

FY 2025 ADOPTED ANNUAL BUDGET



City of Fishers, Indiana

fishersin.gov

SMART | VIBRANT | ENTREPRENEURIAL

TABLE OF CONTENTS

GFOA Distinguished Budget Award	2
Introduction and City Overview	3
Vision Statement	4
Fishers 2040 Comprehensive Plan	6
History of Fishers	8
Mayoral Budget Message	9
Significant Budget Items and Trends	13
2024 City Highlights	18
City Demographic Data	20
Financial Structure, Policy and Procedures	28
Fishers Government Structure	29
Fund Definitions and Structure	32
Financial Policies	39
Budget Process	44
Financial Summaries	52
City of Fishers Fiscal Plan	53
Fund Balance	87
Revenue Overview	92
Capital and Debt	104
Capital Expenditures	105
Debt Summary	130
Departmental Information	140
Summary of Personnel and Positions	141
Department Operating Budget	154
Supplemental Information	189
Glossary of Terms	190
Abbreviations and Acronyms	200

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, 2024

Christopher P. Morill

Executive Director

INTRODUCTION AND CITY OVERVIEW



VISION STATEMENT

Under the leadership of Mayor Scott Fadness, Fishers is known as a smart, vibrant, and entrepreneurial city through its neighborhood development, dedication to supporting high-growth companies, and innovative city processes.

With a population of 101,171 (2021, U.S. Census Bureau). Fishers is one of the fastest-growing communities in Indiana and has received national accolades for entrepreneurship, livability, and safety.

Fishers was named “Best Place to Live in America” by Money Magazine in 2017 and “Community of the Year” by the Indiana Chamber of Commerce in 2016.

During the State of the City address on February 5th, 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.

NEXT CHAPTER

Fishers is built on a foundation of smart, intentional investments. The focus of the City is on conserving revenue and limiting debt expenditures, while strategically investing in our economy. The result of this strategy is a thriving, entrepreneurial city with a healthy cash balance, high bond ratings, and a history of smart spending.

Now, Fishers has the opportunity to build a culture as strong as the economy. In the coming years, the City will invest more than \$1 billion in strengthening our community and enhancing our quality of life. This includes public park expansions, new entertainment venues and community gathering spaces. These investments will mark a new chapter for the City, that makes it a vibrant destination for visitors and residents.

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 supports 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://fishersin.gov/departments/planning-zoning/fishers-2040-plan/>

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

HISTORY OF FISHERS

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

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

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

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

In 1872, Fishers was divided into lots. The area was originally known as Fishers' Switch and then the name changed to Fishers' Station to reflect the proximity of the railroad. The rail line offered ready access to the settlement, and soon a grist mill and a sawmill were built attracting additional settlers. These businesses diversified the local economy by 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 2025 Adopted Budget that highlights our continued investment in quality of life, health and safety, and operational excellence. This marks the fourth straight year with a flat or reduced tax rate, while also investing in major amenities such as the new Fishers Event Center, Fishers Municipal Center (City Hall & Fishers Art Center) and forthcoming Fishers Community Center, set to open this fall.

The City maintained its financial durability throughout 2024, maintaining a AA+ General Obligation Bond Rating, while having the lowest municipal tax rate among the largest municipalities in Hamilton County. We also received our 35th straight Certificate of Achievement for Excellence in Financial Report from the Government Finance Officers Association (GFOA) and sustaining strong cash reserves of \$33,913,709.



As we enter 2025, Fishers' financial outlook remains strong due to responsible financial practices and policies. The balance of financial diligence and bold quality-of-life investments remains central to my administration. Pivotal projects this year include the completion and opening of Fishers' first community center, set to open in November at Hoosier Road and 121st Street. The 100,000+ square foot facility will feature highly desired community amenities like a two-acre dog park, expansive indoor playground, aquatics and fitness facility, and an indoor walking and running track.

Fishers' regional and national reputation continues to build. In 2024, we topped the charts as we were recognized as one of the safest, most affordable, and best places to live in America. The opening of the Fishers Event Center has only bolstered this reputation, as Indy Ignite gains national attention, and alongside the Indy Fuel, Fishers Freight, Prema Racing and Andretti, helps to secure Fishers as a major regional sports destination.

The 2025 total Municipal Budget is \$182,588,208 with a breakdown of \$143,991,221 operations and capital and \$38,596,987 in debt service. The City anticipates over \$62,457,417 in all funds cash reserves. Property tax rates will remain flat, maintaining a pre-2020 rate.

Highlights for the 2025 budget include:

Educational Innovation

2024 marked a new investment in our local educators with the launch of the Educator Innovation Grant program, which empowers educators with the resources to bring innovation to the classroom. We awarded 17 teachers at HSE Schools with more than \$250,000 in grant funding to take classroom learning to the next level. In 2025, we continue our investment in

this important program, with an additional \$50,000 in funding, bringing the total of \$300,000 in available funding for 2025.

Neighborhood & Community Vibrancy

We will continue our commitment to neighborhood vibrancy and long-term sustainability, with significant infrastructure investment in road improvements, trails, and resurfacing in 2025. With \$200,000 allocated for our Neighborhood Vibrancy Grant program, we maintain committed to supporting our neighborhoods in cultivating public spaces that bring our community together and support sustainability initiatives, from new recreational spaces and community gardens to enhanced trails and sidewalks.



Trail Connectivity & Engagement

Investments in trail connectivity and addressing trail gaps remain as top priorities in the 2025 budget. The construction of the Nickel Plate Trail Bridge over 96th Street will connect the Fishers and Indianapolis portions of the trails, greatly enhancing connectivity between our two communities. We will also continue to improve the experience along the Nickel Plate Trail, specifically in downtown Fishers, with new amenities and vibrant public art. We will also complete the Geist Greenway in east Fishers, extending the trail to 96th Street.

Road & Infrastructure

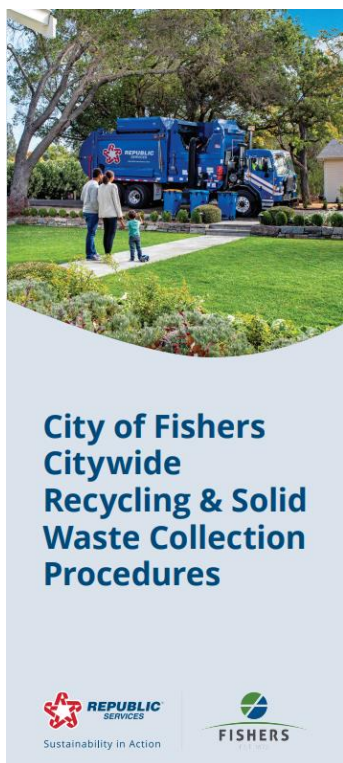
The City will prioritize several infrastructure investments in 2025, including a major new roundabout at 116th Street and Allisonville Road, as well as widening 136th Street. We also have a \$4,300,000 resurfacing package planned for 2025 as we work to ensure our roads are well maintained and safe.

In 2025, the City will increase sewer rates by \$3, only the second rate increase for legacy customers in 27 years and the first in eight years for prior Hamilton Southeastern Utilities customers. The increased rate will support increased operational costs due to rising inflation.

Continued Investment in Public Safety & Critical Services

The safety and well-being of our residents continues to be a top priority in 2025, with the addition of a new vaccine program through our Fishers Health Department; two School Resource Officers and a Community Service Officer with the Fishers Police Department; and a new ladder truck and engine/medic for the Fishers Fire & EMS Department. We will increase our EMS rate in 2025 to bring Fishers in line with the average of surrounding Hamilton County municipalities.

Solid Waste Collection



Beginning in 2025, the City of Fishers and Republic Services will launch a citywide trash and recycling collection service. This partnership will allow for consistent service across the city as well as increased access to recycling services, a decrease in service costs for the majority of residents, and decreased wear and tear on city roadways due to multiple providers servicing residents along the same roadways.

Legislative and Policy Risk

Stats Indiana estimates that Fishers, the 4th largest City in Indiana, receives nearly half the amount of combined Per Capita Levy and LIT as the fifth largest city. This revenue provides critical, core services to Fishers' residents. Fishers' future financial sustainability is at risk due to this legislative and policy standard that leads to a combined per capita maximum property tax levy and local income tax revenue of approximately 44% less than the state's fifth-largest city.

