate Trail	1,800,000	2,300,000				
Trails	200,000	200,000	200,000	200,000		400,000
Park bleacher replacement for ADA accessibility	20,000					
Holland Park irrigation system			75,000			
Irrigation at Olio/Patrick Hatcher Fields		30,000				
Holland Field Renovations (5)		25,000	25,000			
Cumberland Field Renovations	20,000	20,000	20,000	20,000		
Repalce Back Stops - Olio Fields		25,000	20,000	20,000		
Trees/landscape Enhancements @ Various Parks		25,000	25,000	25,000		
Park Entrance Signs	10,000	10,000	15,000	15,000		
Ritchey Woods Restoration		50,000	50,000	50,000		50,000
Saxony Beach sand replacement		17,000				
Security cameras at various parks	25,000					
Pickleball Courts at River Glen (2)		300,000				
Lighting controls at Mudsock Fields				43,000		
Cumberland Park Roof					4,000,000	1,000,000
Geist Park - Phase 2	7,000,000				50,000	
Park Shade Structures						
Ritchey Woods Additional Land Acquisition	50,000	50,000	50,000			150,000
Tectaline Screen for Amphitheater						150,000
Geist Park Beach Project	700,000					
Flat Fork Creek Security Gate						
Ambassador House Exterior Paint						
<b>Total Uses</b>	<b>10,125,000</b>	<b>3,302,000</b>	<b>730,000</b>	<b>623,000</b>	<b>4,050,000</b>	<b>1,300,000</b>



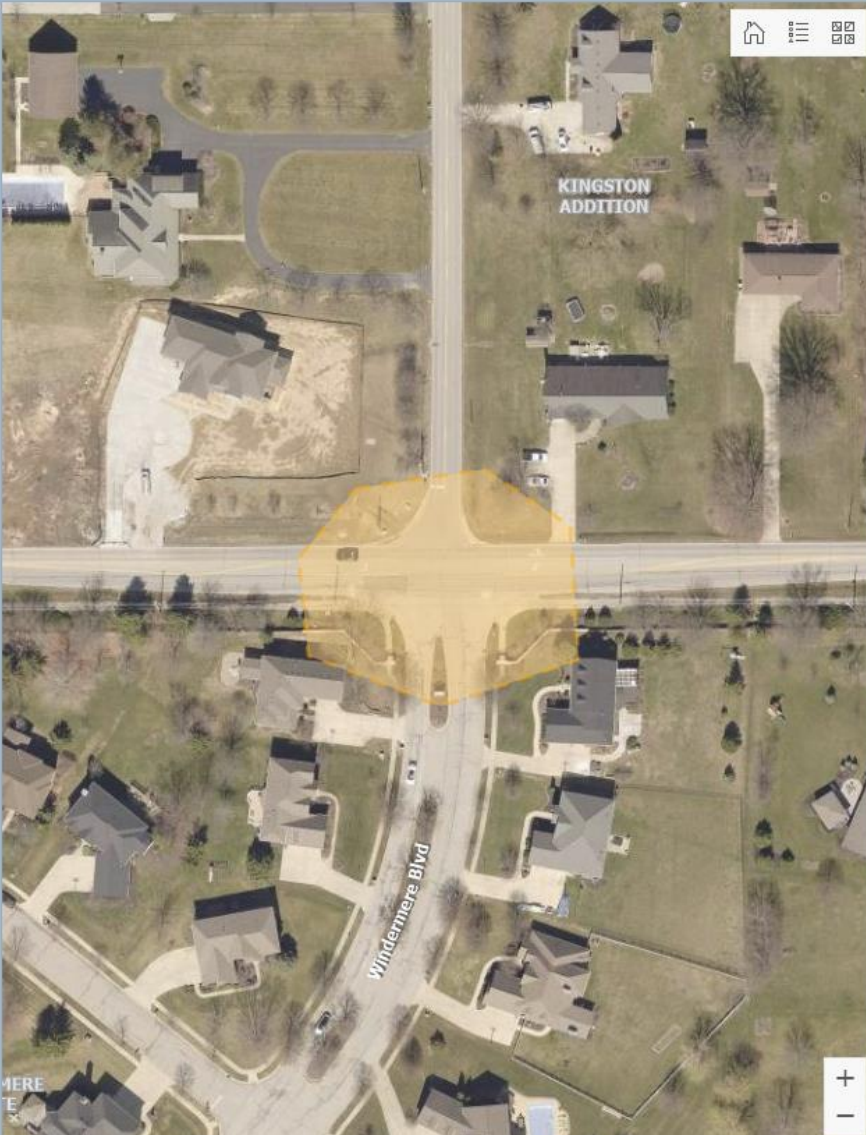
## Fleet Management

	Source	2021	2022	2023	2024	2025	2026
<b>SOURCES</b>							
Revolving Capital Lease		2,783,000	2,835,000	2,300,000	3,230,000	2,405,000	3,150,000
<b>Total Sources</b>		<b>2,783,000</b>	<b>2,835,000</b>	<b>2,300,000</b>	<b>3,230,000</b>	<b>2,405,000</b>	<b>3,150,000</b>
<b>USES</b>							
Fire Department		535,000	700,000	190,000	1,200,000	190,000	560,000
Police Department		1,021,000	1,030,000	1,030,000	1,045,000	1,080,000	1,100,000
Community Development	-	-	35,000	-	-	-	-
Parks and Recreation		-	-	65,000	-	50,000	-
Engineering		32,000	60,000	-	35,000	-	-
Administration		-	50,000	50,000	-	50,000	50,000
Fleet Management		-	45,000	-	50,000	-	-
IT		-	35,000	-	-	35,000	-
Public Works		1,093,000	880,000	900,000	900,000	1,000,000	1,400,000
Permitting & Inspection		102,000	-	65,000	-	-	40,000
<b>Total Uses</b>		<b>2,783,000</b>	<b>2,835,000</b>	<b>2,300,000</b>	<b>3,230,000</b>	<b>2,405,000</b>	<b>3,150,000</b>

## Information Technology

	2021	2022	2023	2024	2025	2026
<b>CAPITAL SOURCES</b>						
Cumulative Capital Development	250,000	250,000	250,000	250,000	200,000	150,000
Cumulative Capital Improvement	150,000	51,000	51,000	250,000	200,000	150,000
Sewer/Stormwater Revenue	100,000	50,000	50,000	75,000	50,000	50,000
<b>Total Sources</b>	<b>550,000</b>	<b>401,000</b>	<b>401,000</b>	<b>625,000</b>	<b>450,000</b>	<b>350,000</b>
<b>CAPITAL USES</b>						
Servers	20,000	20,000	20,000	20,000	20,000	20,000
Storage (SAN- Storage Area Network)	40,000			40,000	75,000	30,000
Fiber - City owned "dark" fiber throughout communit	250,000	250,000	250,000	250,000	250,000	250,000
Switches (distribution and core)	60,000			150,000	100,000	
wireless controllers				80,000		
firewalls	100,000				100,000	
City Services Data Center UPS	80,000					
Replacing Access Systems						50,000
PD Server Room UPS				80,000		
<b>Total Uses</b>	<b>550,000</b>	<b>270,000</b>	<b>270,000</b>	<b>620,000</b>	<b>545,000</b>	<b>350,000</b>

## Capital Improvement Project – Grant Funding



### 106th Street & Hoosier Road RAB

**On Schedule**

**Description**  
A single-lane roundabout at 106th Street and Hoosier Road is currently in the design phase to 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. This project is anticipated to bid in Winter 2022.

Federal/Local Split	Contractor
90/10	TBD
Bid Amount	Actual Cost
TBD - Winter 2022	TBD
Estimated Start	Estimated End
Spring 2023	TBD

Initiation

Design


Utility Relocation

Construction

Close Out

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

*Preliminary Exhibit - 106th Street & Hoosier Road RAB.jpg*







## 116th Street & Allisonville Road

**On Schedule**

### Description

Reconstruction and intersection improvements are currently in the design phase for the 116th Street and Allisonville Road intersection. Intersection types are being evaluated. This project is anticipated to bid in Fall 2023.

Federal/Local Split

90/10

Contractor

TBD

Bid Amount

TBD - Fall 2023

Actual Cost

TBD

Estimated Start

Fall 2023

Estimated End

TBD

Initiation

Design

Utility  
Relocation

Construction

Close Out

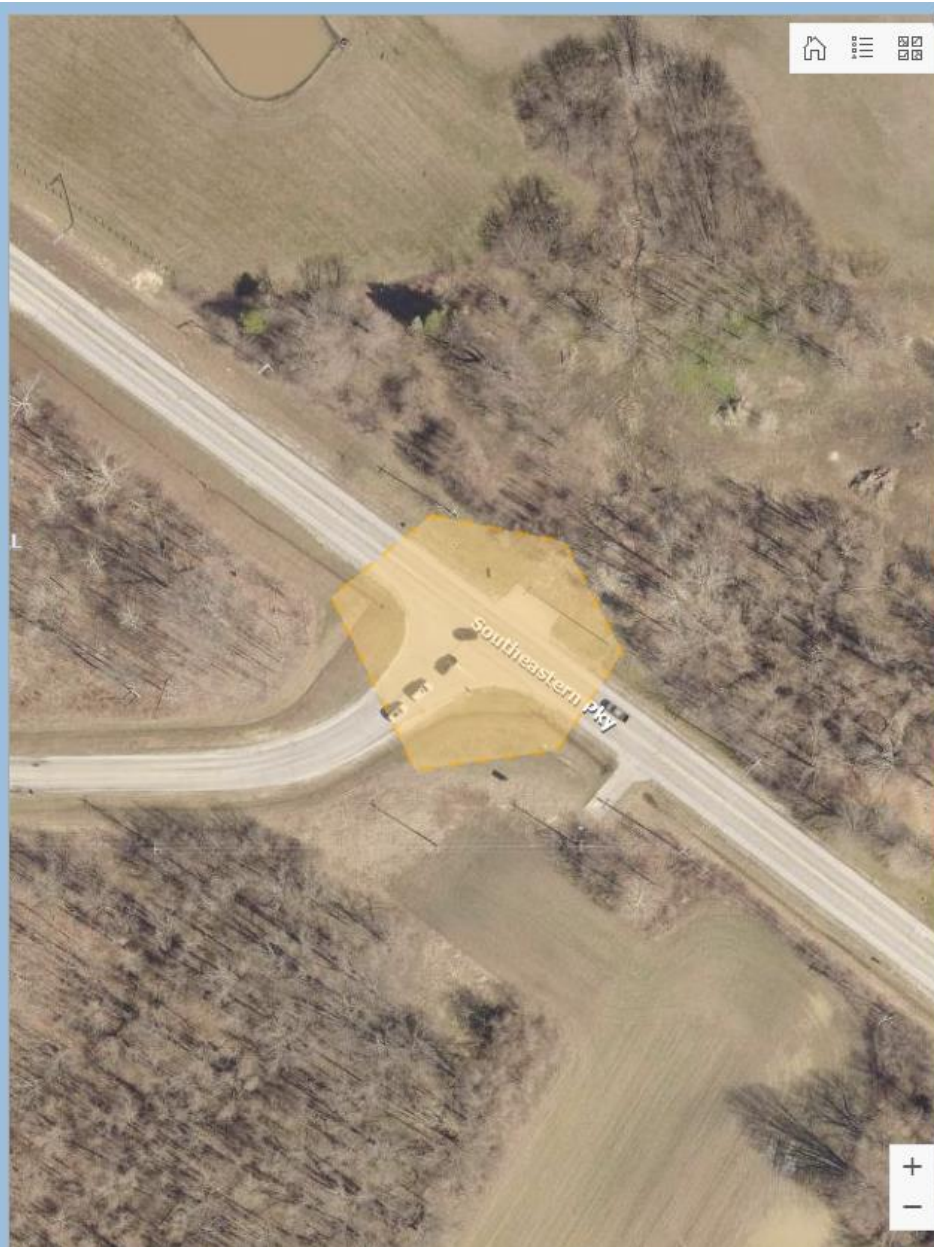
### Contact

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

Current View - 116th Street and Allisonville Road.PNG







## 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 Fall 2023.

Federal/Local Split

80/20

Contractor

TBD

Bid Amount

TBD - Fall 2023

Actual Cost

TBD

Estimated Start

Spring 2024

Estimated End

TBD

Initiation

Design

Utility  
Relocation

Construction

Close Out

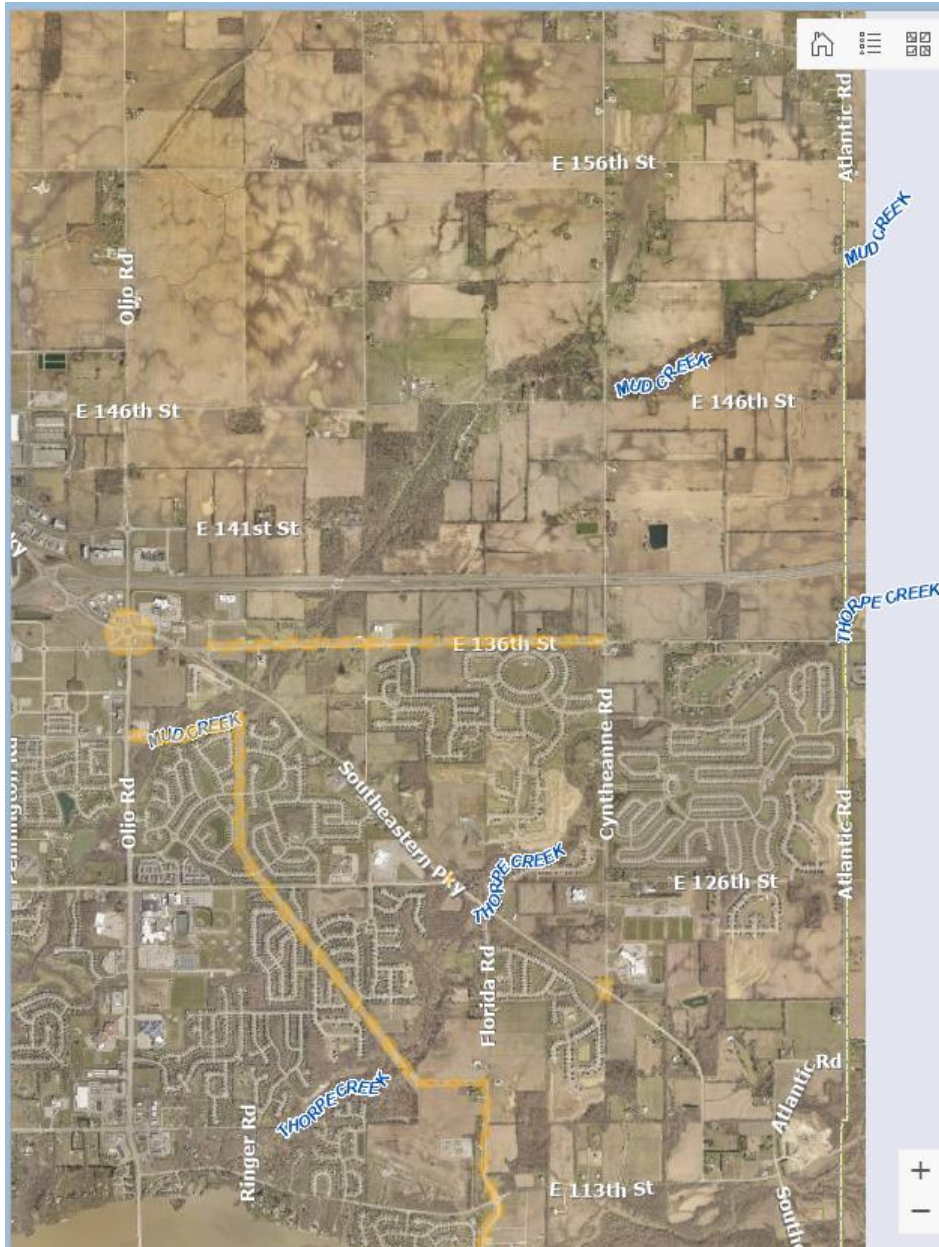
#### Contact

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

Preliminary Exhibit - 126th Street & Southeastern Pky..jpg







## 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 Fall 2023.

Federal/Local Split

80/20

Contractor

TBD

Bid Amount

TBD - Fall 2023

Actual Cost

TBD

Estimated Start

Fall 2023

Estimated End

TBD

Initiation

Design

Utility  
Relocation

Construction

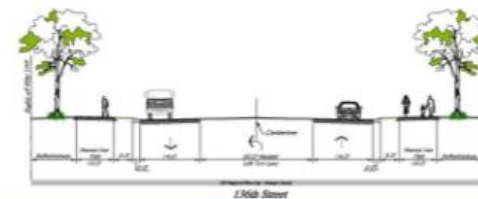
Close Out

### Contact

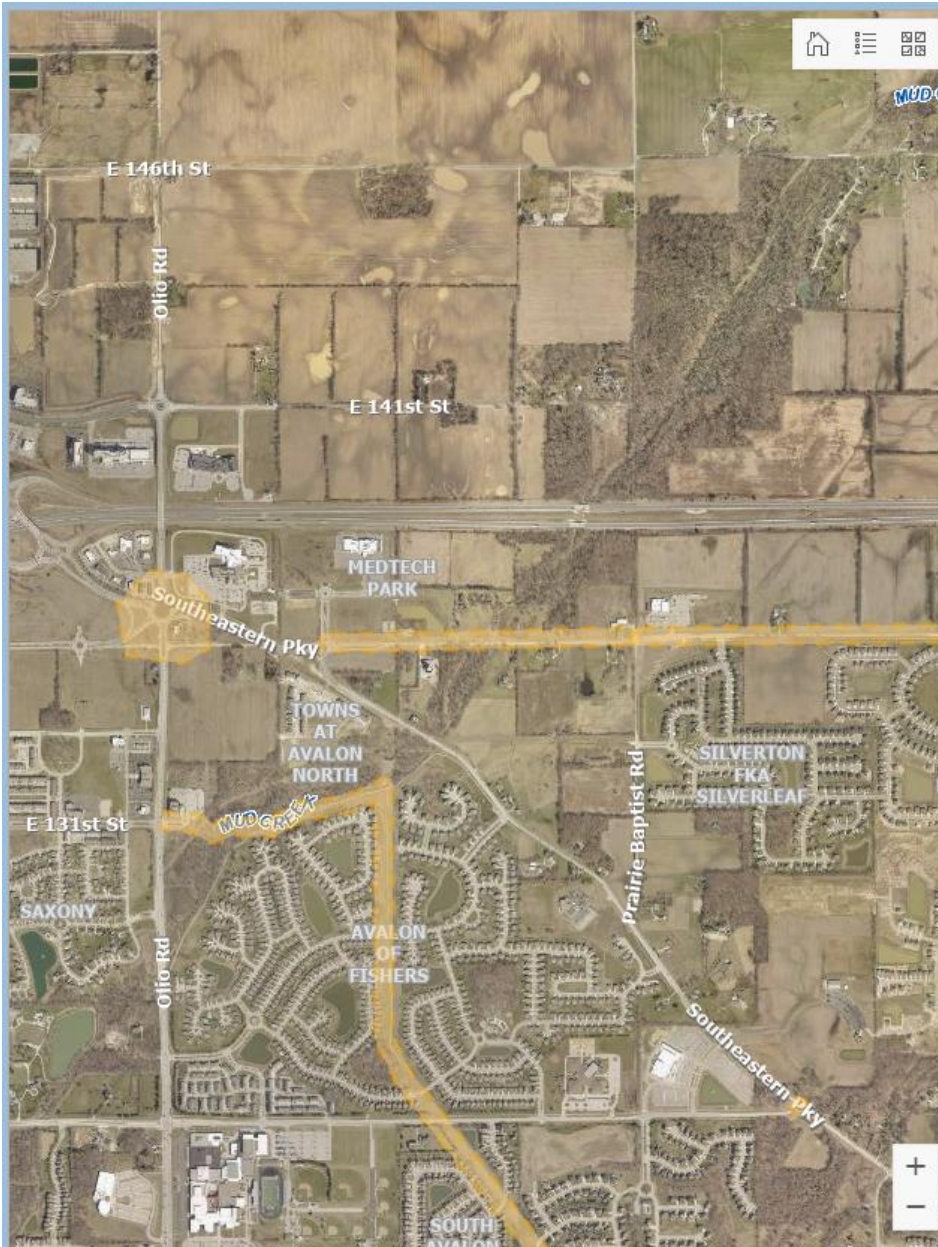
Tami Houston, 317-595-3160, [houstont@fishers.in.us](mailto:houstont@fishers.in.us)

136th Street Rendering.JPG

136TH STREET - TWO-LANE W/ MEDIAN







## 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. Hamilton County Bridge 176 crossing Mud Creek is within this section and will be widened. This project is anticipated to bid in Fall 2023.

Federal/Local Split  
80/20

Bid Amount  
TBD - Fall 2023

Estimated Start  
Fall 2023

Contractor  
TBD

Actual Cost  
TBD

Estimated End  
TBD

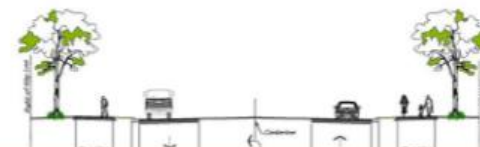
Initiation Design Utility Construction Close Out  
Relocation n

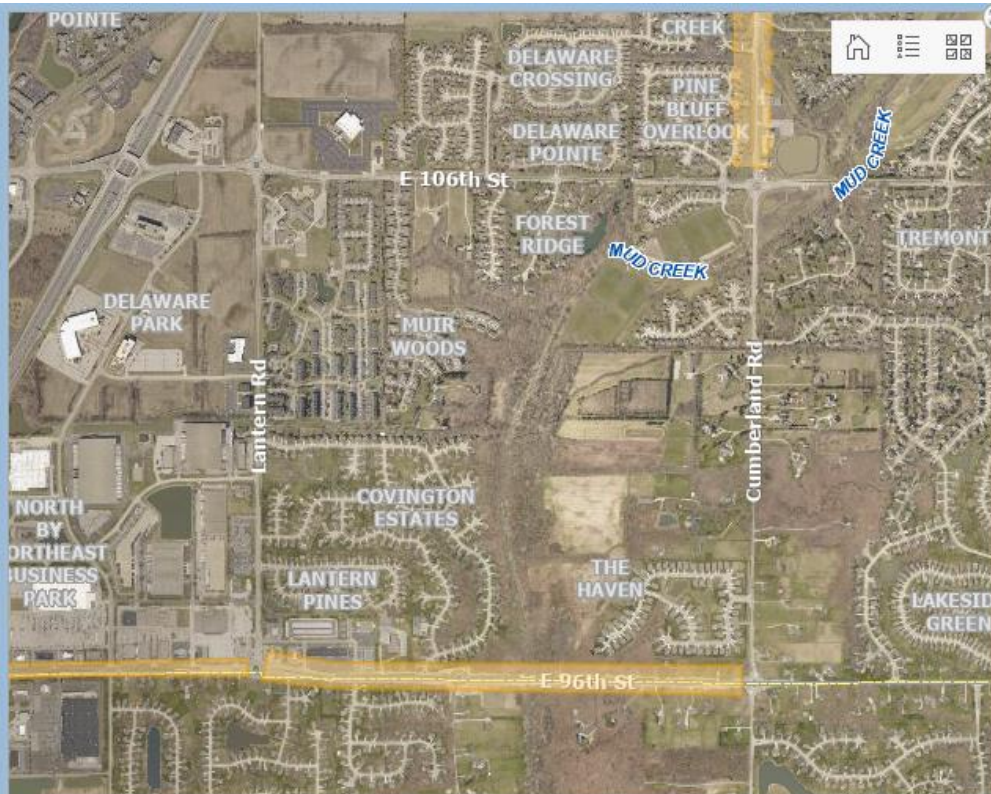
#### Contact

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

136th Street Rendering.JPG

136TH STREET - TWO-LANE W/ MEDIAN





## 96th Street Added Travel Lanes

**On Schedule**

### Description

A single-lane roundabout was constructed at the intersection of 96th Street and Sargent Road and opened to traffic in June 2020. Additional travel lanes were added on 96th Street east of Sargent Road to Cumberland Road and the bridge over Mud Creek was replaced with a widened structure and a path on the north side of 96th Street was added. A sidewalk on the south side of 96th Street was added through a partnership with Indianapolis DPW. This project was opened to traffic in Fall 2020.

Federal/Local Split

80/20

Bid Amount

\$8,761,200

Estimated Start

Spring 2020

Contractor

Gradex, Inc.

Actual Cost

TBD

Estimated End

Fall 2020

Initiation

Design

Utility  
Relocation

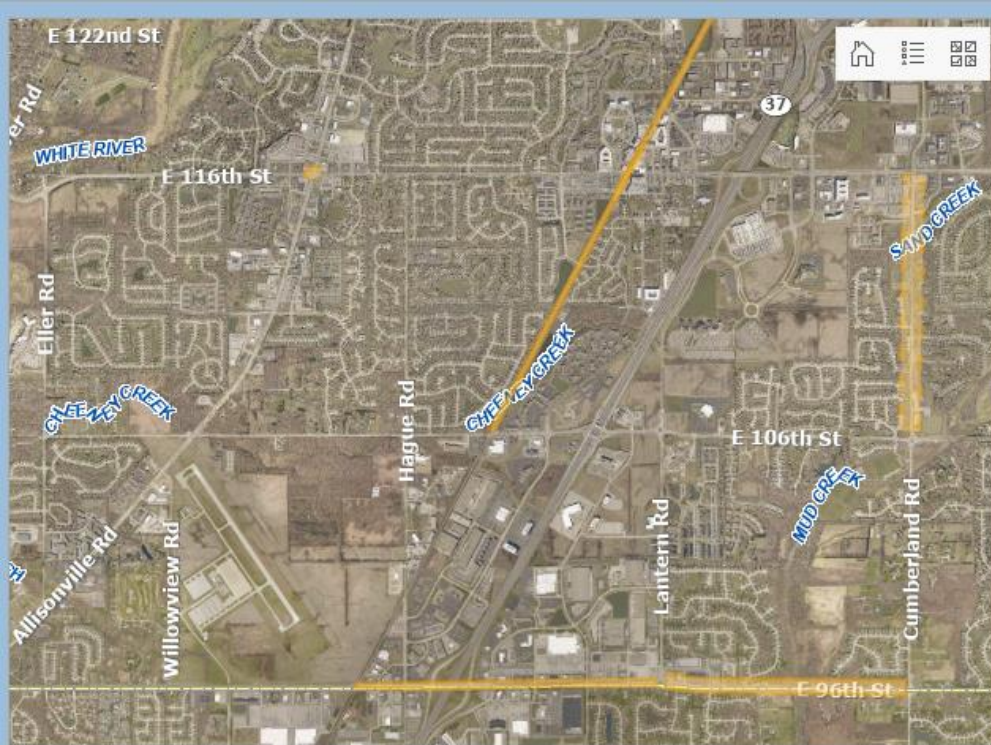
Construction

Close Out

### Contact

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





## 96th Street Resurfacing

**On Schedule**

### Description

Improvements have been made on 96th Street from the future Nickel Plate Trail to Lantern Road. A lane realignment, access management through a grass median with dedicated turn lanes, traffic signal modifications, additional turn lanes for the I-69/96th Street interchange entrance ramps and improvements to the pavement with minor structural repairs and concrete restoration was completed in Fall 2020. Permanent lane markings are anticipated to be completed in Spring 2021.

Federal/Local Split

State Funded

Bid Amount

\$2,418,969.69

Estimated Start

July 2020

Contractor

E&B Paving, LLC

Actual Cost

TBD

Estimated End

June 2021

Initiation

Design

Utility  
Relocation

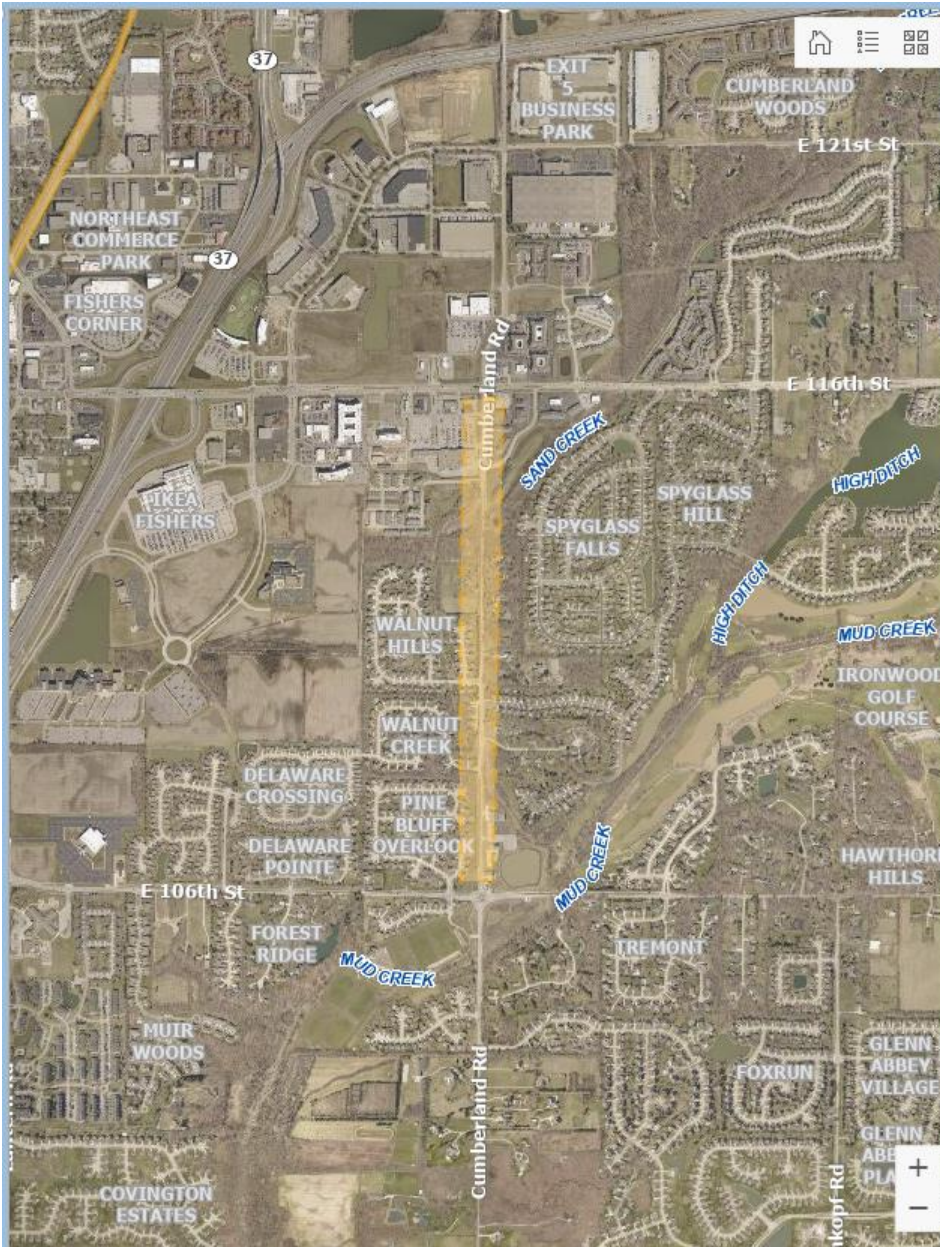
Construction

Close Out

### Contact

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





## 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 2022.

Federal/Local Split

80/20

Contractor

TBD

Bid Amount

TBD - Spring 2022

Actual Cost

TBD

Estimated Start

Spring 2022

Estimated End

TBD

Initiation Design Utility Construction Close Out  
Relocation n

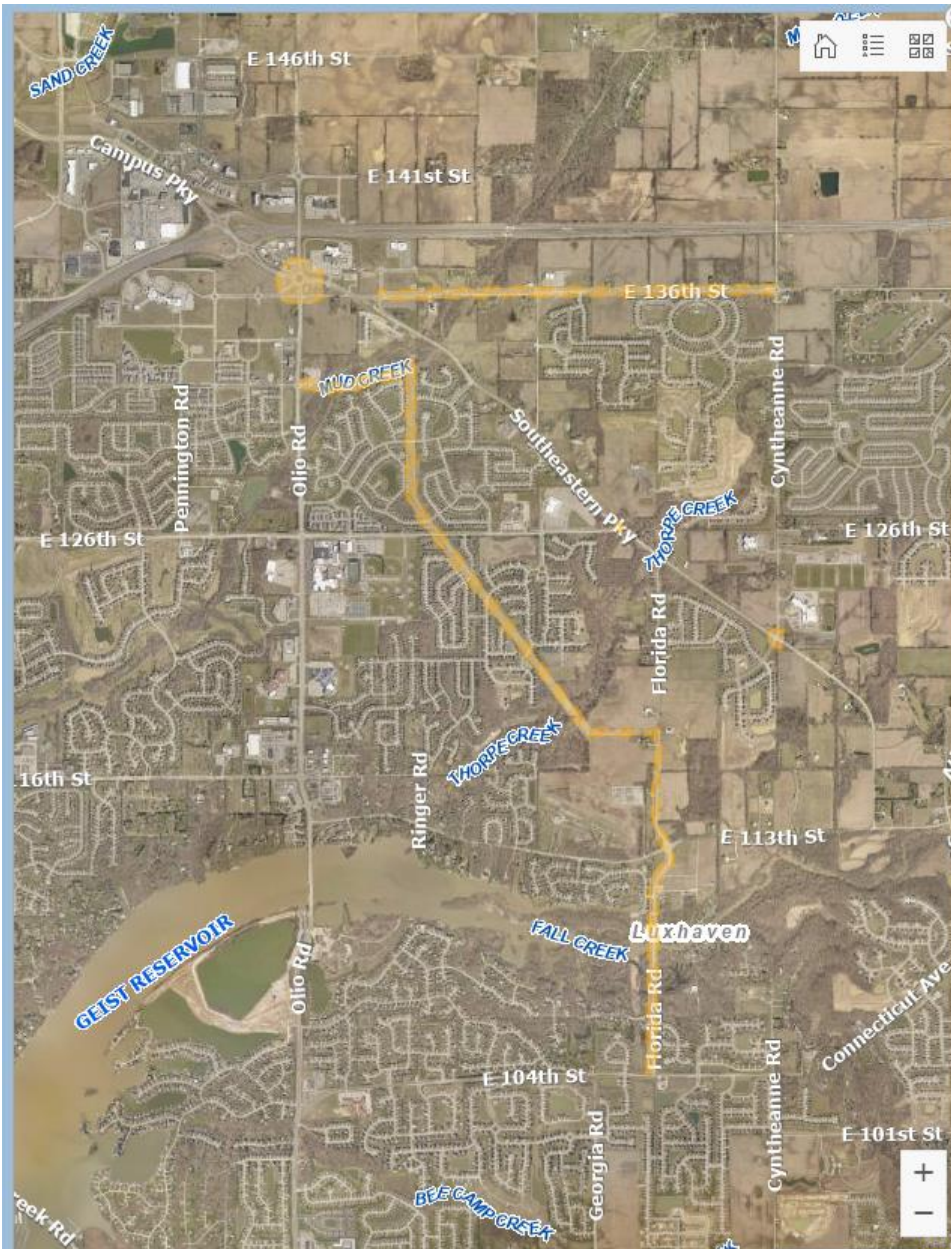
#### Contact

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

Preliminary Exhibit - Cumberland Road.PNG







## 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 18-feet wide, allowing for two 7-foot pedestrian lanes and 2-foot shoulders. Phase 1A begins at 126th Street, extending south within a Duke Energy easement. The trail will cross Florida Road and proceed south along the east side of Florida Road to the 113th Street roundabout. This project is anticipated to bid in Spring 2022.

Federal/Local Split

80/20

Contractor

TBD

Bid Amount

TBD - Spring 2022

Actual Cost

TBD

Estimated Start

Spring 2022

Estimated End

TBD

Initiation

Design

Utility  
Relocation

Construction

Close Out

#### Contact

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

<http://www.playfishers.com/299/Geist-Greenway>

Geist Greenway Exhibit.jpg







## 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 18-feet 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 Luxhaven Road, cross Fall Creek, then follow Florida Road. This project is anticipated to bid in Spring 2022.

Federal/Local Split

80/20

Bid Amount

TBD - Spring 2022

Estimated Start

Spring 2022

Contractor

TBD

Actual Cost

TBD

Estimated End

TBD

Initiation Design Utility Construction Close Out  
Relocation n

#### Contact

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

<http://www.playfishers.com/299/Geist-Greenway>

Geist Greenway Exhibit.jpg







## Olivo Road & Southeastern Pky. RAB

### On Schedule

#### Description

Roundabout improvements at the intersection of Olivo 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 Fall 2023.