The result of this disparity adversely impacts the residents of Fishers in extraordinary ways. For example, the City Administration must take on short-term debt in order to meet the basic capital improvement needs of its taxpayers, such as road resurfacing. Furthermore, Fishers employs 26 fewer police officers, 14 fewer firefighters, and 11 fewer school resource officers (with 7 more public schools) than the next largest city.

In order to create equity in the LIT distribution within Hamilton County, Fishers has explored a variety of options, including two currently available statutory methods and a legislative solution. The core of these options is ensuring no increased taxes for residents, and therefore, the idea behind any solution is to seek to offset any increase to the property tax base for LIT by reducing debt levies. The two statutory methods are involuntary annexation and the establishment of a fire territory. The legislative solution envisions a levy appeal in the form of a once-every-ten-year reconciliation of comparable units.

Budget Overview & Conclusion

The 2025 adopted budget is a comprehensive projection of the anticipated expenditures of the upcoming year. In this document you will find a detailed look at each department's planned operating costs, the City's annual capital expenses, and the amount the City will pay to cover current debt obligations. Also included are the operating and capital expenses associated with maintaining the City's Sewer (Wastewater) and Stormwater operations (although this is not a requirement of the Indiana Department of Local Government Finance). During the budget development process, each of these expenditures are analyzed closely to determine their

relevance to the previously stated objectives and how they fit with the City's expected revenue sources. Understanding these revenue sources is an essential piece in producing an accurate and successful budget.

The financial scenarios depicted in this budget have been carefully selected to ensure a sustainable fiscal environment for our community.

This document meets the needs of administering the necessary operating and capital expenses of the organization, in addition to providing a budgetary strategy to accomplish the vision our elected officials have for our future as a City. As in previous years, we've prioritized operational excellence, investments in quality-of-life amenities, flat property tax

rate, investments in our employees and maintaining a healthy cash reserve balance. It is through these objectives that this document seeks to continue maintaining excellent service and fostering a thriving community for the future.

Fishers will continue to partner with other political subdivisions to generate revenue and provide solutions in maintaining high levels of governmental service throughout our area. Additionally, locating equitable financing for several projects and purchases has allowed the City to rely less on property tax dollars to fund our operating and capital budgets. These steps have allowed my administration to return property tax rates to pre-2020 levels without significant impact to investments and operations. Not only do these varied revenue streams mean continued low property taxes, but they also allow the City to take on more projects and improvements in our community.

In conclusion, we enter 2025 with a strong financial outlook while also providing an exceptional level of service and outstanding amenities for our community.

Respectfully,

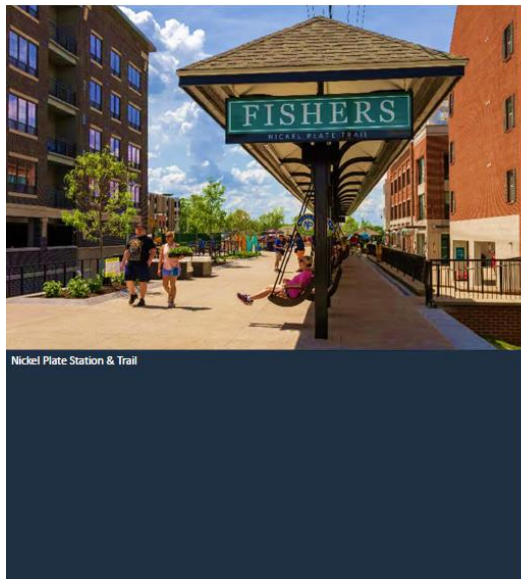


Scott A. Fadness
Mayor



SIGNIFICANT BUDGET ITEMS AND TRENDS

Moving into the 2025 fiscal year, the City of Fishers will maintain its current property tax rate. The City has been fortunate over the last few years to be able to reduce the property tax rate for our citizens. The City of Fishers continues to see strong growth year over year in assessed value. This was especially true when it came to 2024 assessed values. Based upon early valuations from the Hamilton County Auditor along with further information provided by them, it became apparent that the City would see a tremendous increase in the assessed value. While this would result in very large growth in property tax revenue, it would also cause extremely large increases to property tax bills received by citizens. 2023 assessed value growth for the City is 16.3% compared to 6.4% from 2022 and will see an additional 5.7% increase in 2024. As the City moved forward in its budget process, it worked to determine the effect of this increase in property tax values to its residents and how to best help our residents cope with such large tax bills. After a thorough analysis of its proposed 2025 budget and aligning the City's goals and vision, it was determined that the City could handle maintaining its current property tax rate, doing our best to help our residents not feel the full effects of such an increase in assessed value and significantly increased property tax bills.



PROPERTY TAX 2025 General Fund



The Indiana State Legislature voted to approve a bill that will extend the increase in Local Income Tax funds to the City of Fishers for the next two years. This increase was set to expire at the end of 2023 but was extended during the 2023 legislative session. The City was looking forward to the 2nd year of the increase in 2024. However, due to legal proceedings the anticipated distribution was cancelled. Since the additional funding was intended to be used for one-time expenses and projects throughout the City, the City was able to amend plans and dedicate other funding to complete projects that were already in process. The Indiana State Legislature will begin the bi-annual budgeting process in 2025, and the City anticipates that they will update the Local Income Tax Formula to fairly distribute those funds in the future.

In 2021, the City of Fishers entered into an agreement with Community Health Network to collaborate to provide quality health care benefits to, and to control the increase of costs incurred by, the City's employee health plan. Current estimates indicate that health insurance costs to employers will increase 5.4% or greater for 2024. The City's agreement with Community Health Network is for a 5-year period with plan participants using only Community Health Network doctors, physicians, and facilities. The agreement caps the premium increase to 3% each year for the 5-year period. Along with caps on the premiums, the agreement will allow the City to control health care costs and protect the City from large year over year increases in health care related expenses. In 2024 the City continued to see a decrease in our health insurance premiums. The funds that have been saved from this plan have been and continue to be invested back into the City staff through increased annual salaries and decreased insurance premiums.

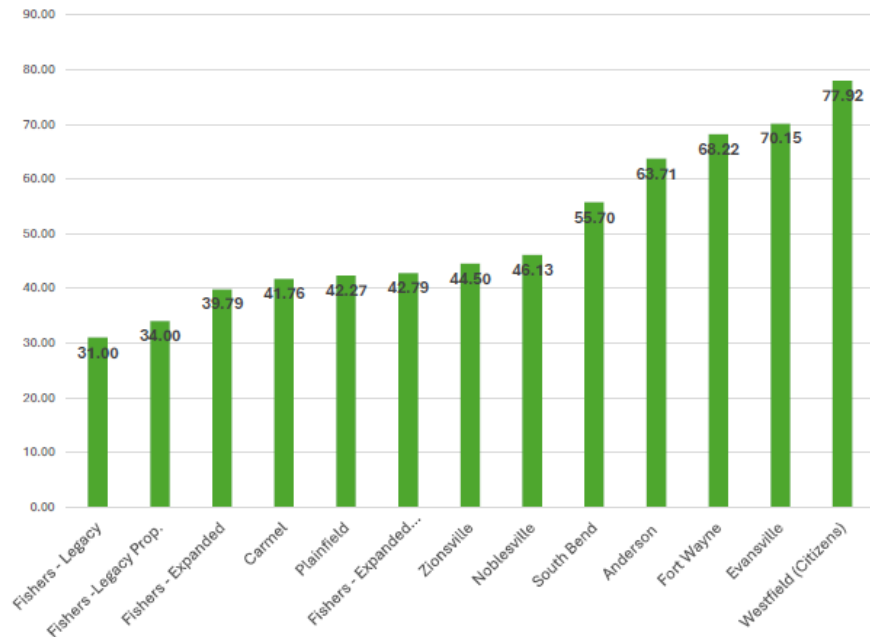
The Fishers Event Center was opened in 2024 and will see its first full year of operations in 2025. The City hired ASM Global to manage the event center. The city anticipates that it will generate over one million dollar each year over at least the next 3 fiscal year. The revenue to be reinvested not only into the maintaining the event center but also in investments in the economic development of the area around the event center to continue to generate additional revenue to support City infrastructure investment.