Federal/Local Split

90/10

Contractor

TBD

Bid Amount

TBD - Fall 2023

Actual Cost

TBD

Estimated Start

Fall 2023

Estimated End

TBD

Initiation Design Utility Construction Close Out  
Relocation n

#### Contact

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

Preliminary Exhibit - Olivo Road & Southeastern Pky. RAB.jpg



## Southeastern Pky. & Cyntheanne Road RAB

**On Schedule**

### Description

A single-lane roundabout at Southeastern Parkway and Cyntheanne Road is currently in the design phase. The roundabout will have a low profile rolled curb and gutter and will provide pedestrian crossings on all four approaches. This project is anticipated to bid in Winter 2021.

Federal/Local Split  
80/20

Contractor  
TBD

Bid Amount  
TBD - Winter 2021

Actual Cost  
TBD

Estimated Start  
Spring 2022

Estimated End  
TBD

Initiation Design Utility Construction Close Out  
Relocation n

### Contact

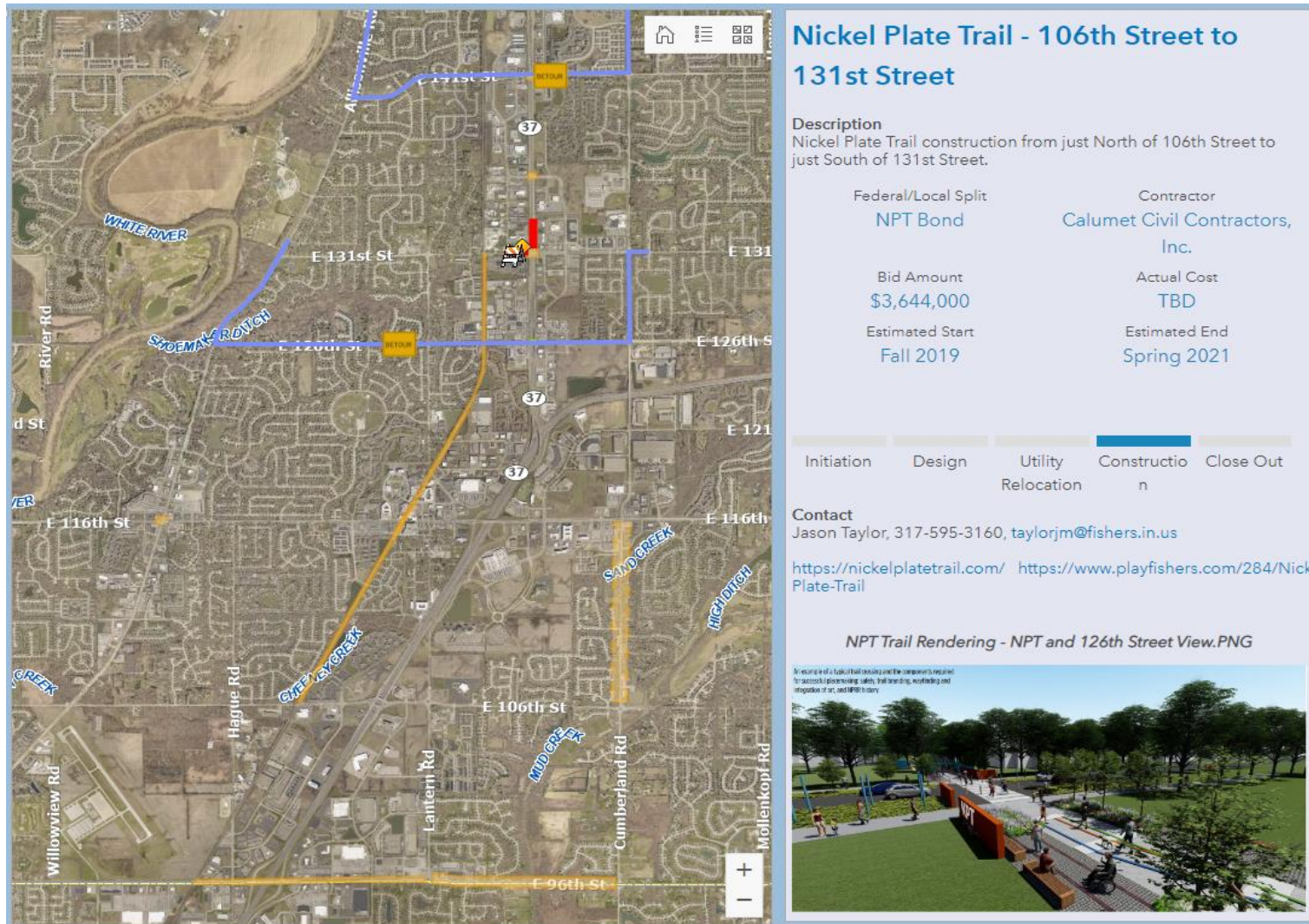
Tami Houston, 317-595-3160, [houstont@fishers.in.us](mailto:houstont@fishers.in.us)

*Preliminary Exhibit - Southeastern Pky. & Cyntheanne Road  
RAB.png*





## Capital Improvement Projects – Debt Funds







## Nickel Plate Trail - 116th Street to North Street

**On Schedule**

### Description

Nickel Plate Trail construction from just North of 116th Street to North Street.

Federal/Local Split

NPT Bond

Bid Amount

\$3,269,334.00

Estimated Start

August 2021

Contractor

Meyer Najem

Actual Cost

TBD

Estimated End

Spring 2022

Initiation Design Utility Relocation Construction n Close Out

### Contact

Jason Taylor, 317-595-3160, [taylorjm@fishers.in.us](mailto:taylorjm@fishers.in.us)

<https://nickelplatetrail.com/> <https://www.playfishers.com/284/Nick-Plate-Trail>

*NPT Trail Rendering - Looking North from a Point between 116th Street and North Street.JPG*







## Nickel Plate Tunnel

On Schedule

### Description

Nickel Plate Tunnel Construction at 116th Street and Trail construction from South Street to just North of 116th Street

Federal/Local Split

NPT Bond

Bid Amount

\$8,382,538

Estimated Start

June 2021

Contractor

Meyer Najem

Actual Cost

TBD

Estimated End

Spring 2022

Initiation

Design

Utility  
Relocation

Construction

Close Out

### Contact

Jason Taylor, 317-595-3160, [taylorjm@fishers.in.us](mailto:taylorjm@fishers.in.us)

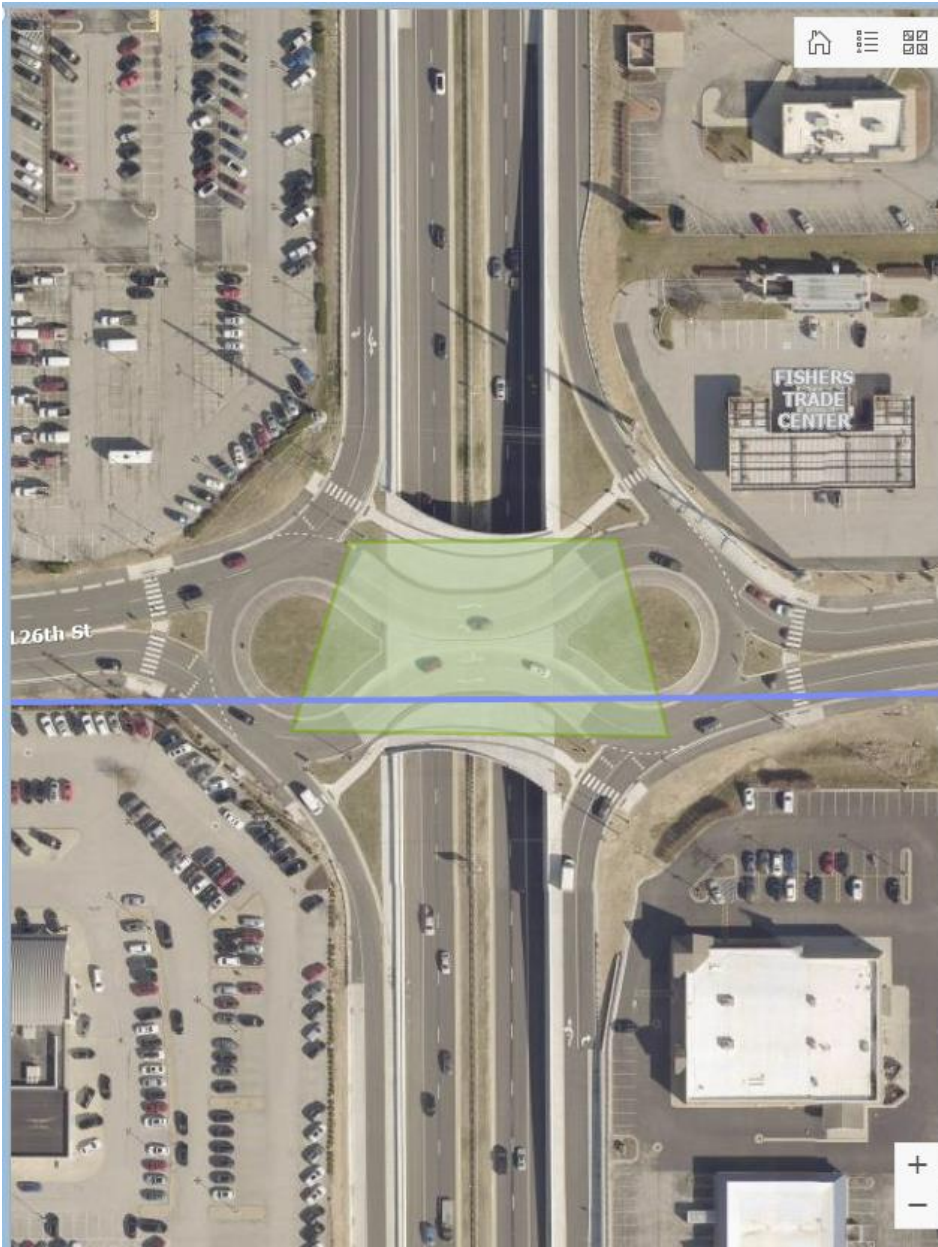
<https://nickelplatetrail.com/> <https://www.playfishers.com/284/Nick-Plate-Trail>

NPT Tunnel Rendering - Looking North from North Side of 116th Street.JPG



1 of 2





## SR 37 & 126th Street

### On Schedule

#### Description

The 126th Street & SR 37 Interchange is complete and open to traffic. Drivers will now experience a grade-separated interchange with SR 37 reconstructed below-grade with 126th Street converted to a roundabout interchange. Drivers will now have free-flow traffic movement with the elimination of the signalized intersection - all of which is part of Phase One of the State Road 37 Improvement Project.

Federal/Local Split

SR 37 Bond

Bid Amount

\$22,108,714

Estimated Start

July 2019

Contractor

Rieth-Riley Construction

Actual Cost

TBD

Estimated End

November 2020

Initiation

Design

Utility  
Relocation

Construction

Close Out

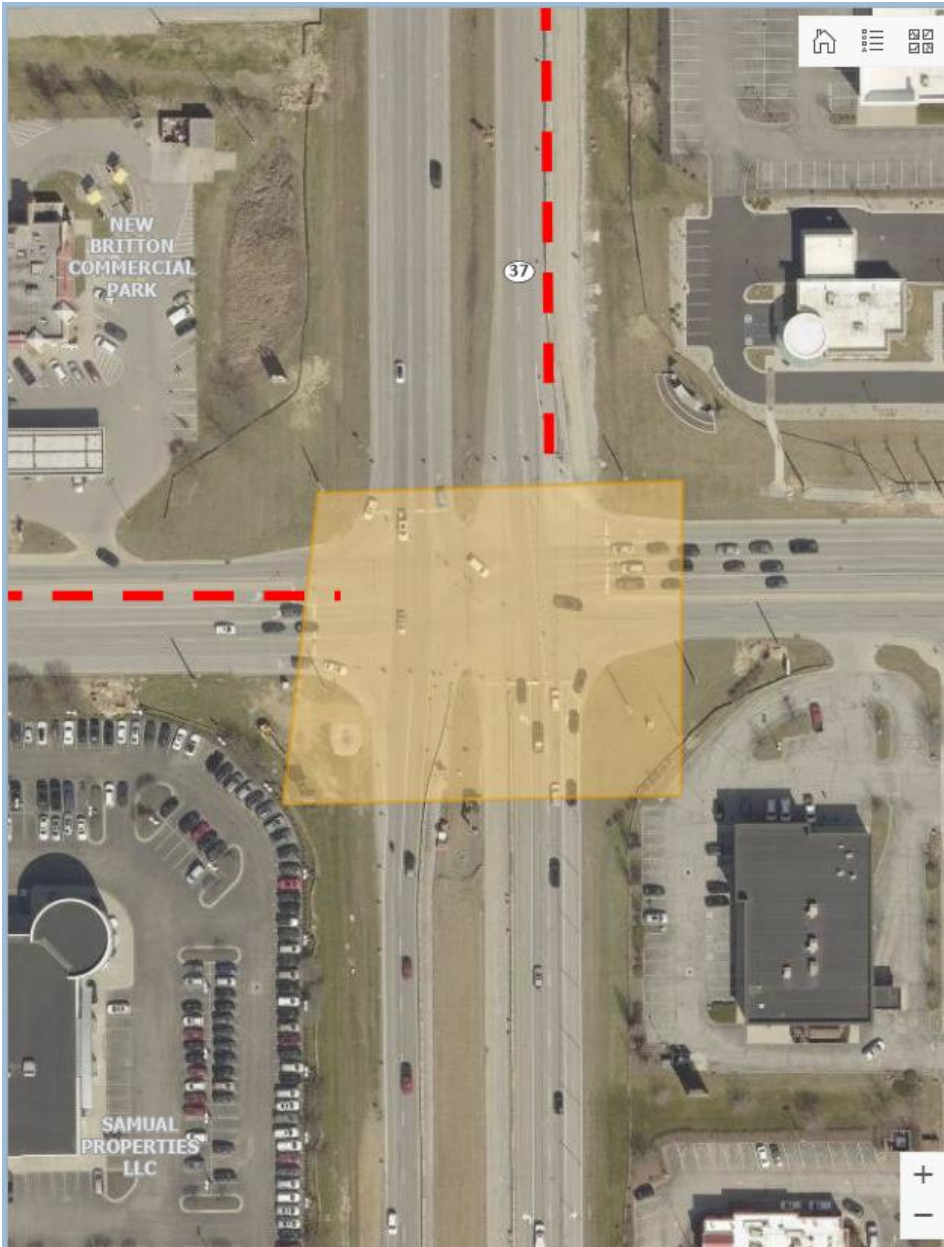
#### Contact

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

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

SR 37 & 126th Street 1.JPG





## SR 37 & 131st Street

On Schedule

### Description

SR 37 & 131st Street Interchange

Federal/Local Split

SR 37 Bond

Bid Amount

\$24,191,760

Estimated Start

December 2020

Contractor

Rieth-Riley Construction

Actual Cost

TBD

Estimated End

July 2022

Initiation

Design

Utility  
Relocation

Construction

Close Out

### Contact

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

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

131st Street Rendering.jpg

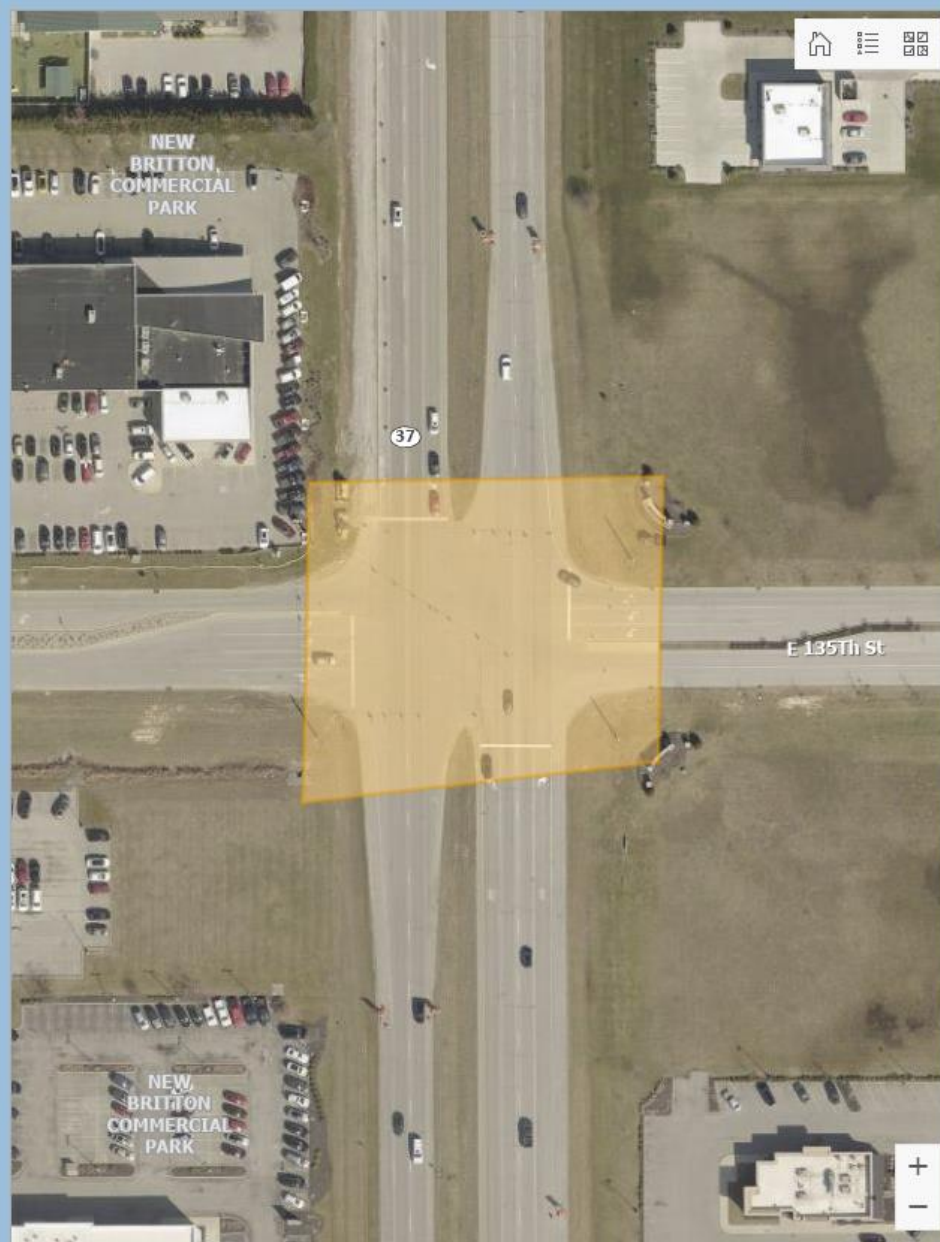


### Attachments

[131st Street Rendering.jpg](#)

[131st St and SR37 Phase 3 Detour.pdf](#)





## SR 37 & 135th Street

On Schedule

### Description

SR 37 & 135th Street Interchange

Federal/Local Split

SR 37 Bond

Contractor

Rieth-Riley Construction

Bid Amount

\$5,317,416

Actual Cost

TBD

Estimated Start

December 2020

Estimated End

July 2022

Initiation

Design

Utility  
Relocation

Construction

Close Out

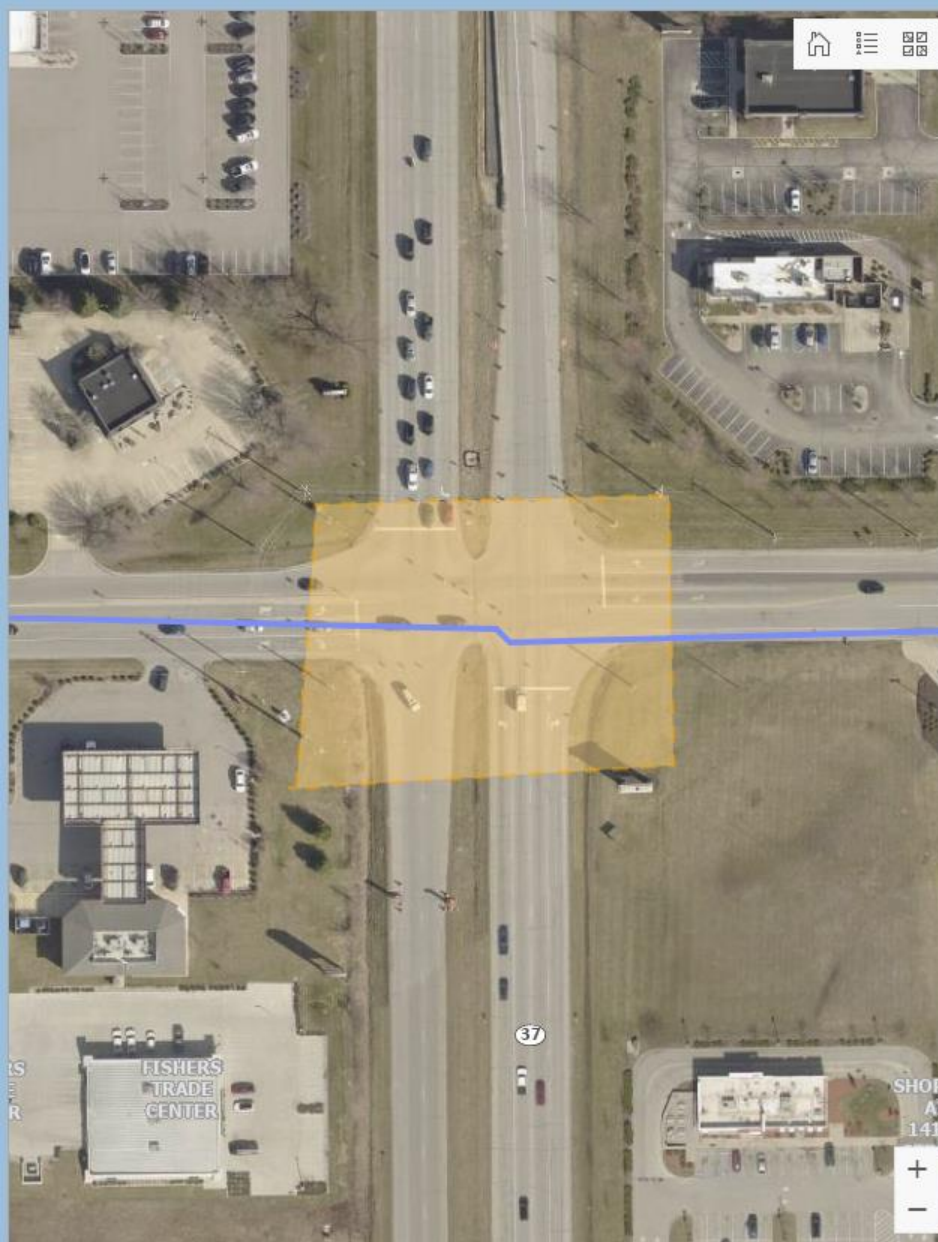
### Contact

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

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

135th Street Rendering.PNG





## SR 37 & 141st Street

**On Schedule**

### Description

SR 37 & 141st Street Interchange

Federal/Local Split

SR 37 Bond

Bid Amount

February 2022

Estimated Start

Summer 2022

Contractor

TBD

Actual Cost

TBD

Estimated End

August 2023

Initiation

Design

Utility  
Relocation

Construction

Close Out

### 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







## SR 37 & 146th Street

**On Schedule**

### Description

SR 37 & 146th Street Interchange

Federal/Local Split

SR 37 Bond

Bid Amount

\$29,814,167

Estimated Start

February 2020

Contractor

Rieth-Riley Construction

Actual Cost

TBD

Estimated End

May 2022

Initiation

Design

Utility  
Relocation

Construction

Close Out

### Contact

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

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

*146th Street Rendering.jpg*



### Attachments

[146th Street Rendering.jpg](#)

## 2021 Federal Grants

Project	CFDA	Grantor	Passthrough Number	Match	Contractor	Expenses	Revenue	Notes
136th Widening Prairie Baptist to Cyntheanne	20.205	INDOT	#1902786	80/20	Beam, Longest, & Neff	117,528.00	(69,360.00)	preliminary engineering
136th Widening Southeastern to Cyntheanne	20.205	INDOT	#1802931	80/20	Beam, Longest, & Neff	136,325.85	(127,200.45)	preliminary engineering
Southeastern & Cyntheanne RAB	20.205	INDOT	#1700722	80/20	CHA Consulting	4,120.00	(4,120.00)	preliminary engineering
Epidemiology & Laboratory Capacity for Infection Diseases and CARES Act	93.323 &							State Testing Site run through Fishers Health Dept. 200,000 grant revenue received in 2020
Coronavirus Relief Fund	21.019	ISDH- Contract #48332 Amend #1		100		177,074.82		
93.323 Epidemiology & Lab Capacity of Infectious Diseases	93.323	ISDH- Contract #48332 Amend #1		100		53,831.86	(53,831.86)	Munis Project# 10021001
93.268 Immunization & Vaccines for children	93.268	ISDH- Contract #48332 Amend #1		100		26,808.14	(26,808.14)	Munis Project# 10021002
93.268 Immunization & Vaccines for children	93.268	ISDH- Contract # 52625		100		26,859.14	(26,859.14)	Munis Project# 10021002
93.268 Immunization & Vaccines for children	93.268	ISDH- Contract # 53327		100		153,925.97	(153,925.97)	Munis Project # 10021004
FEMA	97.036	Project# 183998		100		502,142.36	(502,142.36)	Vaccine Administration personnel
FEMA	97.036	Project# 332988		100		668,380.00	(668,380.00)	Vaccine Administration operating
FEMA	97.036	Project# 334200		100		1,595,471.00	(1,595,471.00)	City of Fishers COVID Testing Site
FEMA	97.036	Project# 163683		100		3,735,420.95	(3,735,420.95)	City of Fishers COVID Response
FEMA -subrecipient for Indiana Task Force One (IN-TF1)	97.036			100		35,186.41	(35,186.41)	Fire Personnel for Champlain Tower Collapse Incident beginning 6.30.21
Public Health Emergency Preparedness (Department of Health & Human S	93.069	Indiana State Department of Health	Contract # 55598 Award	100		9,600.00	(7,743.26)	Awarded 45,174.00 7/1/21-6/30/22
			Contract # 51448 Award #					
Public Health Emergency Preparedness (Department of Health & Human S	93.069	Indiana State Department of Health	NU90TP922052	100		24,999.94	(24,999.94)	Budget Period: 3/1/21-6/30/21
American Rescue Plan Act (ARPA)	21.027					303,976.67	(3,450,440.00)	
			2017-DJ-BX-0185, 2018-DJ-BX-0665, 2019-DJ-BX-0018, 2020-DJ-BX-					
Justice Assistance Grant	16.738	Indiana Criminal Justice Institute	00007	100		25,000.00	(25,000.00)	
Forfeiture Funds	21.016	Department of Treasury				5,245.18	\$ (11,609.62)	
PD Traffic safety/DUI Taskforce (DUI & OPO)	20.601	Indiana Criminal Justice Institute	D3-16-10224			21,996.35	(14,515.57)	awaiting recpt of Q4 expenses
PD Vest Grant	16.607	Bureau of Justice Assistance	n/a			23,179.80	-	
PD ICAC Grant (Internet Crimes Against Children Task Force)	16.543	Indiana State Police	A2-16-100-024		2017-MC-FX-K008	24,977.41	(24,977.41)	
CDBG Handicap Ramp	14.225	Hamilton County Indiana				187,970.34	(163,343.81)	
						7,860,020.19	(10,721,335.89)	

## 2021 State Grants

Project	CFDA	Grantor	Passthrough Number	Match	Contractor	Expenses	Revenue	Notes
Community Crossing Matching Grant- 96th Street		Indiana Department of Transportation				33,238.83		Received 1 million in 2020
Indiana Local Health Department Trust account 2021		Indiana State Department of Health				13,002.59	(27,432.36)	
Local Health Maintenance Fund 2021		Indiana State Department of Health				12,287.24	(20,325.58)	
						58,528.66	(47,757.94)	

## DEBT SUMMARY

Due strong and healthy local economy, the City of Fishers is the only municipality in the State of Indiana to have earned a general obligation credit rating of AAA from Standard & Poor's. This rating was first received in 2016 and affirmed in 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.

### Net Position by Component

	2020	2019	2018	2017	2016	2015	2014	2013
<b>Governmental Activities</b>								
Invested in Capital Assets	\$ 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	\$ 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	\$ 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>\$ 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	\$ 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	\$ 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	\$ 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>\$ 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	\$ 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	\$ 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	\$ 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>\$ 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

<b>Governmental Activities</b>							
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS			
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			
2020	\$ 133,353,983	\$ 96,746,891	\$ 23,450,784	\$ 6,539,217			
2019	\$ 118,461,101	\$ 94,127,681	\$ 24,554,350	\$ 8,995,648			
2018	\$ 71,557,537	\$ 89,746,789	\$ 24,953,915	\$ 8,948,927			
2017	\$ 52,679,042	\$ 83,601,084	\$ 10,195,438	\$ 8,448,047			
2016	\$ 53,065,000	\$ 90,075,000	\$ 3,405,000	\$ 5,901,594			
2015	\$ 34,357,009	\$ 73,756,608	\$ 3,585,000	\$ 5,987,558			
2014	\$ 35,030,696	\$ 68,620,540	\$ 3,755,000	\$ 6,894,905			
<b>Business Type Activities</b>							
FISCAL YEAR	WASTEWATER WORKS REVENUE BONDS	CAPITAL LEASES	TOTAL PRIMARY GOVERNMENT	DEBT TO PERSONAL INCOME	DEBT PER CAPITA		
2020	\$ 23,614,496	\$ 526,347	\$ 361,070,810	*	\$ 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		

Note: \* 2020 data not available

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, 2020 as they mature during 2022. 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

FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS	
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	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	BUILDING CORPORATION BONDS	TOTAL		
2020	\$ 133,353,983	\$ 23,450,784	\$ 330,390,750		
2019	\$ 118,461,101	\$ 24,554,350	\$ 319,201,563		
2018	\$ 71,557,537	\$ 24,953,915	\$ 261,624,454		
2017	\$ 52,679,042	\$ 10,195,438	\$ 214,837,504		
2016	\$ 53,065,000	\$ 3,405,000	\$ 208,215,000		
2015	\$ 34,357,009	\$ 3,585,000	\$ 177,427,176		
2014	\$ 35,096,426	\$ 3,755,000	\$ 189,278,436		
FISCAL YEAR	LESS DEBT SERVICE FUNDS	NET BONDED DEBT	PERCENTAGE OF ACTUAL TAXABLE V	DEBT PER CAPITA	POPULATION
2020	\$ 20,840,315	\$ 309,550,435	4.65%	3,123	99,116
2019	\$ 23,588,618	\$ 295,612,945	4.68%	3,102	95,310
2018	\$ 19,301,456	\$ 250,821,828	4.19%	2,731	91,832
2017	\$ 14,424,657	\$ 200,412,847	3.46%	2,224	90,127
2016	\$ 14,954,344	\$ 207,670,308	3.70%	2,342	88,658
2015	\$ 14,939,404	\$ 162,487,772	3.04%	2,168	86,325
2014	\$ 12,879,301	\$ 176,399,135	3.36%	2,311	83,891

### Legal Debt Margin Information

	2020	2019	2018	2017	2016	2015
NAV as Certified for Tax Billing	\$ 6,677,218,728	\$ 6,329,194,829	\$ 6,012,706,472	\$ 5,800,730,882	\$ 5,608,997,595	\$ 5,399,045,989
Factored by 1/3**	\$ 2,225,739,576	\$ 2,109,731,610	\$ 2,004,235,490	\$ 1,933,576,961	\$ 1,869,665,865	\$ 1,799,681,996
Statutory Debt Limit Rate	2%	2%	2%	2%	2%	2%
Debt Limit	\$ 44,514,792	\$ 42,194,632	\$ 40,084,710	\$ 38,671,539	\$ 37,393,317	\$ 35,993,640
Amount of Debt Applicable to Debt Limit	\$ 26,825,691	\$ 29,064,755	\$ 39,591,141	\$ 28,057,014	\$ 32,870,000	\$ 34,204,742
Legal Debt Margin	\$ 17,689,101	\$ 13,129,877	\$ 493,569	\$ 10,614,525	\$ 4,523,317	\$ 1,788,898
Legal Debt Margin as Percent of Debt Limit	39.74%	31.12%	1.23%	27.45%	12.10%	4.97%
Note: Legal debt margin excludes lease rental bonds						

### Governmental Activities General Obligation Debt

FISCAL YEAR	PRINCIPAL	INTEREST
2021	\$ 979,500	\$ 7,794,997
2022	\$ 11,245,000	\$ 7,699,948
2023	\$ 11,940,000	\$ 7,321,665
2024	\$ 12,475,000	\$ 6,917,617
2025	\$ 12,605,000	\$ 6,470,440
2026-2030	\$ 64,640,000	\$ 25,334,216
2031-2035	\$ 61,975,000	\$ 14,052,078
2036-2040	\$ 35,715,000	\$ 4,897,144
2041-2044	\$ 10,320,000	\$ 661,523
<b>Totals</b>	<b>\$ 221,894,500</b>	<b>\$ 81,149,628</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 48.4% of net revenues. The total principal and interest remaining to be paid on the bonds is \$13,091,456. Principal and interest paid for the current year and total customer net revenues were \$848,599 and \$1,754,405, respectively.

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2017. Proceeds from the bonds provided financing for capital improvements to the wastewater utility. The bonds are payable solely from net operating revenues and are payable through 2041. Annual principal and interest payments on the bonds are expected to require 22.90% of net revenues. The total principal and interest remaining to be paid on the bonds is \$18,014,640. Principal and interest paid for the current year and total customer net revenues were \$401,193 and \$1,754,405, respectively.

Revenue debt payable at December 31, 2020, 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	\$ 10,875,000
2017 Revenue Bonds	8/16/2017	12/31/2040	2% to 3.25%	\$ 12,655,000	\$ 12,580,000
		<b>Total Wastewater Utility</b>		<b>\$ 25,450,000</b>	<b>\$ 23,455,000</b>
		Less: Current Portion			\$ (915,000)
		Net Unamortized Premium			\$ 159,496
		<b>Total Long Term Portion</b>			<b>\$ 22,699,496</b>

FISCAL YEAR	PRINCIPAL	INTEREST
2021	\$ 915,000	\$ 622,492
2022	\$ 935,000	\$ 604,192
2023	\$ 955,000	\$ 585,492
2024	\$ 975,000	\$ 566,392
2025	\$ 995,000	\$ 546,892
2026-2030	\$ 5,355,000	\$ 2,370,588
2031-2035	\$ 6,120,000	\$ 1,647,213
2036-2040	\$ 7,205,000	\$ 707,929
<b>TOTAL</b>	<b>\$ 23,455,000</b>	<b>\$ 7,651,190</b>

#### Advance Refunding

On June 8, 2020, the City of Fishers issued \$7,540,000 of Taxable General Obligation Refunding Bonds, Series 2020A with coupon rate of 2.24% each year from 2020 to 2030 to refund

\$7,135,000 of outstanding General Obligation Bonds of 2010, Series A. The net proceeds were used to prepay the outstanding debt and pay issuance costs.

The cash flow requirements on the refunded debt prior to the current refunding was \$8,721,258 from 2020 through 2030. The cash flow requirements on the Taxable General Obligation Refunding Bonds, Series 2020A are \$8,371,091 from 2020 through 2030. The refunding resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$312,626. As of December 31, 2020, \$7,135,000 of bonds outstanding are considered defeased.

On July 14, 2020, the City of Fishers issued \$5,170,000 of Taxable Redevelopment District Refunding Bonds, Series 2020 with coupon rate of 2.62% from 2020 to 2034 to refund \$4,715,000 of outstanding Redevelopment District Bonds, Series 2011 (State Road 37 Project). The net proceeds were used to prepay the outstanding debt, establish a debt service reserve and to pay issuance costs.

The cash flow requirements on the refunded debt prior to the refunding was \$6,753,188 from 2020 through 2034. The cash flow requirements on the Taxable Redevelopment District Refunding Bonds, Series 2020 are \$6,133,796 from 2020 through 2034. The refunding resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$476,500. At December 31, 2020, \$4,715,000 of bonds outstanding are considered defeased.

On October 20, 2020, the City of Fishers issued \$17,155,000 of Lease Rental Taxable Refunding Bonds of 2020, Series B with coupon rate of 1.70% from 2020 to 2033 to refund \$7,695,000 of outstanding Lease Rental Revenue Bonds of 2011 and \$8,125,000 of Lease Rental Revenue Bonds of 2013. The net proceeds were used to prepay the outstanding debt, and to pay issuance costs.

The cash flow requirements on the refunded debt prior to the refunding was \$19,906,445 from 2020 through 2033. The cash flow requirements on the Lease Rental Taxable Refunding Bonds of 2020, Series B are \$18,845,380 from 2020 through 2033. The refunding resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$836,727. At December 31, 2020, \$7,695,000 and \$8,125,000 of bonds outstanding are considered defeased.