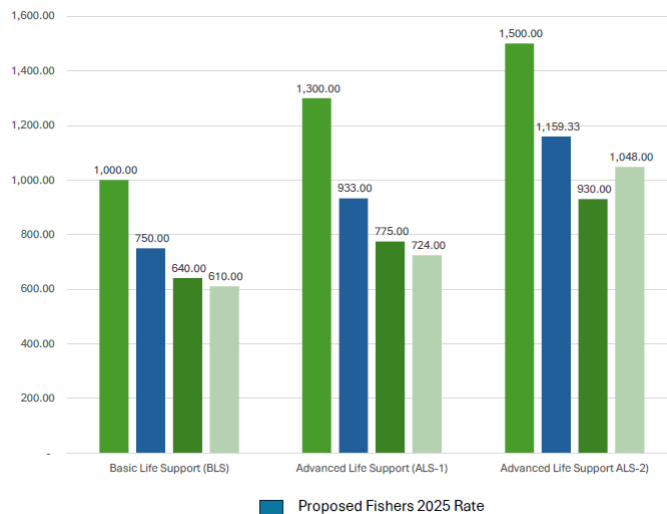
Along with the Fishers Event Center the City is anticipating the completion and opening of the Fishers Community Center. The Community Center will open in the fall of 2025. Sales for memberships will begin in the 1st quarter of 2025. Along with memberships the Community Center will offer programming such as, private training, group exercise training, and kids camps during school breaks. The revenue generated from the operations will go back into the supporting all the operations and maintenance of the Community Center itself.

The City has proposed and approved a \$3 increase for the Sewer Utility as part of the 2025 budget. This is only the 2nd increase in the sewer rate for legacy customers in 27 years and the

former Hamilton Southeastern Utilities customers in 8 years. The sewer utility has felt the effects of rising inflation in its operating costs. Those costs have particularly impacted supply, repair and maintenance expenses. The rate increase will keep the City in line with the rates of other Indiana cities. The revenue generated from the increase will help the City continue to provide outstanding sanitary services in the years to come.



Along with the Sewer Utility rate increase the City also analyzed the need to implement an increase in the Emergency Medical Services rate. This increase will bring Fishers in line with the surrounding cities in Hamilton County. As the city expands its services and increase in population, fire and emergency medical services also need to expand to meet the growing needs of the population. The increase in the rate will allow the City to expand and continue to provide the necessary services to the community.



2025 Budget Summary

Major Funds – All Departments

	2024 Adopted	2025 Proposed	24 to '25 Change
Personnel Services	\$ 69,935,626	\$ 146,206,439	\$ 6,335,187
Supplies	\$ 9,000,500	\$ 18,670,202	\$ 669,202
Services & Charges	\$ 24,586,544	\$ 51,660,298	\$ 2,487,210
Capital	\$ 13,470,000	\$ 16,293,720	\$ (10,646,280)
Total	\$ 116,992,670	\$ 232,830,659	\$ 12,291,449

- Personnel services increase includes a 6% raise for all employees and elected officials.
- Reduction in Capital includes due to one-time capital budget in FY 24 only.
- Professional Services increase includes an increase in landscaping contract, insurance increases and investment and increases in software services.

General Funds – All Departments

	2024 Adopted	2025 Proposed	24 to '25 Change
Personnel Services	\$ 59,700,529	\$ 65,065,095	\$ 5,364,566
Supplies	\$ 5,106,495	\$ 5,454,865	\$ 348,370
Services & Charges	\$ 15,610,267	\$ 16,827,026	\$ 1,216,759
Capital	\$ 12,590,000	\$ 500,000	\$ (12,090,000)
Total	\$ 93,007,291	\$ 87,846,986	\$ (5,160,305)

- The City will bring in a balanced budget while making significant investments in our community and organization and decreasing the tax rate.
- Just under 80% of all City payroll is from the General Fund so it will bear the highest effect of 6% raise and includes staffing needs for the Police, Fire, and Parks Department.
- Professional services/charges increase due to increased cost of doing business.
- The decrease in Capital costs are due to one-time capital budget in FY 24 only.

Motor Vehicle Highway (MVH) Fund – All Departments

	2024 Adopted	2025 Proposed	24 to '25 Change
Personnel Services	\$ 1,996,998	\$ 2,181,547	\$ 184,549
Supplies	\$ 1,115,630	\$ 1,174,850	\$ 59,220
Services & Charges	\$ 1,263,218	\$ 1,674,158	\$ 410,940
Capital	\$ -	\$ 223,720	\$ 223,720
Total	\$ 4,375,846	\$ 5,254,275	\$ 878,429

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

Sewer Fund – All Departments

	2024 Adopted	2025 Proposed	24 to '25 Change
Personnel Services	\$ 5,036,884	\$ 5,908,773	\$ 871,889
Supplies	\$ 2,504,206	\$ 2,718,449	\$ 214,243
Services & Charges	\$ 6,188,585	\$ 6,989,443	\$ 800,858
Capital	\$ 830,000	\$ 1,900,000	\$ 1,070,000
Total	\$ 14,559,675	\$ 17,516,665	\$ 2,956,990

- Sewer Rate will increase in FY 25 for the 2nd time in 27 years.
- The increase will allow the City to operate at the expected level while addressing the riding costs due to inflation.

Stormwater Fund – All Departments

Column1	2024 Adpoted	2025 Proposed	24 to '25 Change
Personnel Services	\$ 3,201,215	\$ 3,115,398	\$ (85,817)
Supplies	\$ 274,169	\$ 321,538	\$ 47,369
Services & Charges	\$ 1,524,474	\$ 1,583,127	\$ 58,653
Capital	\$ 50,000	\$ 200,000	\$ 150,000
Total	\$ 5,049,858	\$ 5,220,063	\$ 170,205

- The Stormwater utility continues to operate at a similar cost to the previous fiscal year. Increase to the budget are mainly due to the cost increases due to inflation.

2024 CITY HIGHLIGHTS

Economic Development

The City of Fishers continued to experience economic and business growth in 2024, primarily in the motorsports and life science industries.

- With \$74.7 million in total investment and 388 new job commitments with an average wage of \$102,000, Fishers continues to be an attractive location for companies to locate operations.
- INCOG continued its reinvestment in its Fishers headquarters with a \$40 million commitment to grow their operations and an additional 175 employees.
- Prema Racing selected Fishers for its headquarters, committing \$32 million to build their 90,000 square foot facility and increase their employee count by 85.
- In 2025, we expect additional growth in the life science industry. The Fishers Life Science & Innovation Park is vibrant and home to growing life science companies.

Quality of Life Investments

2024 continued Fishers' investment in bringing unique lifestyle amenities to residents and visitors.

- The Fishers Event Center, the 8,500-seat entertainment and sporting celebrated its Grand Opening in November 2024. The opening season of the Fishers Event Center featured star-studded acts such as Turnpike Troubadours and Lindsey Stirling alongside the ECHL Indy Fuel and Fishers' own Mudsock Basketball Rivalry Game. The Center will host a variety of events alongside the Indy Fuel, Pro Volleyball Federation's Indy Ignite, and Indoor Football League's Fishers Freight.
- The Fishers Community Center, a 100,000+ square feet facility on Hoosier Road near 121st Street broke ground in 2024 with the facility opening in late 2025.
- In 2024, the City awarded more than \$250,000 to 17 teachers in HSE Schools through its Educator Innovation Grant program, funding educational supplies and programs to bring innovative learning to the classroom.
- The Fishers City Hall & Art Center celebrated its Grand Opening in June 2024. This dynamic hub of City business and arts programs through a partnership with the Indianapolis Art Center brings public art galleries and a performance theater to the community where residents can gather to celebrate and appreciate the arts.
- Construction began on the new Fishers White River Park, a nature-focused park nestled along the banks of the White River and featuring trails, bird watching, and other outdoor amenities. The new 90-acre park is slated to open in 2025.
- Named fourth best Small City (WalletHub), City in the Midwest (USA TODAY), and Place to Live (Livability) in 2024.

Infrastructure Improvements

- The 96th Street Corridor Improvement Project concluded with additional streetlights, median and landscape construction along North by Northeast Boulevard, and façade improvement grants for commercial properties along the north side of 96th Street.
- Fishers Department of Public Works repaired more than 2,400 sidewalk panels, while the Fishers Engineering team resurfaced 9.24 miles of roads and completed sidewalk repair in thirteen neighborhoods equating to just under 2,700 new sidewalk panels.
- The State Road 37 Improvement Project continued with construction of the final intersection improvement at 141st Street. The project is anticipated to conclude in 2025.
- The Geist Greenway, a five-mile trail that leveraged Duke Energy's right of way to bring a much-needed north-south trail to east Fishers. The trail features the historic Bell Ford Bridge over Fall Creek that will open in Spring 2025.
- Fishers' DPW led an effort to improve landscaping and aesthetics in medians and roundabouts throughout Fishers. This effort will reduce hours of mowing previously managed by DPW.
- In 2024, construction began on a new pedestrian bridge across the White River, connecting Carmel's Hazel Landing Park to Fishers' Heritage Park. The bridge will be completed in 2025.