On November 12, 2020, the City of Fishers issued \$14,620,000 of Taxable Economic Development Revenue Refunding Bonds, Series 2020 (Fishers Station Project) with coupon rates ranging from .447% to 2.918% from 2020 to 2038 to advance refund \$12,680,000 of outstanding Taxable Economic Development Revenue Bonds, Series 2013 (Fishers Station Project). The net proceeds were used to prepay the outstanding debt, to fund a lease rental reserve fund and to pay issuance costs.

The cash flow requirements on the refunded debt prior to the refunding was \$19,845,677 from 2020 through 2038. The cash flow requirements on the Taxable Economic Development Revenue Refunding Bonds, Series 2020 (Fishers Station Project) are \$17,735,035 from 2020 through 2038. The refunding resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$1,573,784. At December 31, 2020, \$12,680,000 of bonds outstanding are considered defeased.

#### Current Refunding

On May 21, 2020, the Fishers Redevelopment Authority issued \$7,525,000 of Lease Rental Revenue Refunding Bonds of 2020, Series A with coupon rates of 1.33% each year from 2020 to 2025 to refund \$7,240,000 of outstanding Lease Rental Revenue Bonds of 2009. The net proceeds were used to prepay the outstanding debt and pay issuance costs.

The cash flow requirements on the refunded debt prior to the refunding was \$8,237,178 from 2020 through 2025. The cash flow requirements on the Lease Rental Revenue Refunding Bonds of 2020, Series A are \$7,760,930 from 2020 through 2025. The refunding resulted in an economic gain (difference between the present values of the debt service payments on the old and new debt) of \$412,432.

#### 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 \$18,871,660, which are included in capital assets in the governmental activities. Depreciation on the leased assets totals \$10,757,229. The future minimum lease obligations and the net present value on these minimum lease payments as of December 31, 2020, are as follows:

	GOVERNMENTAL ACTIVITIES				BUSINESS-TYPE ACTIVITIES		
FISCAL YEAR	PRINCIPAL	INTEREST	TOTALS		PRINCIPAL	INTEREST	TOTALS
2021	\$1,904,240	\$137,728	\$2,041,968		\$ 207,574	\$ 8,971	\$ 216,545
2022	\$1,502,535	\$ 96,888	\$1,599,423		\$ 211,515	\$ 5,030	\$ 216,545
2023	\$1,402,311	\$ 61,835	\$1,464,146		\$ 107,258	\$ 1,015	\$ 108,273
2024	\$ 885,936	\$ 31,947	\$ 917,883		\$ -	\$ -	\$ -
2025	\$ 275,281	\$ 17,019	\$ 292,300		\$ -	\$ -	\$ -
2026-2027	\$ 568,914	\$ 15,687	\$ 584,601		\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$6,539,217</b>	<b>\$361,104</b>	<b>\$6,900,321</b>		<b>\$ 526,347</b>	<b>\$ 15,016</b>	<b>\$ 541,363</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 2021 members of the FRDC:

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

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

### Genezen Labs

Genezen Labs, a viral vector production contractor for gene and cell therapy, plans to open an R&D lab and clean manufacturing facility with office space in the Crosspoint Business Park. Genezen has committed to growing by 36 employees by 2024 and investing \$7.8 million in capital improvements as part of their incentive package.

### INCOG BioPharma

INCOG BioPharma announced plans to establish its first manufacturing facility and global headquarters in Fishers, in the Exit 5 Business Park. INCOG intends to invest \$60 million in the new location, creating up to 150 new jobs by the end of 2024. The startup is breaking ground in 2021, with plans to be fully operational in the first half of 2022.

### Knowledge Services

Knowledge Services announced its purchase the old Marsh Headquarters building in the Crosspoint Business Park. The Indianapolis-based government and commercial workforce management software company will occupy a portion of the 165,000 square foot building, while leasing the remaining unused space to other tenants.

### Memory Ventures

Fishers-based Memory Ventures announced plan to purchase and relocate into the former Marsh building at 96th Street & Lantern Road. The company plans to invest \$1 million in renovating the space, occupying part of the site and leasing the remaining available space. Memory Ventures' move to the building is a part of the larger redevelopment push, along 96th street.

### Round Room

Round Room announced its acquisition of the two-story, 190,000-square-foot property at 10300 Kincaid Dr. Round Room (old Roche building), which had sat vacant for several years. The nation's largest Verizon authorized retailer plans on renovating the building, while occupying 120,000 square feet and leasing the remainder to tenants. The move allows Round Room to consolidate more than 200 of its employees.

### U.Group

Washington, D.C. area-based U.Group announced plans to establish a Fishers location in January 2020. The digital transformation partner selected Fishers for its Midwest office, planning to create up to 130 high-wage jobs in the surrounding community, spanning the full range of its capabilities—including technology, data, consulting, and creative services. The company is operating out of Launch Fishers, until it can identify a permanent location in Fishers.

## ZergNet

The New York- based digital media tech company announced its plans to establish a Midwest presence, with its move into space in the Meyer Najem Building in Fishers. The company's relocation is a part of the City's master-lease program, which provides companies with flexible short-term lease options.

## DEPARTMENTAL INFORMATION



## SUMMARY OF PERSONNEL AND POSITIONS

### 2022 Salary Ordinance

	2022 Maximum Bi-Weekly Salary	Annual Hours	Status
<u>ADMINISTRATION</u>			
Administrative Assistant	\$1,966.73	1820	NE
Assistant City Attorney	\$3,677.15	N/A	EX
Assistant Director	\$3,588.13	N/A	EX
City Attorney	\$6,617.99	N/A	EX
City Clerk	\$2,599.95	N/A	N/A
Council Member	\$855.40	N/A	N/A
Deputy Clerk	\$2,382.90	1820	NE
Deputy Mayor	\$6,617.99	N/A	EX
Director of Economic and Community Development	\$6,617.99	N/A	EX
Director of Employee and Customer Success	\$3,588.13	N/A	EX
Director of Human Resources	\$4,050.35	N/A	EX
Economic Development Specialist	\$2,811.94	1820	NE
Human Resources Assistant	\$2,382.90	1820	NE
Human Resources Coordinator	\$2,951.91	1820	NE
Mayor	\$5,736.82	N/A	N/A
Mayor's Executive Assistant	\$2,500.28	1820	NE
Office Manager	\$2,382.90	1820	NE
Paralegal	\$2,500.28	1820	NE
Receptionist	\$1,787.14	1820	NE
<u>COMMUNITY AND PUBLIC RELATIONS</u>			
Assistant Director	\$3,588.13	N/A	EX
Brand Coordinator	\$2,271.06	1820	NE
Community Outreach Manager	\$2,382.90	1820	NE
Community Engagement Coordinator	\$2,271.06	1820	NE
Director of Community and Public Relations	\$4,050.35	N/A	EX
Marketing and Public Relations Manager	\$2,382.90	1820	NE
Volunteer Coordinator	\$2,271.06	1820	NE
Marketing and PR Coordinator	\$1,966.73	1820	NE
<u>CONTROLLER'S OFFICE</u>			
Budget Analyst I	\$2,063.25	1820	NE
Budget Analyst II	\$2,382.90	1820	NE
Budget Manager	\$2,811.94	1820	NE
Business Process Coordinator	\$2,382.90	1820	NE

City Controller	\$6,617.99	N/A	EX
Controller Staff I	\$1,966.73	1820	NE
Controller Staff II	\$2,164.60	1820	NE
Controller Staff III	\$2,500.28	1820	NE
Debt and Financial Analyst	\$2,625.31	1820	NE
Deputy Controller	\$3,588.13	N/A	EX
Program Manager	\$3,434.03	1820	NE
Revenue Analyst	\$2,811.94	1820	NE
Senior Controller Staff	\$3,434.03	1820	NE

#### HEALTH DEPARTMENT

Environmental Health Supervisor	\$2,811.94	1820	NE
Epidemiologist	\$3,099.49	N/A	EX
Health Educator	\$2,500.28	1820	NE
Nurse	\$2,811.94	1820	NE
Public Health Director	\$6,617.99	N/A	EX

2022 Maximum	Annual	
Bi-Weekly Salary	Hours	Status

#### INFORMATION TECHNOLOGY

Application & Process Coordinator	\$2,951.91	1820	NE
Assistant Director	\$3,588.13	N/A	EX
Chief Security Officer	\$3,588.13	N/A	EX
Director of Technology	\$4,714.04	N/A	EX
GIS Analyst	\$2,500.28	1820	NE
GIS Coordinator	\$3,099.49	1820	NE
Network Engineer	\$3,434.03	1820	NE
Office Manager	\$2,382.90	1820	NE
Senior System Administrator	\$3,099.49	1820	NE
System Administrator	\$2,625.31	1820	NE

#### ENGINEERING

Administrative Assistant	\$1,966.73	1820	NE
Asset Manager	\$2,951.91	1820	NE
Assistant Engineer	\$3,099.49	1820	NE
Chief Infrastructure Inspector	\$2,951.91	1820	NE
Director of Engineering	\$4,714.04	N/A	EX
Engineering Assistant Director	\$4,050.35	N/A	EX
Engineering Technician	\$2,164.60	1820	NE
GIS Analyst	\$2,500.28	1820	NE
Infrastructure Inspector	\$2,382.90	1820	NE
Senior Infrastructure Inspector	\$2,625.31	1820	NE

Clothing Allowance \$370/year max.

PERMITTING & INSPECTIONS

Building Commissioner & Environmental Health Services Coord	\$3,677.15	N/A	EX
Assistant Building Commissioner	\$2,811.94	1820	NE
Building Inspector I	\$2,271.06	1820	NE
Building Inspector II	\$2,625.31	1820	NE
Code Enforcer	\$2,063.25	1820	NE
Permits Manager	\$2,164.60	1820	NE
Receptionist	\$1,787.14	1820	NE
Residential Plans Examiner	\$2,271.06	1820	NE
Utility Locator	\$2,271.06	1820	NE

FLEET MANAGEMENT

Administrative Assistant	\$1,966.73	1820	NE
Director of Fleet	\$3,859.23	N/A	EX
Fleet Technician I	\$2,271.06	1820	NE
Fleet Technician II	\$2,271.06	1820	NE
Fleet Technician III	\$2,811.94	1820	NE
Office Manager	\$2,382.90	1820	NE
Superintendent	\$3,099.49	1820	NE
Clothing Allowance	\$345/year max.		

COURT

Judge	\$3,034.37	N/A	N/A
Bailiff	UP TO \$18.00/hour	N/A	NE
Court Recorder	\$1,966.73	1820	NE
Deputy Clerk of the Court	\$2,382.90	1820	NE
Clothing Allowance	\$50/year max.		

2022 Maximum	Annual	
Bi-Weekly Salary	Hours	Status

FIRE AND EMERGENCY SERVICES

Administrative Assistant	\$1,966.73	1820	NE
Administrative Services Manager	\$2,811.94	1820	NE
Battalion Chief	\$4,207.21	2904	NE
Captain	\$3,940.99	2904	NE
Chief of Fire	\$6,617.99	N/A	EX
Clerk/Receptionist	\$1,787.14	1820	NE
Community Risk Reduction Specialist	\$2,271.06	1820	NE
Deputy Chief	\$4,251.11	N/A	EX

Division Chief	\$3,859.23	N/A	EX
External Affairs Officer	\$2,811.94	1820	NE
Fire Inspector	\$2,625.31	1820	NE
Firefighter	\$3,255.94	2904	NE
Firefighter/Medic	\$3,455.52	2904	NE
Lieutenant	\$3,682.24	2904	NE
Project Manager	\$2,164.60	1820	NE
Staff Captain	\$3,340.34	1820	NE
Clothing Allowance	\$850/year max.		

#### POLICE

Accreditation Manager	\$3,099.49	1820	NE
Administrative Assistant	\$1,966.73	1820	NE
Assistant Records Manager	\$3,099.49	1820	NE
Assistant Chief	\$4,251.11	N/A	EX
Captain	\$3,859.23	N/A	EX
Chief of Police	\$6,617.99	N/A	EX
Criminal Forensics Investigator	\$2,811.94	2080	NE
Detective	\$2,811.94	2080	NE
Humane Officer	\$2,811.94	1820	NE
Intelligence Analyst I	\$2,500.28	1820	NE
Intelligence Analyst II	\$2,811.94	1820	NE
Lieutenant	\$3,434.03	2080	NE
Major	\$3,859.23	N/A	EX
Office Manager	\$2,382.90	1820	NE
Police Officer	\$2,811.94	2080	NE
Property Room Manager	\$2,382.90	1820	NE
Records Clerk	\$1,787.14	1820	NE
Records Quality Assurance Technician	\$2,382.90	1820	NE
Records Manager	\$3,099.49	1820	NE
Sergeant/Investigations	\$3,099.49	2080	NE
Sergeant/USD	\$3,099.49	2080	NE
Special Projects Manager	\$3,588.13	N/A	EX
Clothing Allowance	\$900/year max.		

#### BUSINESS SOLUTIONS GROUP

Business Analyst	\$3,099.49	1820	NE
Chief Information Officer	\$4,489.65	N/A	EX
Director of Business Solutions Group	\$3,588.13	N/A	EX
Program Manager	\$3,434.03	N/A	EX
Training Manager	\$2,951.91	1820	NE

	2022 Maximum	Annual	
	Bi-Weekly Salary	Hours	Status
<u>PUBLIC WORKS</u>			
Asset Management Coordinator	\$2,271.06	1820	NE
Assistant Director	\$3,588.13	N/A	EX
Assistant Superintendent - Maintenance	\$2,500.28	1820	NE
Director of Public Works	\$4,714.04	N/A	EX
Director of Water Quality	\$3,859.23	N/A	EX
Engineer	\$3,434.03	1820	NE
Foreman	\$2,500.28	1820	NE
HVAC Technician	\$2,500.28	1820	NE
Inspector	\$2,063.25	1820	NE
Inspector - Water Quality	\$2,164.60	1820	NE
Inventory Control Assistant Manager	\$2,625.31	1820	NE
Inventory Control Manager	\$2,951.91	1820	NE
Laboratory Manager	\$2,951.91	1820	NE
Laboratory Technician	\$2,164.60	1820	NE
Laborer	\$1,787.14	1820	NE
Maintenance Technician I	\$1,787.14	1820	NE
Maintenance Technician II	\$2,500.28	1820	NE
Project Manager	\$2,164.60	1820	NE
Safety Director	\$3,340.34	1820	NE
Senior Laborer	\$2,164.60	1820	NE
Senior Maintenance Technician	\$2,951.91	1820	NE
Senior Wastewater Plant Operator	\$2,811.94	1820	NE
Stormwater Technician	\$2,271.06	1820	NE
Superintendent	\$3,099.49	1820	NE
Utility Analyst	\$2,951.91	1820	NE
Wastewater Plant Operator	\$2,271.06	1820	NE
Water Quality Engineer	\$3,099.49	1820	NE
Clothing Allowance	\$340/year max.		
<u>PLANNING AND ZONING</u>			
Administrative Assistant	\$1,966.73	1820	NE
Assistant Director	\$3,588.13	N/A	EX
Director of Planning & Zoning	\$4,489.65	N/A	EX
Office Manager	\$2,382.90	1820	NE
Planner I	\$2,063.25	1820	NE
Planner II	\$2,811.94	1820	NE
Planner III	\$2,951.91	1820	NE
Project Analyst	\$2,382.90	1820	NE

Clothing Allowance \$370/year max.

PARKS & RECREATION

Administrative Assistant	\$1,966.73	1820	NE
AgriPark Manager	\$3,434.03	1820	NE
Assistant Director	\$3,588.13	N/A	EX
Clerk/Receptionist	\$1,787.14	1820	NE
Director of Parks & Recreation	\$4,050.35	N/A	EX
Naturalist	\$2,271.06	1820	NE
Operations Manager	\$3,099.49	1820	NE
Parks & Recreation Coordinator	\$2,271.06	1820	NE
Parks & Recreation Manager	\$2,625.31	1820	NE

Part-Time and Temporary Miscellaneous Positions

Part-Time Office Support	UP TO \$22.00/HOUR	N/A	NE
Part-Time Field Support	UP TO \$30.00/HOUR	N/A	NE
Part-Time Health Department Support	UP TO \$40.00/HOUR	N/A	NE
Fellow - Public Administration	\$1,923.08	1820	EX

Incentive Pays

Annual Amount

Certified Network Engineer	\$500
Data Base Administrator	\$500
Detective	\$1,500
Dive Team (Police)	\$1,000
Emergency Response Team (ERT) - PD Only	\$1,000
Evidence Technician (ET)	\$1,000
Field Training Officer (FTO)	\$80/shift
Master ASE	\$1,000
Paramedic (Fire)	\$4,500
Paramedic (Police)	\$2,250
Systems Administrator	\$500

Sworn Police & Fire Longevity Pay

\$200/year \$4000/year max

Clothing Allowance \$250/year max.