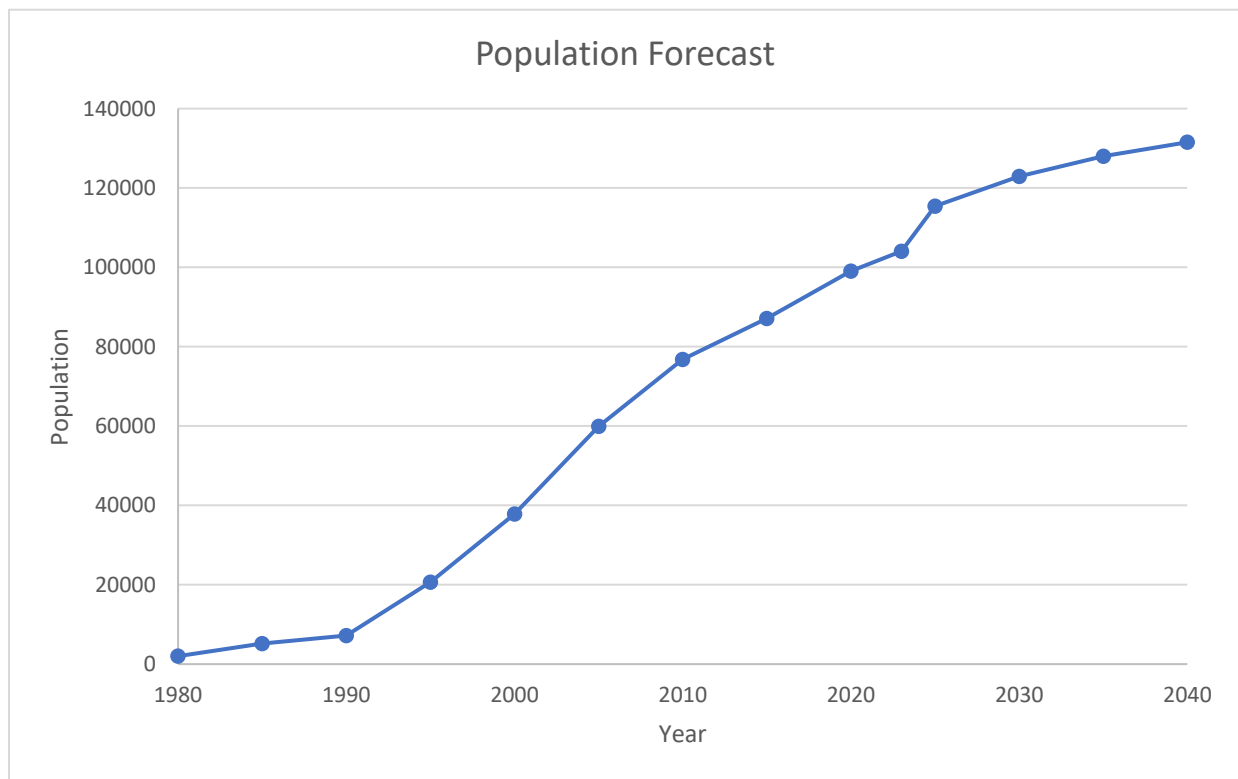
Health & Safety

- Fishers was named the fourth safest in America for 2024 by MoneyGeek.
- Continued work on the Community Health Needs Assessment for the Fishers Health Department. This comprehensive study of the health of Fishers residents will be completed in 2025.
- Fishers Health Department worked on infrastructure and operational efforts to expand its vaccine program in 2025.
- The City's partnership with Community Health Network as its sole health insurance provider continued to provide better coordination of care and lower health care costs for employees and the City of Fishers organization.

CITY DEMOGRAPHIC DATA

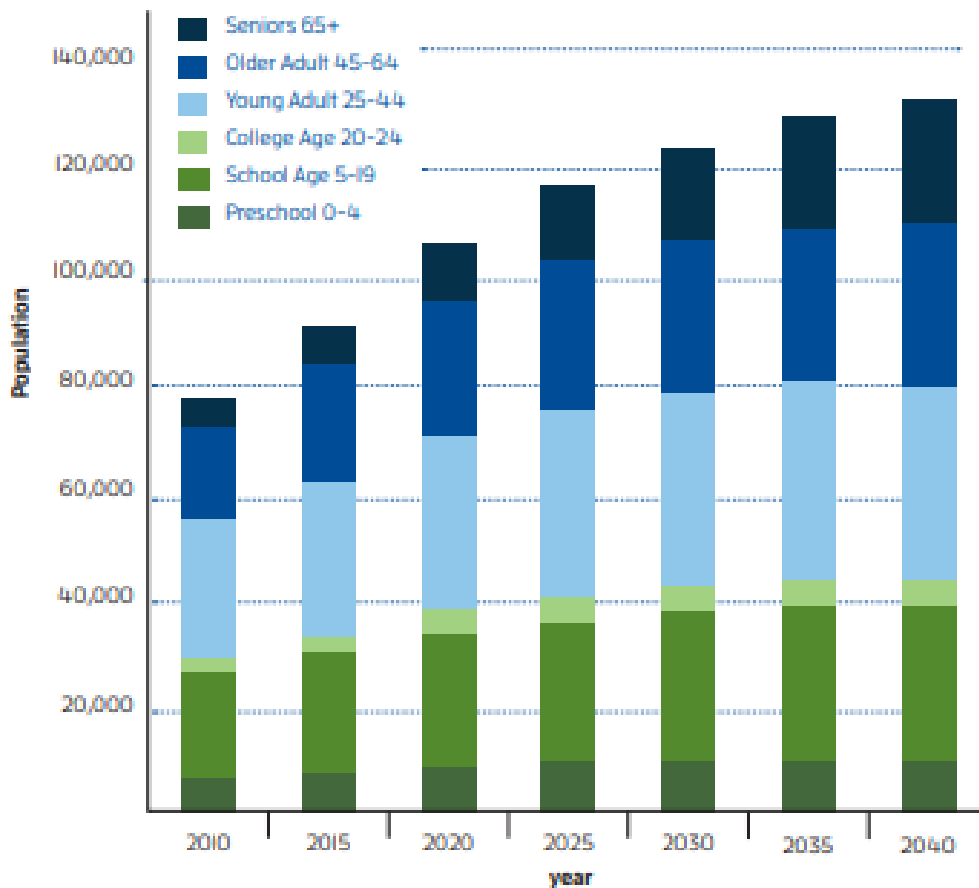
Fishers' population will continue to increase as the city expands and develops. The city's current population as of the 2023 Census is 104,094. By the year 2040, Fishers' population is forecasted to be 30 percent greater than today. The City will grow by approximately 30,675 people with a projected population of 131,525 residents.

The current rate of growth will slow. The City's population is forecasted to grow at an annual rate of more than two percent for roughly the next 5 years. After the year 2025, the annual rate of growth will slow to nearly one percent as land development decreases. Declining development revenue will have implications for the City's planning and fiscal policies.



Based on the 2021 American Community Survey, the median age of Fishers' residents is 38.9, which is younger than the state median age of 37.4 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 2023 it 11%, and it is estimated to be 17.85% by 2040. The aging population has significant implications for the City's future.

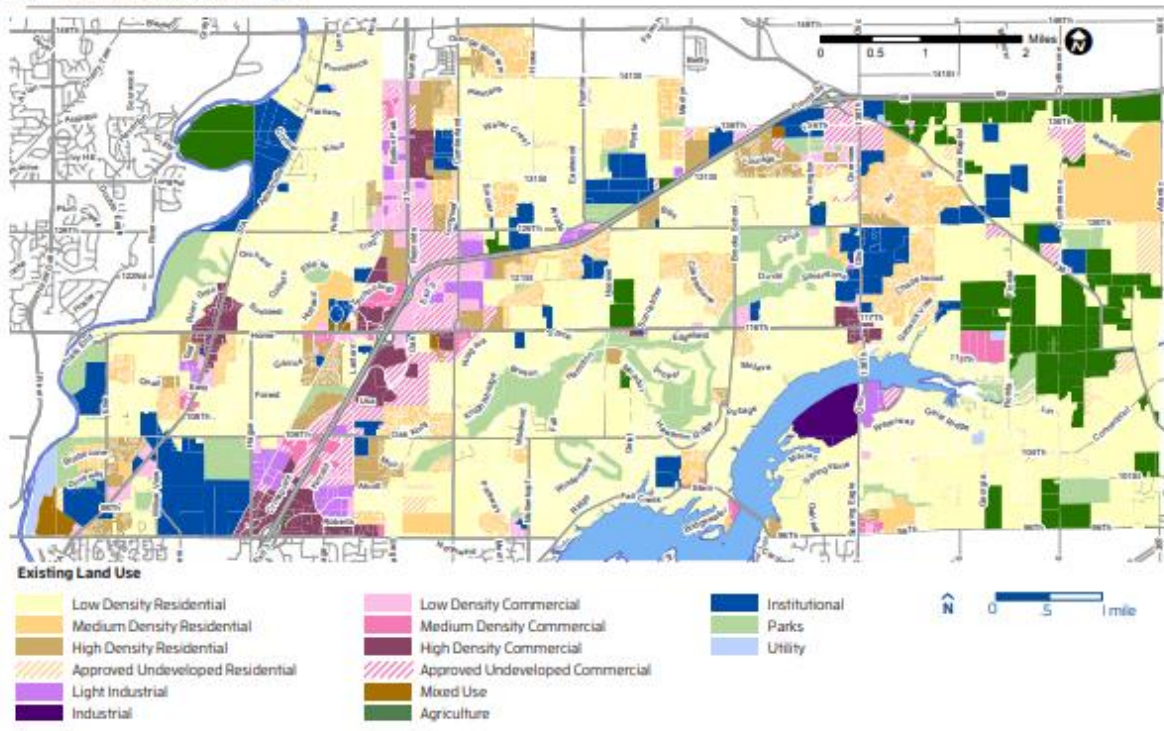
As the population ages, the demand for quality, low-maintenance housing options in walkable settings is expected to remain strong.



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

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

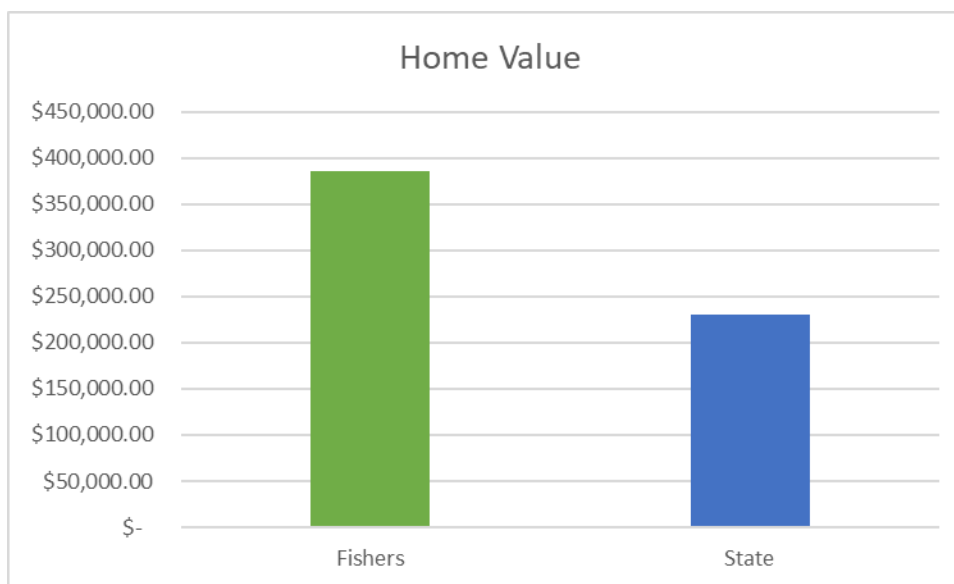
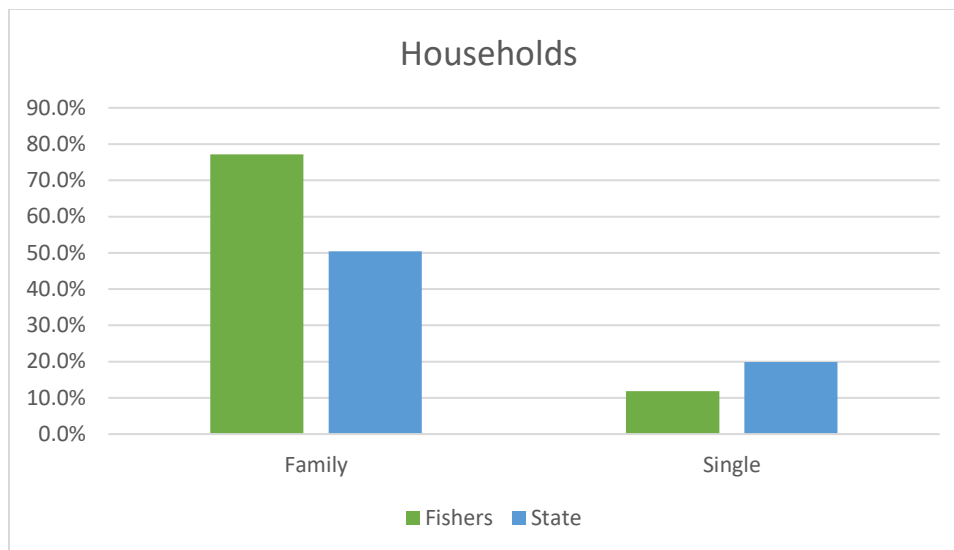
EXISTING LAND USE (JANUARY 2021)



Land Use Classification	Acres	Percent of land area
Residential	16,786	65%
Low Density Residential	13,033	51%
Medium Density Residential	2,377	9%
High Density Residential	954	4%
Approved Undeveloped Residential	423	2%
Commercial	2,561	10%
Low Density Commercial	653	3%
Medium Density Commercial	279	1%
High Density Commercial	672	3%
Approved Undeveloped Commercial	861	3%
Mixed Use	96	<1%
Agriculture	1,861	7%
Agriculture	1,891	7%
Industrial	558	3%
Light Industrial	386	2%
Industrial	172	1%
Public/Institutional	3,966	15%
Institutional	2,101	8%
Parks	1,762	7%
Utility	103	<1%
TOTAL	25,871	100%

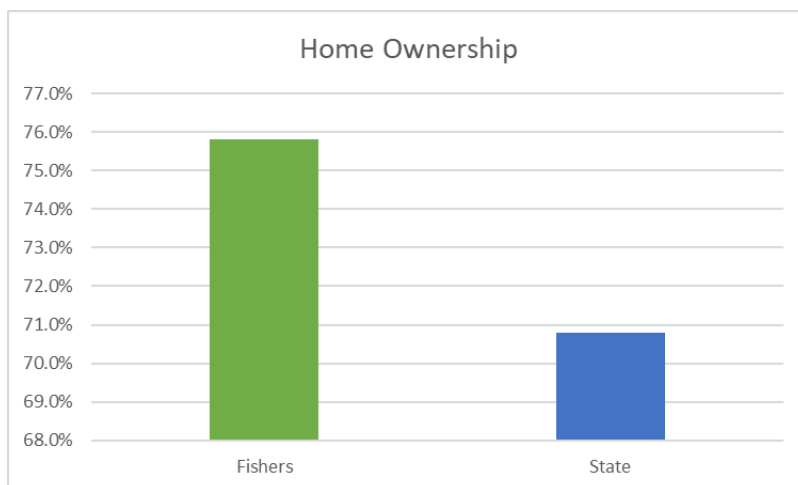
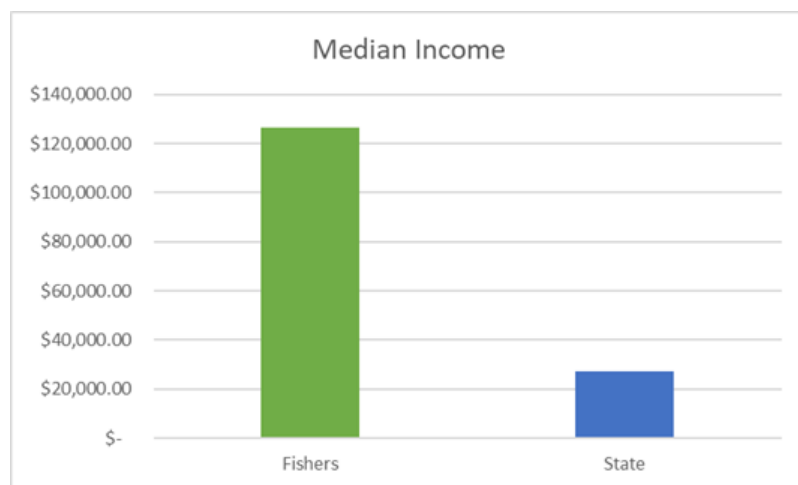
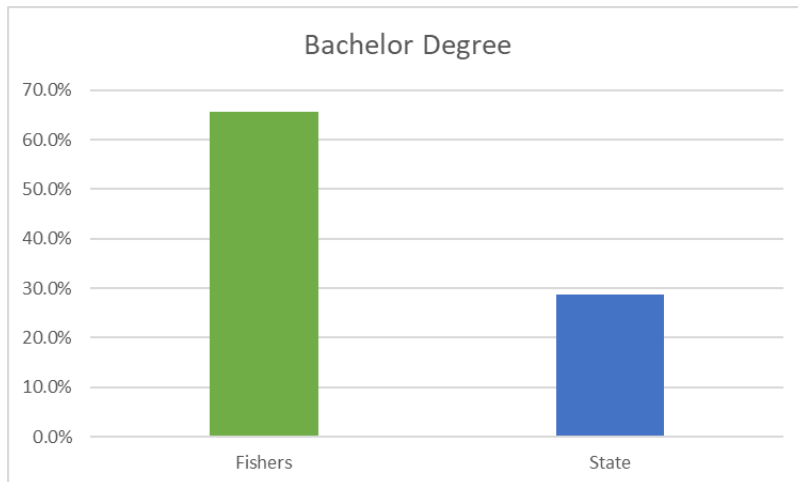
The future of land use in Fishers is outlined in the 2040 Comprehensive Plan that is located on the Fishers' website by clicking [here](#).