City Authorized Position List								
	Approved		Approved		Approved		Approved	
Position	2021		2020		2019		2018	
<i>Administration</i>	FT	PT	FT	PT	FT	PT	FT	PT
Mayor	1		1		1		1	
Deputy Mayor			2		2		1	
City Attorney	1		1		1		1	
Assistant City Attorney	1		1		1			
Legal Assistant	1		1		1			1
Executive Assistant to the Mayor	1		1		1		1	
Office Manager Customer Experience	1		1					
Administration Assistant-Customer Exp	4		4		2		2	
Director of Public Relations	1		1		1		1	
Assistant Director of Public Relations	2		1		1			
Brand Coordinator	1		1		1		1	
Marketing and Public Relations Manager	1		1		1		1	
Community Engagement & Volunteer Coordinator	1	1						
Office Support		6						
Human Resources Director	1		1		1		1	
Human Resources Assistant	2		2		2		2	
Director of Economic Development	1		1		1		1	
Assistant Director of Economic Development	1				1		1	
Economic Development Specialist			1		1		1	
Business Analyst	4		3		3			
Training Manager			1		1			
Project Manager BSG	1		1		1			
Interns		3		10		7		
<b>Total</b>	<b>26</b>	<b>10</b>	<b>26</b>	<b>10</b>	<b>24</b>	<b>7</b>	<b>15</b>	<b>1</b>
<i>City Clerk</i>								
City Clerk (Formerly Clerk-Treasurer)	1		1		1		1	
Deputy Clerk of the Court	1		1		2		2	
Deputy Clerk					1		1	
<b>Total</b>	<b>2</b>		<b>2</b>		<b>4</b>		<b>4</b>	
<i>Controller's Office</i>								
Controller	1		1		1		1	
Deputy Controller	3		3		3		4	
Senior Controller Staff	3		3		3			
Controller Staff I	2		2		3		2	



Controller Staff II	1		1		1		3	
Budget Analyst II	1		1		1		1	
Budget Analyst							1	
Debt and Financial Analyst							1	
Business Process Coordinator	1	1	1	1	1	1		1
Intern		1		1		1		3
<b>Total</b>	<b>12</b>	<b>2</b>	<b>12</b>	<b>2</b>	<b>13</b>	<b>2</b>	<b>13</b>	<b>4</b>
<b><i>Community Development</i></b>								
Director	1		1		1		1	
Assistant Director of Planning			1		1		1	
Office Manager	1		1		1		1	
Project Analyst							1	
Senior Planner/Planner III	2		1		1		1	
Planner I	1		1		1		1	
Planner II	3		3		3		4	
Associate Planner							1	
Administrative Assistant		1		1		1		1
Intern		2		2				3
<b>Total</b>	<b>8</b>	<b>3</b>	<b>8</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>11</b>	<b>4</b>
<b><i>Permitting &amp; Inspections</i></b>								
Residential Plan Examiner	1		1		1			
Code Enforcement Inspector	2		2			2		2
Building Commissioner	1		1		1		1	
Assistant Building Commission	1		1		1			
Permits Manager	1		1		1		1	
Administrative Assistant			2	1	1		1	
Building Inspector I	4		4		3		3	
Building Inspector II	1		1		2		2	
Utility Locator	1	2	1		1	1	1	1
Infrastructure Inspector					1		1	
Code Enforcement Inspector					2	3	2	3
Clerk-Receptionist					1	1	1	
Office Manager (promoted from Administrative Assistant)	1							
Fire Inspectors (moved from Fire Dept to P&I)	2	1						
<b>Total</b>	<b>15</b>	<b>3</b>	<b>14</b>	<b>1</b>	<b>15</b>	<b>7</b>	<b>13</b>	<b>6</b>
<b><i>City Court</i></b>								
Judge		1		1		1		1

Court Bailiff		1		1		1		1
<b>Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<i>Engineering</i>								
Director	1		1		1		1	
Assistant Director	1		1		1		1	
Assistant Engineer	2		2		2		2	
Chief Inspector	1		1		1		1	
Infrastructure Inspector	3	1	3	1	3		3	
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		3		3		3		3
<b>Total</b>	<b>12</b>	<b>4</b>	<b>12</b>	<b>4</b>	<b>12</b>	<b>3</b>	<b>12</b>	<b>3</b>
<i>Fire &amp; Emergency Services</i>								
Chief	1		1		1		1	
Deputy Fire Chief	1		1		1		1	
Fire Marshal			1		1		1	
Division Chief	3		3		3		4	
Staff Captain	1		1		1			
Staff Lieutenant								
Station Captain/Captain	10		9		9		7	
Battalion Chief	3		3		3		3	
Lieutenant/Shift Lieutenant/Station Lieutenant	25		21		21		27	
Firefighter / Medic	97		97		97		92	
Project Manager	1		1		1		2	
Office Manager	1		1		1			
Administrative Asst	1		1		1		1	
Inspector (moved to P&I in 2021)			2		2		1	
Public Educator (moved to P&I in 2021 under Fire Inspector)			1	1		2		
Community Risk Reduction Specialist	1							
Laborer		1		1		1		
<b>Total</b>	<b>145</b>	<b>1</b>	<b>143</b>	<b>2</b>	<b>142</b>	<b>3</b>	<b>140</b>	<b>0</b>
<i>Health Department</i>								
Newly created in 2020. 2021 was 1st year budgeted								
Public Health Director	1							
Water Quality Manager	1							

Communicable Disease Manager	1							
Public Health Nurse		1						
Epidemiologist		1						
<b>Total</b>	<b>3</b>	<b>2</b>						
<i>Fleet Management</i>								
Director of Fleet Management	1		1					
Assistant Director					1		1	
Office Manager	1		1		1		1	
Mechanic III	2		2		2		2	
Mechanic II	5		4		4		6	
Mechanic I								
Intern		1						
Laborers		2		2		2		3
Superintendent	1		1		1			
<b>Total</b>	<b>10</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>9</b>	<b>2</b>	<b>10</b>	<b>3</b>
<i>Information Technology</i>								
Director of Information Technology	1		1		1		1	
Assistant Director	1		1		1		1	
Business Analyst							1	
Application and Process Coordinator							1	
Senior System Administrator							1	
System Administrator	5		5		5		4	
Network Engineer							1	
Office Manager	1		1		1		1	
GIS Coordinator	1		1		1		1	
Chief Security Officer	1		1		1			
Inter/Office Support		3		3		3		4
<b>Total</b>	<b>10</b>	<b>3</b>	<b>10</b>	<b>3</b>	<b>10</b>	<b>3</b>	<b>12</b>	<b>4</b>
<i>Parks &amp; Recreation</i>								
Director of Parks & Recreation	1		1		1		1	
Assistant Director of Parks & Recreation	1		1		1			
Administration and Operations Manager	1		1		1		1	
Administrative Assistant	1		1	1	1	1	1	
Community Engagement Coordinator (moved to Public Relations)			1	1	1		1	
Recreation Manager							1	
Chief Naturalist	1		1				1	
Recreation Program Coordinator	1		1	1	3	1	1	2

Special Events Manager	1		1		1		1	
Intern/Field Support		5		3		3		1
Environmental Ed Prog. Instructor						1		1
Recreation Programmer - Softball Leagues				1		1		1
Agri Park Manager	1		1					
Events Coordinator	3	11	3	6	2	5	1	3
Saxony Beach Seasonal Staff								
Head Summer Camp Counselors								
Summer Camp Counselors		24		23		20		
<b>Total</b>	<b>11</b>	<b>40</b>	<b>12</b>	<b>36</b>	<b>11</b>	<b>32</b>	<b>9</b>	<b>8</b>
<i>Police Department</i>								
<b>Support Division</b>								
Chief	1		1		1		1	
Assistant Chief	2		1		1		1	
Captain	1		1		1		1	
Lieutenant	2		2		2		2	
Sergeant	1		1		2		2	
<b>Patrol Division</b>								
Captain	1		1		1		1	
Lieutenant	6		7		7		5	
Sergeant	15		14		14		12	
Officers	69		69		68		62	
<b>Investigations Division</b>								
Captain	1		1		1		1	
Lieutenant	2		2		2		2	
Sergeant	3		2		2		2	
Detectives	9		9		9		6	
<b>Operations</b>								
Captain	1		1		1		1	
Lieutenant	1		1		1		1	
Detectives	3		3		3		5	
Sergeant	3		3		3		3	
<b>Civilian</b>								
Office Manager	1		1		1		1	
Administrative Assistant	2		3		3		3	
Records Manager	1							
Clerk	2		3		3		2	
Records Quality Assurance Technician	1							
Accreditation Coordinator	1		1		1		1	

Property Officer	1		1		1		1	
Civilian Intelligence Analyst	3		3		3		2	
Humane Officer	1		1		1		1	
Body Worn Camera Manager	1		1					
Intern		2		1				
<b>Total</b>	<b>135</b>	<b>2</b>	<b>133</b>	<b>1</b>	<b>132</b>	<b>0</b>	<b>119</b>	<b>0</b>
<i>Public Works</i>								
Director	1		1		1		1	
Assistant Director	2		2		2		2	
Safety Coordinator	1		1		1		1	
Project Manager	1		1		1		1	
Inventory Control Manager	1		1		1		1	
Superintendent Asset Management	1		1		1		1	
Inventory Control Assistant Manager	1		1		1		1	
Business Analyst					1		1	
Office Support		6						
<b>Streets</b>								
Superintendent	1		1		1		1	
Foreman	8		7		5		5	
Laborer	14		15	2	15		15	
Senior Laborer	7		7		5		4	
Seasonal Laborers		20		20		30		30
Seasonal Snowplow Personnel		50		50		50		50
Seasonal Snow Backhoe operators		8		8		8		8
<b>Parks</b>								
Superintendent	1		1		1		1	
Foreman	6		5		4		4	
Laborer	13		12	6	12	6	11	
Senior Laborer	4		4		4		2	
Seasonal Laborers		21		10		30		30
<b>Facilities Maintenance</b>								
Superintendent	1		1		1		1	
Assistant Superintendent	1		1		1		1	
Maintenance Tech III								
Maintenance Tech II	5		6		6		5	
Maintenance Tech I	2		1		1			
HVAC Technician							1	
Senior Building Maintenance Tech	1		1		1		1	
Laborers		5		5				
Seasonal Laborers								

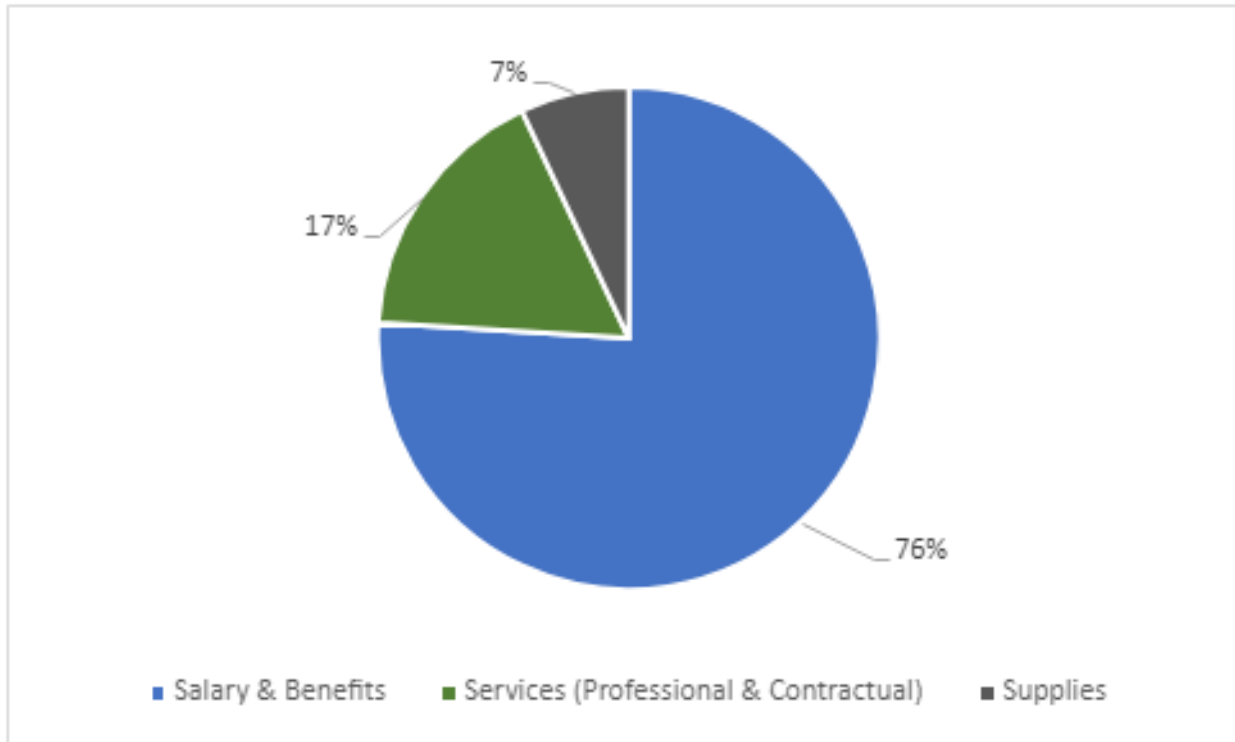
<b>Water Quality Division</b>								
Director of Water Quality	1		1		1		1	
Superintendent	3		1		1		1	
Senior Operator			1		1		1	
Laboratory Mgr.	1		1		1		1	
Laboratory Tech.	1		1		1		1	
Operator	3		3					
Laborer	6	5	7	4	6	5	6	5
Senior Laborers	1							
Senior Maintenance Tech	1		2		2		2	
Maintenance Tech II	1		1		1		1	
Foreman	2		2					
Inspector	1		1		1		1	
Seasonal Laborers (PT)		3		3		3		3
Assistant Engineer	1		1		1		1	
Stormwater Technician	1		1		1		1	
Utility Analyst								
PT Admin for Garage								
<b>Total</b>	<b>95</b>	<b>118</b>	<b>93</b>	<b>108</b>	<b>83</b>	<b>132</b>	<b>78</b>	<b>126</b>
<b>TOTAL FOR ORGANIZATION</b>	<b>476</b>	<b>190</b>	<b>466</b>	<b>171</b>	<b>455</b>	<b>193</b>	<b>425</b>	<b>157</b>

In 2022 the City will still bring in a balanced budget while making significant investments in our Employees and Community and decreasing the tax rate.

- 4% raise for employees and elected officials
- 3 Police Officers
- 8 new firefighters
- Promotion of 2 part time inspectors to full time
- 2 Teachers in Residence at the Agri Park and Makers Space

## 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 2022 budget makes a significant investment in the personnel of the City and for additional staff.

- 4% 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 Sworn Police Officers
- 8 Full Time Firefighters

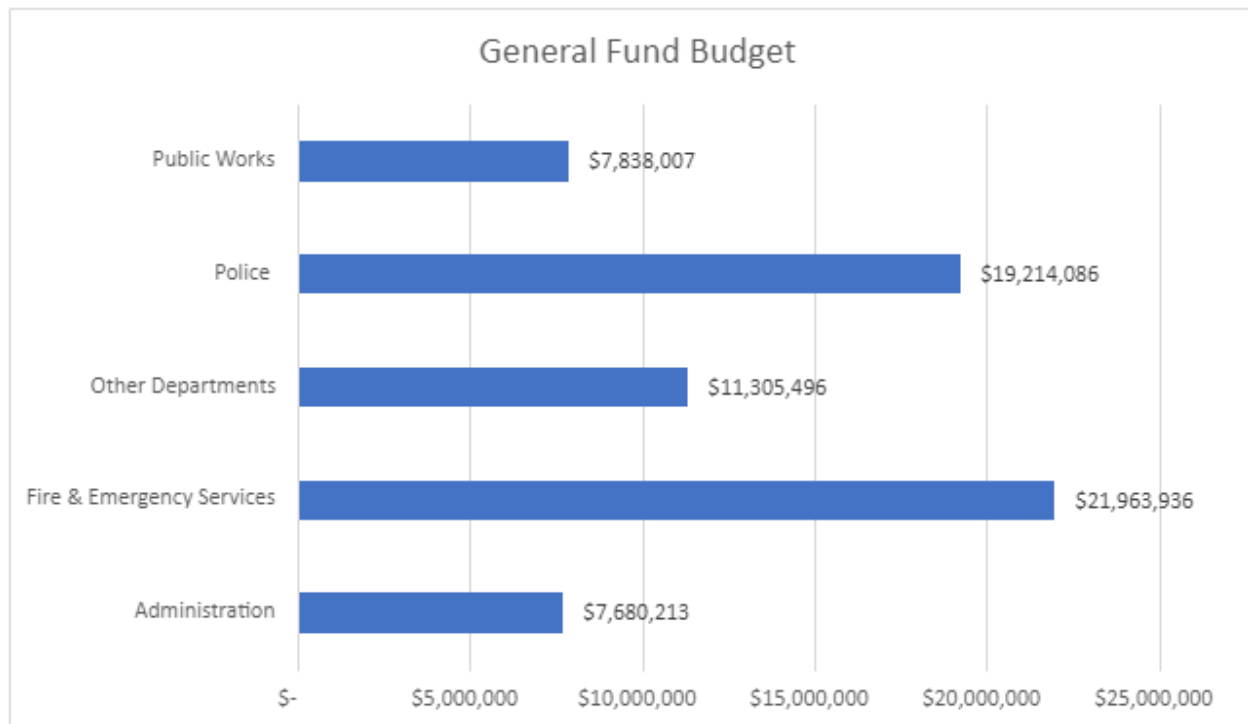
### Additional City Staff:

- Promotion of 2 part time inspectors to full time positions
- 2 Teachers in Residence at the Parks Department in the Makers Playground and Agri Park.