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



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

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



Fishers is home to the Hamilton Southeastern Schools. The school district is rated an “A” school corporation by the Indiana Department of Education. The corporation has 16 four-star schools and 21 gold star schools. There is approximately 21,500 students in Pre-K through grade 12, 1,400 teachers and approximately 2,500 employees which makes the school system the largest employer in the City. 97.6% of high school students in the district successfully complete all

requirements for graduation within 4 years, which is higher than the state average of 87%. The excellence of the school district is an important draw for families looking to relocate to Fishers.

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

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

UNIVERSITIES	ENROLLED	MILES
Anderson University—Anderson, Indiana	1,722	24
Ball State University—Muncie, Indiana & Fishers Center at Saxony’s Bonn Building	21,884	43
Butler University—Indianapolis, Indiana	5,495	15
Indiana University—Bloomington, Indiana	43,503	70
Indiana University-Purdue University Indianapolis (IUPUI)—Indianapolis, Indiana	29,579	22
Indiana Wesleyan University—Marion, Indiana	3,188	11
Purdue University—West Lafayette, Indiana	44,474	70
University of Indianapolis—Indianapolis, Indiana	5,935	24

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

The City has a well maintained and highly regarded parks system that includes natural areas, neighborhood playgrounds and communities serving athletic facilities. The parks system is future looking as well. In 2023, the Geist Waterfront Park located in the eastern portion of Fishers opened for visitors. Geist Waterfront Park will be built in phases, with an anticipated full completion date of 2040.



The City announced plans in 2024 for the new White River Park. The park is expected to include 2.45 miles of trails, launch access to the White River and nature overlooks. The park is anticipated to open in 2025.



The Community Center is scheduled to open in the fall of 2025. For more information about the community center visit the website by clicking [here](#).



FINANCIAL STRUCTURE, POLICY AND PROCEDURES

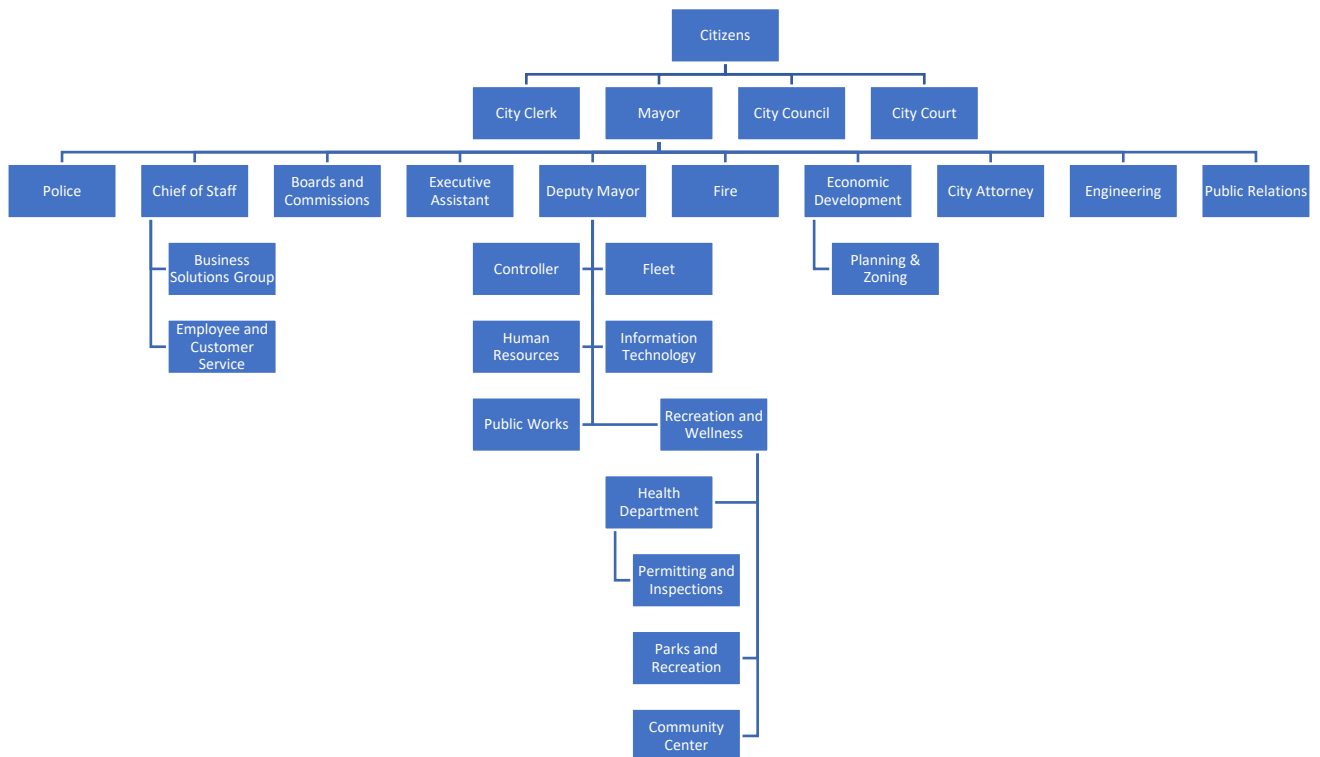


FISHERS GOVERNMENT STRUCTURE

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

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

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



CITY COUNCIL MEMBERS



Cecilia Coble - At Large



Pete Peterson - District 1



John Weingardt - District 4



Tiffanie Ditlevson - At Large



Selina Stoller - District 2



Brad DeReamer - District 6



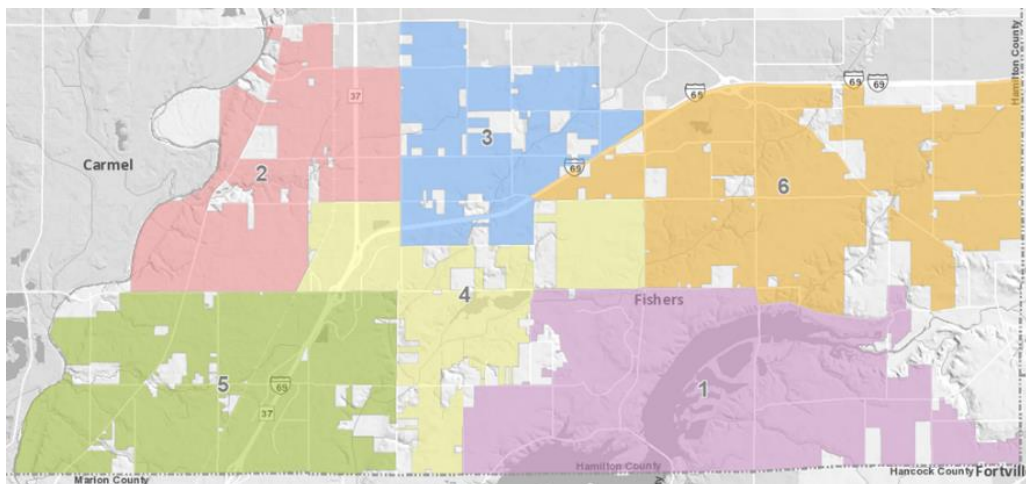
Bill Stuart - District 5



Todd Zimmerman - At



John P. DeLucia - District 3



MAYOR AND DEPUTY MAYOR

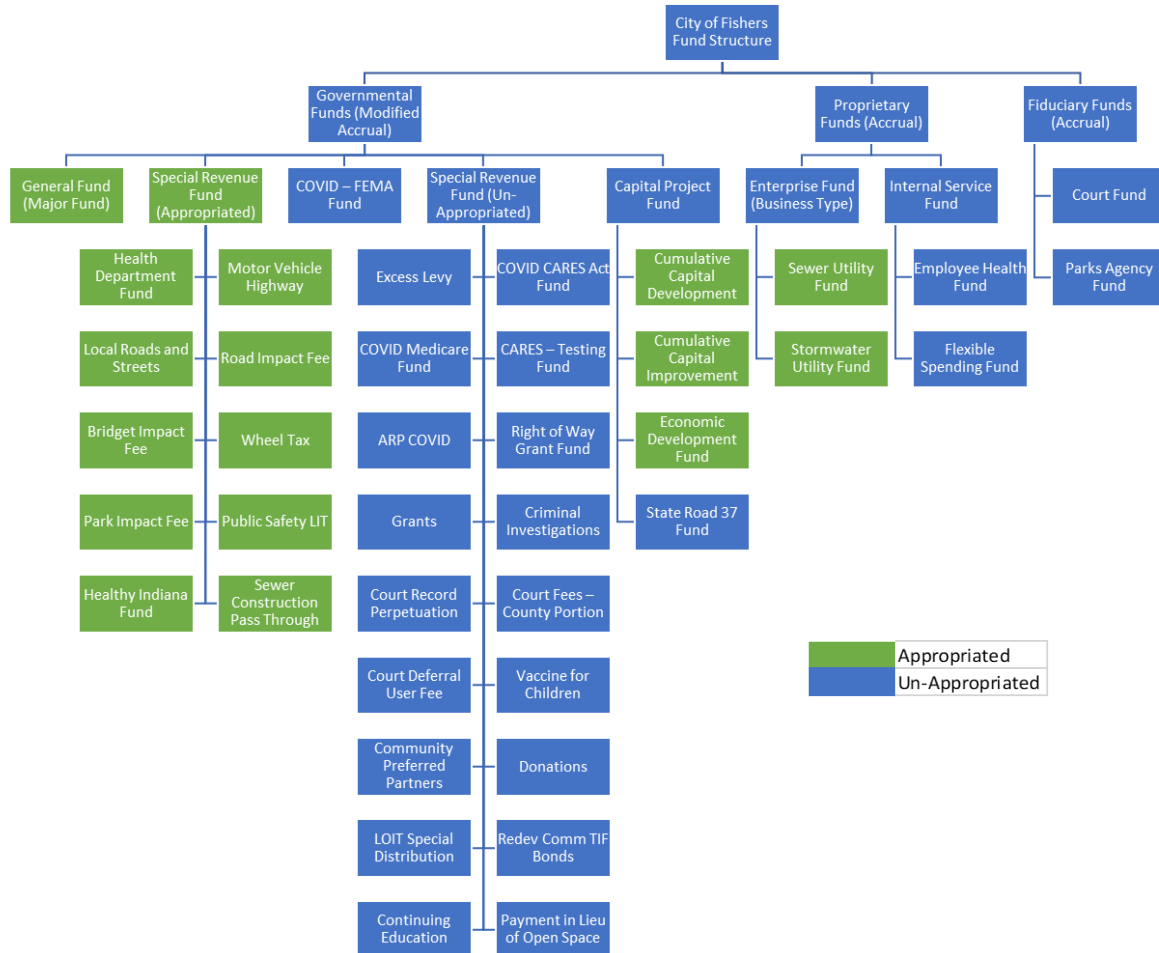


Scott Fadness, Mayor



Elliott Hultgren, Deputy Mayor

FUND DEFINITIONS AND STRUCTURE



BASIS OF ACCOUNTING

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

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

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

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

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

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

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

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

- Depreciation and amortization are considered expenses on the accrual basis of accounting, but do not require an expenditure of funds.
- Principal payments on long-term debt are applied to the outstanding liability on a GAAP basis, as opposed to a Budget basis.
- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) instead of being expended when paid.

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.

ACCOUNTING SYSTEM

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

INTERNAL CONTROL

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

APPROPRIATED FUNDS

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

		Classification	Budget Type	Administration	Controller	Clerk/Court	Engineering	Fire	Health Department	Fleet	IT	Parks	Police	Public Works
Fund	Description													
General Fund														
1010	General Fund	Major	Annual	X	X	X	X	X		X	X	X	X	X
Special Revenue Funds														
1030	Public Safety LIT (PSAP)		Annual					X			X		X	
2010	Motor Vehicle Highway		Annual				X			X				X
2020	Local Roads & Streets		Annual				X							X
2110	Healthy Indiana Fund		Annual						X					
2120	Health Department Fund		Annual						X					
2170	Donations		Annual											
2330	Continuing Education		Annual										X	
2360	Court Record Perpetuation		Annual			X								
2450	Rainy Day		Annual	X										
2570	LOIT Special Distribution(257)		Annual				X							
2590	Wheel Tax		Annual				X							
2706	Criminal Investigation		Annual										X	
2707	Park Impact Fee		Annual				X					X		
2708	Road Impact Fee		Annual				X							
2709	Bridge Impact Fees		Annual				X							
6085	Sewer Construction PassThrough		Annual				X							
Capital Projects Funds														
4010	Cumulative Capital Improv		Annual								X			
4020	Cumulative Capital Dvp		Annual	X							X			
4439	Economic Development Fund		Annual	X										
3780	State Road 37		Annual				X							
Enterprise Funds														
6060	Sewer		Annual	X	X		X			X	X			X
6080	Sewer Construction		Annual											X
6260	Stormwater		Annual	X	X		X			X	X			X
Internal Service Funds														
7040	Employee Health Fund			X	X	X	X	X	X	X	X	X	X	X
7650	Flexible Spending Fund			X	X	X	X	X	X	X	X	X	X	X
Grant Funds														
2705	Grants						X		X			X	X	X
1760	ARP COVID Local Fiscal Recove			X										
2715	Vaccine for Children								X					
2704	Right of Way Grant Fund						X							
1501	COVID - CARES Act Funds			X				X	X		X			X
1502	COVID - FEMA Funds			X				X	X		X			X
1503	COVID - Medicaid Funds			X				X						
1504	CARES - IT Funds			X					X					
1505	CARES - Testing Funds								X					

Governmental Funds

FUNDS DEFINITIONS

Governmental Funds

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

Special Revenue Funds

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

- Public Safety LIT - To account for expenses relating to the public safety local income taxes received by the City.
- 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.
- 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.
- 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.
- 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.
- Criminal Investigation - To account for Police Department expenditures relating to criminal investigations. Financing is provided by sales of abandoned property.
- 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.
- Health Department Fund - To account for expenses relating to the City's Health Department. Beginning in 2021 funding is provided through a property tax which cannot be higher than one cent per one hundred dollars of assessed value and funding is also provided through charges for services.
- Healthy Indiana Fund - To account for expenses relating to public health from funds received under an Interlocal Cooperation Agreement with Hamilton County for the City's per capita share of funding.
- Sewer Construction Pass Through - To account for fees paid by builders to the City to provide sewer inspections.
- Donations - To account for donations made to the City and the projects that a funded with the funds.
- LOIT Special Distribution - To account for expenditures for infrastructure improvements for the City.

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

- Cumulative Capital Development - To account for expenditures related to capital improvements for the City. Financing is provided by a specific property tax levy.
- Cumulative Capital Improvement - To account for financial resources related to improvement projects financed by state cigarette tax distributions or the payment of debt incurred for improvements to City property.
- 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.
- State Road 37 To account for local and other governments expenses relating to the construction of the highway.