Within the General Fund, Public Safety constitutes 61.5% of the overall 2022 proposed budget. The Administration Department is made up of multiple divisions including:

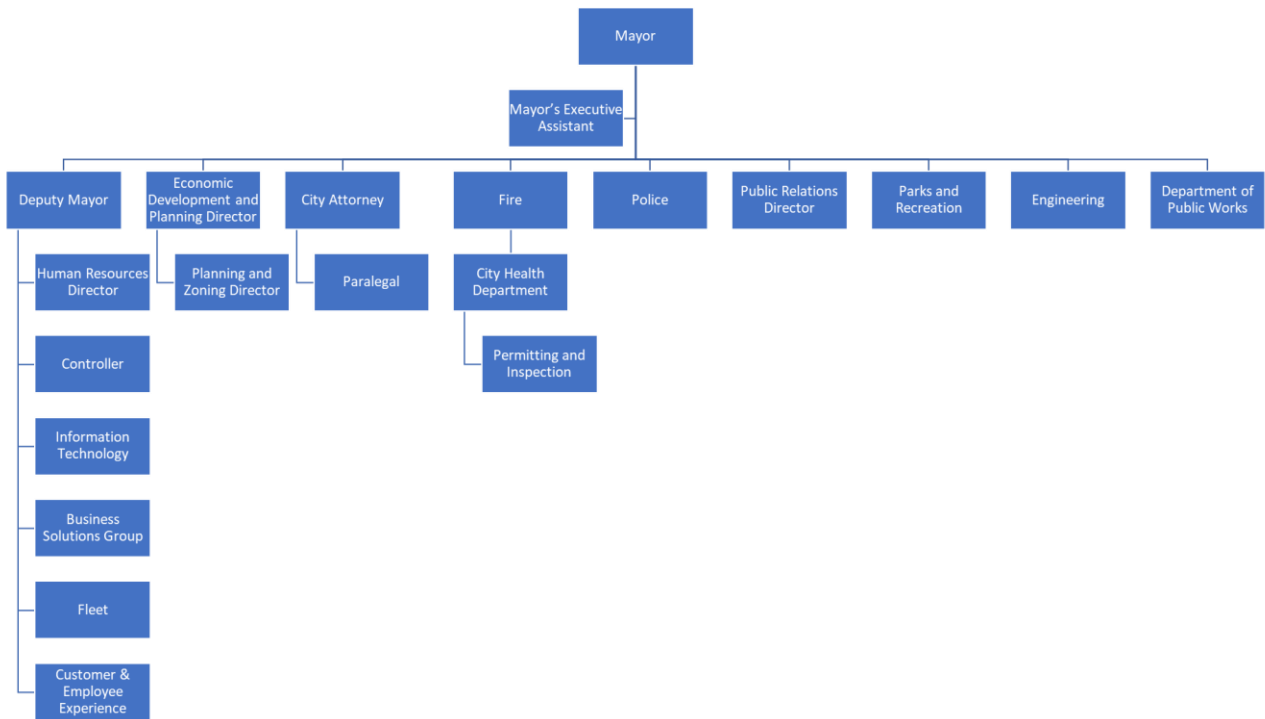
- Human Resources
- Legal Department
- Public Relations
- Business Solutions Group
- Controller's Office



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

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

## Administration - 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	Total
Total	\$ 6,091,589	\$ 761,822	\$ 336,020	\$ 7,189,431

Object	Description	Amount
41113	FT Salaries	\$ 1,873,745
41114	PT Salaries	\$ 280,190
41300	Employee Benefits	\$ 959,211
42200	Operating Supplies	\$ 155,650
43100	Profession Services	\$ 3,165,555
43101	Legal Services	\$ 332,000
43200	Comms & Transportation	\$ 88,080
43202	Postage	\$ 92,500
43300	Printing and Advertising	\$ 92,500
44920	Capitol Expenses	\$ 150,000
		\$ 7,189,431

## Goals, Objectives and Outcomes

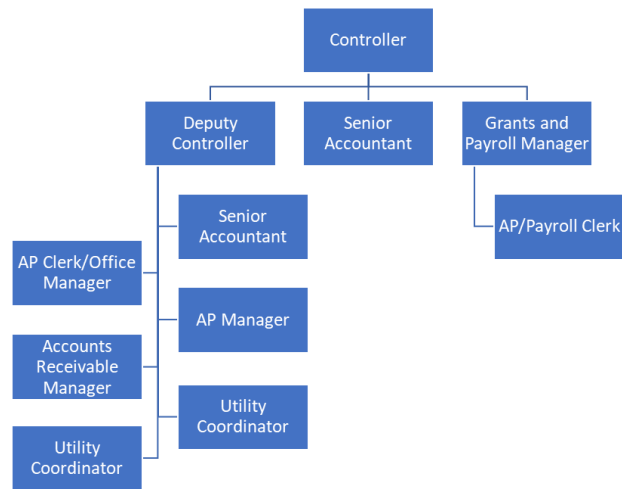
<b>Progress</b>	<b>Owner</b>	<b>Area of Focus</b>	<b>Task</b>	<b>Intended Outcome</b>	<b>EOY Status</b>
In Progress	BSG	Brilliant at the Basics	In collaboration with Parks & Employee Engagement, build framework for event logistics SOP	Establish a standard, efficient process and tools for coordinating logistics of events that can be replicated and provide insight citywide	Objective put on hold for FY 21 due to Parks Department Maker Playground build out.
Not Started	BSG	Sustainability (environmental, economic)	In collaboration with Controller's office leverage Dimensions to help track and manage over 35 hrs/week per department	Enable managers to easily view, track, and manage employee hours 35+	Did not start in FY 21
In Progress	BSG	Brilliant at the Basics	In collaboration with Controller's office, implement Munis modules for contracts, capital assets & explore options for employee reimbursement and citizen self-service	Leverage the Tyler Munis system to its full capacity and empower employees utilize it as a planning and tracking tool	Ongoing. Implemented Citizen Self Service and redirected resources to accommodate the addition of 25k new utility customers. Asset module will be implemented beginning in FY 22.
In Progress	BSG	COVID Response	Continue to support city's COVID response efforts by providing process efficiency tools, tracking, and data collection tools	Assist in continuing to establish City of Fishers as the local & state leader in COVID response measures	Supporting the HD with all needed technology systems, including testing and vaccination scheduling software, health records software and time management. Along with assisting in creating and maintaining data dashboard available for the public.
In Progress	BSG	Progressive Initiatives	Proactively seek data initiatives that provides DPW with information to make data-driven decisions. Include cross-	Proactively provide DPW with a variety of metric tools with relevant data to gain insights from on a regular basis	Developed a tool to monitor utility billing across city building to assist with maintenance needs.

			departmental data, where applicable.		
Not Started	BSG	Brilliant at the Basics	Develop process improvement, SOPs and templates, to utilize cross-departmentally	Provide templates in software solutions and project management tools that can be used by each department. BSG to work in concert with Employee Experience department.	Did not start in FY 21.
Completed	Customer Service	Brilliant at the Basics	Establish sustainable, consistent, and meaningful internal communication	Unified communication (tool/process/format) that informs and inspires our organization.	Created and implemented weekly employee newsletter.
Not Started	Customer Service	Sense of Community	Implement 2 Community-Wide Initiatives to build a sense of community	Reach members of the community on social media for participation and interaction.	Did not start in FY 21.
In Progress	Customer Service	COVID Response	Continued COVID hotline communication to hotline team for testing and vaccine management	Weekly updates for hotline team (and more frequent as new information becomes available) to be able to respond successfully to caller inquiries as FAQs are continually changing.	The COVID hotline ran all year. Hotline workers were updated weekly via a reoccurring meeting with latest developments and updated FAQs. Will continue in FY 22 as needed.
In Progress	Customer Service	Brilliant at the Basics	Monitor and follow up with departments to meet the new 2021 SLA goals set in See Click Fix for timely responses and work order completion. Monthly check ins to see what are still outstanding and why and determine game plan and communicate with resident accordingly.	Residents are getting updates even if the work order will take time to complete. Work orders won't be hanging around open unnecessarily.	Established a best practice to ensure timely follow up to residents. Will review practice in FY 22 to update as necessary.

In Progress	Customer Service	Brilliant at the Basics	Build vision for Employee Experience, develop meaningful relationships throughout organization, and build a stronger internal community through engagement and sharing of best practices.	Staff have a shared sense of purpose and belonging. Staff know they're appreciated and understand how their efforts support the larger objectives of the City.	Added employee achievements to weekly newsletter. Developed and updated service awards to include experiences for employees that will be implemented in FY 22
Not Started	Economic Development and Planning	Progressive Initiatives	Black Entrepreneurship Initiative	Partnership with Launch Fishers and Indy Black Chamber to recruit black entrepreneurs to Launch Fishers and create a meaningful program to foster diversity in our business community.	Did not start in FY 21.
In Progress	Economic Development and Planning	COVID Response	Advocate and support all Fishers businesses through COVID-19 Recovery	Establish and strengthen relationships with our business community and connect them to resources to assist them through the hardships of COVID-19	Established a recurring conference call with local business owners to provide updates and assistance.
Completed	Economic Development and Planning	Sustainability (environmental, economic)	1,500 new job commitments to Fishers with an average salary of \$85,000	High-paying job opportunities for Fishers residents to improve QoL, which leads to increased spending in our local economy	Added 750 jobs with wages of 80k+.
Not Started	Economic Development and Planning	Sense of Community	Create home ownership program(s)		Did not start in FY 21.
In Progress	Economic Development and Planning	Sense of Community	Work with BSG to create an assessed value map and dashboard to track long-term renters, vacancies and foreclosures	Complete the dashboard for assessed value tracking and use data for planning in the future	Did not start in FY 21.
In Progress	Economic Development and Planning	Sense of Community	Complete the 5-year update to the 2040 Comprehensive Plan	Complete the 5 year update to the Comp Plan	Update completed and posted to the City website.

Not Started	HR	Sustainability (environmental, economic)	Establish best practices that standardize rules for annual pay raises and allows mid-year merit raises and/or bonuses	Provide a consistent and documented method to pay increases that allow managers the ability to react to pay discrepancies and desire to reward employees; Provide transparency to all employees to pay increase process and philosophy.	Did not start in FY 21.
Completed	HR	Sustainability (environmental, economic)	Evaluate City Health Plan structure/providers/costs and determine if changes are needed to provide better service and savings	Eliminate inefficiencies in the City's health care spend; Confirm health plan vendors are providing appropriate level of service and cost effective methods - make changes if better alternatives.	The City evaluated the Health Plan for employees and made significant changes. A new provider was selected, and all staff were provided education and assistance in understanding the new plan available.
In Progress	HR	Progressive Initiatives	Successfully launch and manage Public Safety Professionals (PSP) Career Transition Program	Provide an innovative support benefit to PSPs that will allow them to more readily retire and transition to new career, lessening employee stress/burnout and improving department's ability to plan for future staffing.	Actively identifying employees interested in transition. Provided tuition reimbursement we requested. Assistance will continue in FY 22.
In Progress	HR	Brilliant at the Basics	Build Dimensions software into a single source for all employee information and related processes (benefits, position/salary changes, etc.)	Empower employees with ability to look up their own employment and benefit record; Streamline processes that improve user experience and eliminate inefficiencies.	Did not start in FY 21.

## Controller's Office



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

Fund	General	Sewer	Stormwater	Total
Total	\$ 1,118,236	\$ 264,954	\$ 155,303	\$ 1,538,493

Object	Description	Amount
41113	FT Salaries	\$ 755,533
41114	PT Salaries	\$ 22,506
41300	Employee Benefits	\$ 384,987
42200	Operating Supplies	\$ 24,500
43100	Profession Services	\$ 313,500
43200	Comms & Transportation	\$ 35,000
43901	Refunds Awards Indemnities	\$ 2,500
		\$ 1,538,526



## Goals, Objectives and Outcomes

<b>Progress</b>	<b>Owner</b>	<b>Task</b>	<b>Intended Outcome</b>	<b>EOY Status</b>
Not Started	Controller	Review revenue sources options and investigate potential long term revenue growth sources to help City reserves	Provide updates on a regular basis to the Mayor's office to assist with the development of long term strategies to enhance the potential revenues streams coming into the City and identifying new revenue streams that might be available.	Did not start in FY 21.
In Progress	Controller	Work with other departments and BSG to fully implement and utilize Munis Projects so all departments can use for Capital Project Tracking and Capital Project Budgeting	Departments will implement and use project accounting in Munis for special reporting requirements. The Controller's office will begin using Munis to maintain capital assets lists and use it for reporting purposes.	Projects was implemented in Engineering and Parks. Will work in FY 22 to correct issues and bring additional departments on as needed.
In Progress	Controller	Work on options for PTO cashout for retirees and long-tenured City employees (input from other departments on ideas/implementation)	Identify the unknown amount of PTO cashout when employees retire from the City to reduce the financial impact at the time of retirement.	Did not start in FY 21.
Completed	Controller	Work with HR on Health Plan options and long term sustainability of plans	Eliminate inefficiencies in the City's health care spend; Confirm health plan vendors are providing appropriate level of service and cost effective methods - make changes if better alternatives.	The City evaluated the Health Plan for employees and made significant changes. A new provider was selected, and all staff were provided education and assistance in understanding the new plan available.

## City Clerk and City Court

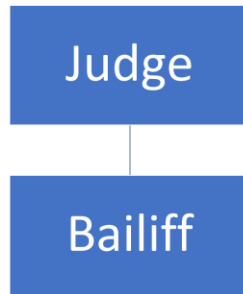


The City Clerk is an official elected by residents of the City of Fishers. In general, this position oversees City records and operates through the General Fund.

- 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	\$ 114,681	\$ 114,681

Object	Description	Amount
41113	FT Salaries	\$ 67,599
41300	Employee Benefits	\$ 36,082
42200	Operating Supplies	\$ 1,500
43100	Profession Services	\$ 8,000
43200	Comms & Transportation	\$ 1,500
		\$ 114,681



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.

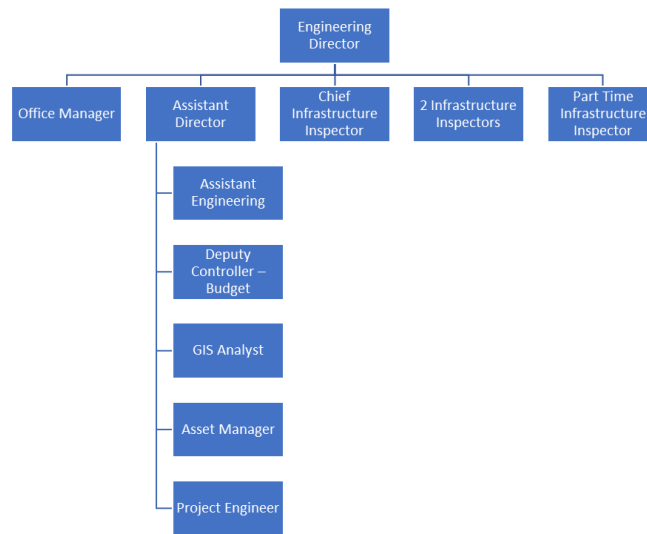
Fund	General	Total
Total	\$ 111,658	\$ 111,658

Object	Description	Amount
41114	PT Salaries	\$ 91,040
41300	Employee Benefits	\$ 10,618
42200	Operating Supplies	\$ 5,000
43100	Professional Services	\$ 5,000
		\$ 111,658

#### Goals, Objectives and Outcomes

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 project.

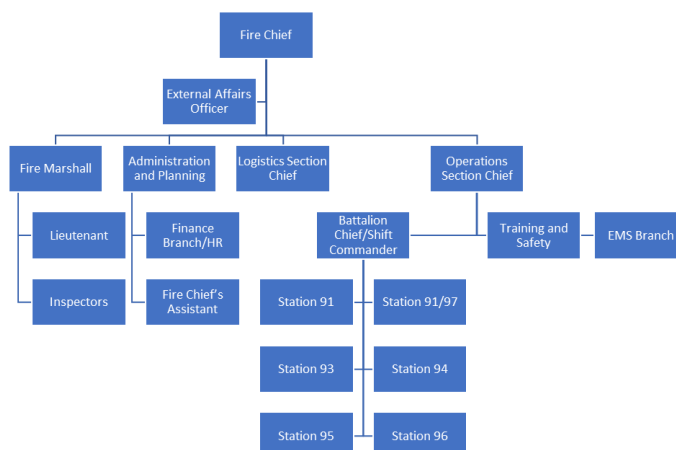
Fund	GENERAL	MVH	Sewer	Stormwater	Combined Other	Total
Total	\$ 246,609	\$ 519,998	\$ 566,202	\$ 92,555	\$ 8,457,306	\$ 9,882,670

Object	Description	Amount
41113	FT Salaries	\$ 709,550
41114	PT Salaries	\$ 33,870
41300	Employee Benefits	\$ 417,624
42200	Operating Supplies	\$ 40,995
43100	Profession Services	\$ 139,625
43200	Comms & Transportation	\$ 11,200
44100	Land	\$ 550,720
44200	Infrastructure	\$ 5,614,086
44400	Improve't Other than Buildi	\$ 1,356,800
44500	Machinery and Equipment	\$ 8,200
44920	Capital Expenses	\$ 1,000,000
		\$ 9,882,670

## Goals, Objectives and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
In Progress	Engineering	In concert with parks, further develop the trail network and develop plan for gaps in pedestrian facility network	Create a plan that identifies the priority gaps in pedestrian access and budget for future construction.	Consistently meeting with parks and identify gaps and potential funding sources for new projects. Will continue in FY 22.
Not Started	Engineering	Incorporate other departments in the design/construction aspects of capital projects.	Look at projects beyond the engineering needs (i.e., drainage, traffic) and look at it from maintenance, emergency service (standard traffic stops).	Did not start in FY 21.
In Progress	Engineering	Continue working with Parks, PW, IT, & PD on completion of the NPT to develop an experience		Meeting consistency with other departments to continue development experience and meet public safety needs
Completed	Engineering	Work with PR to create videos of construction	Throughout different stages of construction, create videos to be shared with the schools/residents to explain what they are seeing on a construction site	Videos were created the St. Rd. 37 project and the NPT project and posted to City social media and website.
Completed	Engineering	Coordinate with IT and PR to push beta dashboard of projects to the public		Dashboard was created with assistance from IT, BSG and PR and posted to the City website. Will continue to maintain in FY 22.
In Progress	Engineering	In tandem with PW, expand 5 year resurface plan into 10 year corridor plan	Have a better understanding of our asset conditions to better plan future activities and budgets	Meeting with DPW on a regular basis and will continue to do so in FY 22.
Not Started	Engineering	Identify unique ways to incorporate new technology into capital projects	Possibly develop partnership with local businesses (i.e., Zilper)	Did not start in FY 21.

## 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

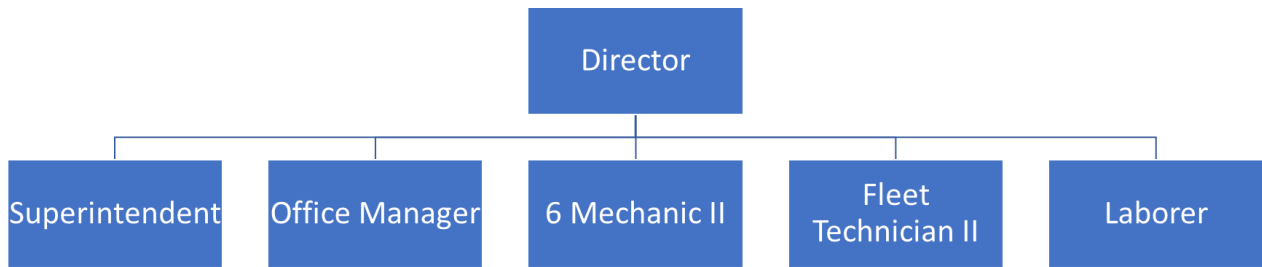
Fund	General	Total
Total	\$ 22,013,936	\$ 22,013,936

Object	Description	Amount
41113	FT Salaries	\$ 13,407,834
41114	PT Salaries	\$ 13,936
41300	Employee Benefits	\$ 6,894,840
42200	Operating Supplies	\$ 777,545
42231	Uniforms	\$ 291,656
43100	Professional Services	\$ 489,200
43200	Comms & Transportation	\$ 62,425
43202	Postage	\$ 1,000
23300	Printing and Advertising	\$ 8,500
43901	Refunds Awards Indemnities	\$ 17,000
44200	Infrastructure	\$ 34,000
44500	Machinery and Equipment	\$ 16,000
		\$ 22,013,936

## Goals, Objectives and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
Completed	Fire	Execute Leadership Reform Program	Implement cultural leadership that is consistent with mission and values of the community	Provided leadership training to management staff quarterly.
Completed	Fire	Confirm the design and site for Station 97	Start construction in 2022	Site was identified and the design was completed. Construction will begin in FY 22.
In Progress	Fire	Build value system which prioritizes community involvement	Increase relationship building and creative engagement with our customer by 50%	Engaged community with free training programs and a citizens fire academy.
Not Started	Fire	Hire Deputy Fire Chief	Successor to current Fire Chief and Emergency Services	Did not start in FY 21.
Not Started	Fire	Hire Emergency Management Division Director	Strengthen Emergency Management, Business Continuity, and Community Resiliency	Did not start in FY 21.

## 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	\$ 2,296,743	\$ 710,565	\$ 424,039	\$ 187,206	\$ 3,618,553

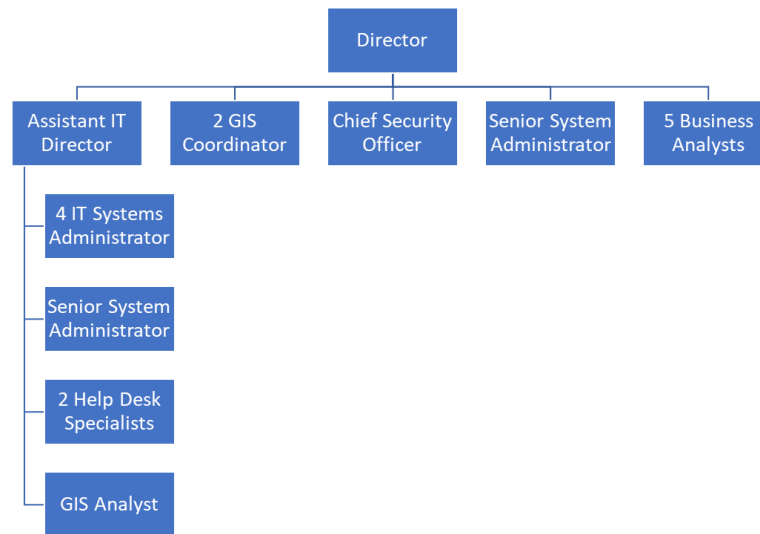
Object	Description	Amount
41113	FT Salaries	\$ 682,459
41114	PT Salaries	\$ 45,455
41300	Employee Benefits	\$ 366,800
42200	Operating Supplies	\$ 1,163,846
42221	Fuel	\$ 949,553
43100	Professional Services	\$ 403,740
43200	Comms & Transportation	\$ 6,700
		\$ 3,618,553



## Goals, Objectives and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
Completed	Fleet	Implement improved telematics for all city vehicles	accurate information to make data driven decisions to improve fleet	Vehicle monitoring systems were installed in all City vehicles.
Not Started	Fleet	analyze telematics information to determine cost vs benefit of anti-idling technology	understanding of where to use the technology or not use the technology	Did not start in FY 21.
Completed	Fleet	Complete an internal functional requirements document on current use of EAM compared to industry standard and identify ways to resolve	understand fully what software system would improve efficiencies at Fleet	Provided documentation to BSG and IT for them to utilize in identifying a new EAM system.
Completed	Fleet	Gather information and provide recommendation on options to improve the buildings at Fleet to enhance the flow of work.	optimization of limited workspace at the Fleet facility to improve workflow	Provided documentation and recommendations to Deputy Mayor.

## 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.

General	Sewer	Stormwater	Other	Total
\$ 3,190,745	\$ 434,440	\$ 338,806	\$ 181,000	\$ 4,144,991

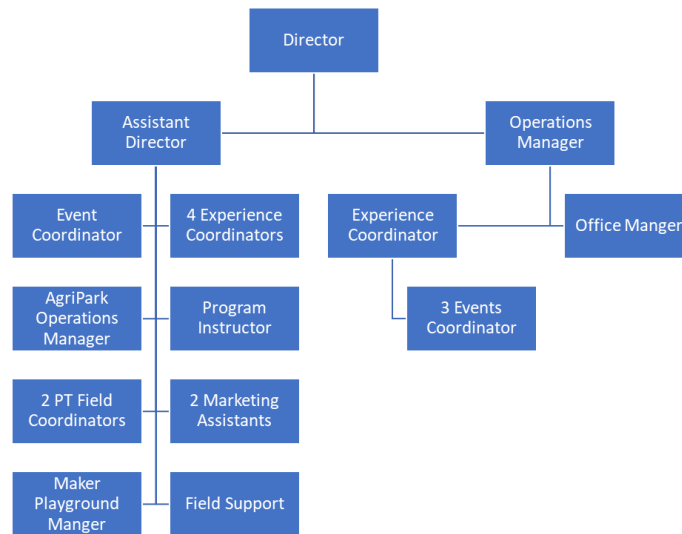
Object	Description	Amount
41113	FT Salaries	\$ 716,733
41114	PT Salaries	\$ 71,401
41300	Employee Benefits	\$ 380,063
42200	Operating Supplies	\$ 534,933
43100	Profession Services	\$ 2,401,861
43200	Comms & Transportation	\$ 40,000
		\$ 4,144,991

## Goals, Objectives and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
Completed	IT	Ensure all technology needs are met at Mass Vaccination Site	Ensure connectivity - initially cradle points, ideally Comcast broadband, order, receive and prep all laptops, scanners, TV's, phones, tablets, printer are fully functional, managed, and supported.	Support for both software and hardware were provided to the testing and vaccination sites.
In Progress	IT	In conjunction with BSG, coordinate requirement gathering and evaluation of alternative asset management solution	Work with BSG to document requirements with key depts incl. PW, IC, WQ, Facilities, Fleet, FD, IT. Ensure we do not have predetermined outcome. identify must haves vs. wants	Began the process of determining specs necessary for a new EAM system. Worked with multiple departments to gather data. Continues in FY 22.
Completed	IT	Bring Parks and Makers' space online at Hub and Spoke	Get Dark Fiber in place, acquire all technology needed for Parks, city staff connectivity, along with transparent HSE access for visiting students, and public Wi-Fi in Makers' space on shared infrastructure. along with access control and video and digital signage and room scheduling as needed.	The Maker Playground has been updated with necessary IT software and hardware.
Not Started	IT	Build IT infrastructure visual		Did not start in FY 21.
Not Started	IT	Complete 6 month eval of asset management alternative	Implement side by side system with key data sets migrated to compare historical data, reports, UI, workflow, mobility, and key	Did not start in FY 21.

			systems integration (Tyler, ITPipes, SCADA, UKG)	
In Progress	IT	Complete tech for NPT Downtown District tunnel and trail	Implement all needed technology and connectivity in NP District downtown trail & tunnel. Finalize design, and complete construction and achieve full functionality for sound, video surveillance, and emergency call boxes from South Street to Lantern.	Working with a vendor to establish necessary software and hardware for IT needs for trail opening. Continuing in FY 22.
Not Started	IT	Bring new FS97 in Saxony district online.	Determine optimal site location, coordinate dark fiber options. Acquire and deliver all tech needed incl. Access Control, video surveillance, Wi-Fi, digital signage, TV service, paging per usual	Did not start in FY 21.

## Parks and Recreation



Fishers Parks offers a variety of recreational areas and parks to play in our vibrant city. From splash pads at Billerica and Holland Park to the sledding hill at Flat Fork Creek Park and the Nickel Plate District Amphitheater, Fishers Parks offers a place for everyone to unplug and explore.

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 24 Park properties totaling nearly 600 acres, 131 miles of nature and multi-use trails, and 61 sports fields with 2 splash pads. Fishers Parks added the AgriPark, which is a 33 acre urban farm and the Maker Playground which is a 15,000 square foot facility that offers tools and technologies to inspire imagination, curiosity, engineering and more.

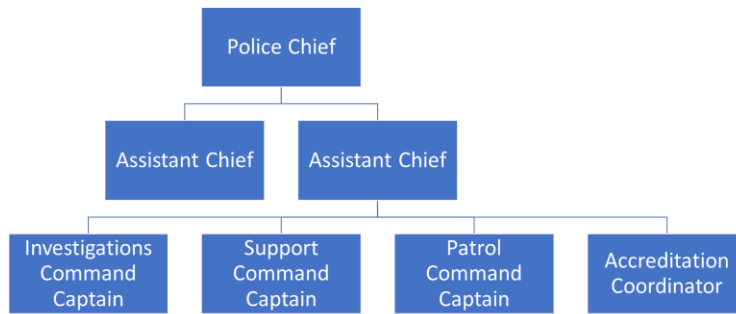
Fund	General	Other	Total
Total	\$ 3,156,276	\$ 550,000	\$ 3,706,276

Object	Description	Amount
41113	FT Salaries	\$ 638,368
41114	PT Salaries	\$ 379,030
41300	Employee Benefits	\$ 418,878
42200	Operating Supplies	\$ 205,000
42303	Small Tools and Equipment	\$ 10,000
43100	Profession Services	\$ 1,370,500
43200	Comms & Transportation	\$ 22,000
43901	Refunds Awards Indemnities	\$ 12,500
44200	Infrastructure	\$ 25,000
44500	Machinery and Equipment	\$ 75,000
44920	Capital Expenses	\$ 550,000
		\$ 3,706,276

## Goals, Objectives, and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
Completed	Parks and Recreation	Create and execute 2nd and 5th grade Nature First tracks.	In concert with HSE Schools, develop curriculum for 2nd grade at the Agripark and 5th grade at Maker Playground that is inquiry based, immersive, and meets state learning standards.	Students from local schools began attending these programs if FY 21. 2 teachers in residence were hired to lead these programs.
In Progress	Parks and Recreation	Execute new Ticketed Concert series	Create uniquely Fishers, intimate environment, setting the tone for the AMP to be a place to be seen and hear up and coming artists.	Completed 3 tickets concerts in FY 21.
Completed	Parks and Recreation	Execute phase 1a of Geist Waterfront Park	Purchase bond, submit bids, start construction, and complete gateway entrance to GWP	Entrance was completed and construction on the park was started. To be completed in FY 22.
Completed	Parks and Recreation	Hub and Spoke	Open Maker Playground to the community. Offer summer camps and programming for registration. Sign up 100 people to a Maker Playground membership.	Over 100 membership have been sold. Events and classes have begun.
Not Started	Parks and Recreation	Add 1-3 Bike Share stations	As a first step to create connectivity with NPD and Fishers District, implement bike share program to build community and increase options for alternative forms of transportation.	Did not start in FY 21.
Not Started	Parks and Recreation	Increase productivity and collaboration of staff through Smartsheet and other software	Working with BSG, develop new Event Playbook for staff to use through every step of event planning process.	Did not start in FY 21.

## 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	\$ 19,214,086	\$ 95,600	\$ 19,309,686

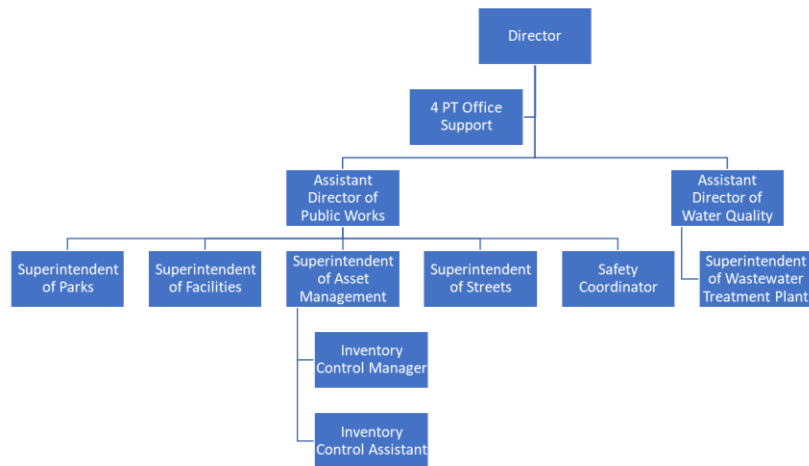
Object	Description	Amount
41113	FT Salaries	\$ 12,018,860
41300	Employee Benefits	\$ 6,007,426
42200	Operating Supplies	\$ 518,200
43100	Profession Services	\$ 555,600
43200	Comms & Transportation	\$ 209,600
		\$ 19,309,686

## Goals, Objectives and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
Not Started	Police	Develop strategy in concert with engineering to improve Conner Prairie experience		Did not start in FY 21.
In Progress	Police	Roll out a robust security camera program to the community		Began rolling out security camera project along major throughfares. Will continue in FY 22.
In Progress	Police	In concert with the mayor develop a regional gun crime initiative		Worked with regional LLEs to create a regional taskforce that began in FY 21.



## 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	\$ 7,838,007	\$ 2,431,762	\$ 1,092,445	\$ 2,660,466	\$ 5,796,723	\$ 3,018,772	\$ 22,838,175

Object	Description	Amount
41113	FT Salaries	\$ 5,420,782
41114	PT Salaries	\$ 954,162
41300	Employee Benefits	\$ 3,033,942
42200	Operating Supplies	\$ 3,854,097
43100	Professional Services	\$ 5,594,556
43101		\$ 5,000
43151	Sludge Removal	\$ 484,081
43200	Comms & Transportation	\$ 53,200
43202	Postage	\$ 750
43300	Printing and Advertising	\$ 500
43500	Utility Services	\$ 673,639
44200	Infrastructure	\$ 1,899,890
44400	Improve't Other than Buildings	\$ 400,000
44500	Machinery and Equipment	\$ 463,576
		\$ 22,838,175

## Goals, Objectives, and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
Not Started	DPW	Within the first quarter of the year, identify a voice for DPW for all City plan review needs	We will identify a point person and a system they will see DPW voicing our concerns on a timely basis.	Did not start in FY 21.
Completed	DPW	DPW Cross Pollination	In an effort to establish more awareness within the department and create better communication, establish a process that sees both sides of DPW participating in each other's management meetings.	DPW meets regularly with Parks and Engineering along with the Controller's office to increase communication,
Completed	DPW	City Hall (Renovation vs Demolition)	We are staring down the barrel of some major decisions that need to be answered soon. All questions point to the question.....do we renovate or demo	DPW participated with the planning group to determine the needs moving forward regarding the City Hall building. Plans will be implemented in FY 22.
In Progress	DPW	In concert with Engineering, establish a policy for low maintenance on landscaping designs for all capital projects		Did not start in FY 21.
Not Started	DPW	5-year Capital plan for FD	We are three years into the existing 5-year plan. With Stations 91 & 93 coming online highlights the need to revisit and re-prioritize the needs of the FD	Did not start in FY 21.
In progress	DPW	Inventory Control, Phase II	Need to answer the question of an all-in next generation software that will allow IC to take their processes to the next level, Cityworks or other. Also accomplish a space needs study based on existing available space along with advancing just in time inventory options.	Worked with IT and BSG to collect information on the requirement needed for a new EAM system to use citywide. Began updated IC building to meet the needs of the Fleet department as they begin transition to the building.

## 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	General	Sewer	Stormwater	Total
Total	\$ 967,907	\$ 1,270,748	\$ 32,000	\$ 516,920	\$ 2,787,575

Object	Description	Amount
41113	FT Salaries	\$ 1,364,068
41114	PT Salaries	\$ 95,451
41300	Employee Benefits	\$ 791,906
42200	Operating Supplies	\$ 174,550
42303	Small Tools and Equipment	\$ 32,000
43100	Professional Services	\$ 274,620
43200	Comms & Transportation	\$ 29,480
43202	Postage	\$ 5,000
43300	Printing and Advertising	\$ 15,000
43901	Refunds Awards Indemnities	\$ 3,500
43910	IT Contracts	\$ 2,000
		\$ 2,787,575

## Goals, Objectives and Outcomes

Progress	Owner	Task	Intended Outcome	EOY Status
In Progress	Health Department	Continue efforts to mitigate and decrease impact of COVID in the community through core public health principles: Prevent-Promote-Protect	Community is free of COVID	Provided community wide testing and vaccination along with education.
Not Started	Health Department	Begin process of Community Health Assessment and explore health department accreditation	Develop solid goal and timeline for accreditation	Did not start in FY 21.
In Progress	Health Department	Lead mental health initiative into next phase, going further upstream	Establish roadmap for where initiative is headed	Hired a mental health program coordinator and applied for grant funds to support the program.
Not Started	Health Department	Integrate health outcomes into 2040 comprehensive plan and climate action plan	Health is integrated into city plans and relationship with planning is established for future	Did not start in FY 21.
In Progress	Health Department	Establish a permanent location for health department clinic and/or home	Health department has a stable site for clinic operations.	A location for a permanent home for the health department has been identified. Move in date is TBD.

## 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.

-B-

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

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

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

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

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

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

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

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

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

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

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

-C-

**Capital Improvement Program (CIP)**

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

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

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

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

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

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

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

-D-

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

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

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

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

Disbursement—The expenditure of monies from an account.

-E-

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

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

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

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

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



-F-

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

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

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

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

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

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

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

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

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

-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.

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

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

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

-H-

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

-I-

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

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

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

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

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

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

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

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

-L-

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

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

-M-

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

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

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

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

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

-N-

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

-O-

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

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

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

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

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

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

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

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

-P-

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

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

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

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

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

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

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

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

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

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

-R-

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

**Receipts**—Actual cash received.

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

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

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

**Referendum**—A vote by the people.

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

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

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

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

-S-

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

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

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

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

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

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

-T-

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

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

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

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

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

**Transfers**—Involves the movement of money between City funds.

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

-U-

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

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

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

## ABBREVIATIONS AND ACRONYMS

<b>BIF</b>	Bridge Impact Fees
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAGIT</b>	County Adjusted Gross Income Tax
<b>CDBG</b>	Community Development Block Grant
<b>CEDIT</b>	County Economic Development Income Tax
<b>CIP</b>	Capital Improvement Program
<b>CMAQ</b>	Congestion Mitigation Air Quality
<b>COBRA</b>	Consolidated Omnibus Budget Reconciliation Act
<b>COIT</b>	County Option Income Tax
<b>DRC</b>	Development Review Committee
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>EPA</b>	Environmental Protection Agency
<b>FD</b>	Fire Department
<b>FTE</b>	Full Time Equivalent
<b>FRDC</b>	Fishers Redevelopment Commission
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	General Accounting Standards Board
<b>GO</b>	General Obligation (Bond)
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information Systems
<b>HSIP</b>	Highway Safety Improvement Program
<b>HUD</b>	Housing and Urban Development
<b>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>IoT</b>	Internet of Things
<b>IT</b>	Information Technology
<b>LIT</b>	Local Income Tax
<b>LOIT</b>	Local Option Income Tax
<b>MGD</b>	Millions Gallons per Day
<b>MOU</b>	Memorandum of Understanding
<b>NASRO</b>	National Association of School Resource Officers
<b>NPC</b>	Nickel Plate Code
<b>PD</b>	Police Department
<b>PIF</b>	Park Impact Fees
<b>RFP</b>	Request for Proposal
<b>RFQ</b>	Request for Quote
<b>RIF</b>	Road Impact Fees
<b>ROI</b>	Return on Investment
<b>ROW</b>	Right of Way
<b>STP</b>	Surface Transportation Program
<b>TIF</b>	Tax Increment Financing
<b>UDO</b>	Unified Development Ordinance
<b>WWTP</b>	Wastewater Treatment Plant