Proprietary Funds

The City maintains two types of proprietary funds.

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

- Wastewater Utility - To account for the provision of wastewater services. All activities necessary to provide such services are accounted for in this fund. The intent of the Common Council is that the cost of providing goods or services to the general public on

a continuing basis be financed or recovered primarily through user charges. The Common Council has decided that the periodic determination of net income is appropriate for accountability purposes. The utility service area is primarily contiguous with the City limits.

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

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

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

Fiduciary Funds

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

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

FINANCIAL POLICIES

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

REPORTING ENTITY

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

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

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

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

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

INVESTMENT POLICY

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

INDIANA RESERVES POLICY

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

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

BALANCED BUDGET

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

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

LIQUIDITY POLICY

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

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

REVENUE COLLECTION AND RECORDING POLICIES

Controller

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

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

Fire (Emergency Management Services) / Police

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

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

Parks

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

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

Engineering/Public Works/Permits and Inspections

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

PURCHASING POLICY

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

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

ACCOUNTS PAYABLE POLICY

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

GRANT POLICY

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

For all funds, a grant receivable is recorded then all applicable eligibility requirements have been met.

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

BUDGET PROCESS

BASIS OF BUDGETING

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

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

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

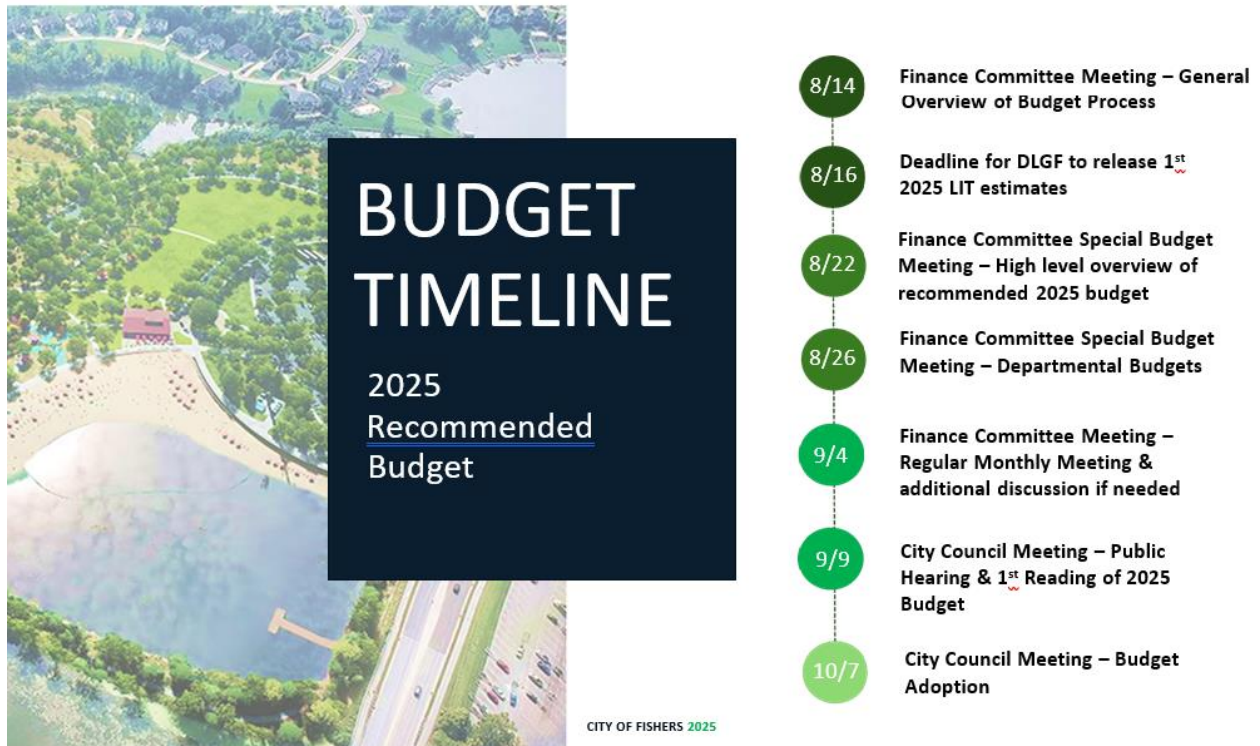
BUDGETARY CONTROL

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

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

BUDGET AMENDMENTS

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



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 an 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.

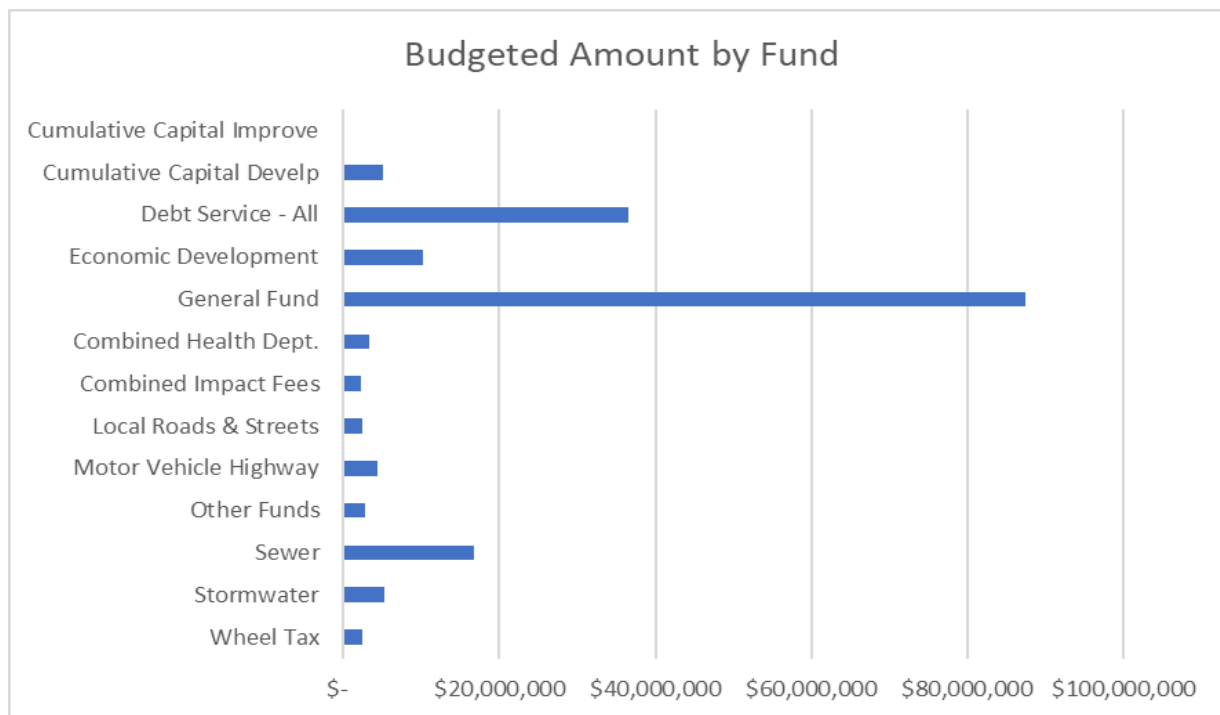
Re-appropriations moves revenue that was taken in during the current budget year and appropriates it to an existing budget for use during the budget year. Re-appropriations must be approved by the Controller's Office and the City Council prior to updating entries being made in the financial system.

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) funds of the City and its related debt.

The fiscal year 2025 budget presented and adopted by the City Council was just over \$179 million.



Additional information regarding the FY 2025 budget can be found on the City's [website](#).

Fiscal Year 2025 Budget Instructions

Budget Timeline (Timeline is tentative and subject to change)

June 10-21, 2024	2024 departmental salary and benefits review and health insurance forecasts / Build Salary workbook	Controller's Office / HR / Department Heads
June 30, 2024	Deadline for Gateway submission of Pre-Budget Report	Controller's Office
June 30, 2024	Create operating budget projection in Munis	Controller's Office
July 1-17, 2024	Departmental entry of operating and capital budgets into Munis	All Departments
July 15, 2024	DLGF provides each unit with an estimate for the 2025 non-property tax revenues of MVH, LRS, ABC Gallonage, FIT, CVET, and Excise based on historical distribution amounts.	DLGF
July 18-19, 2024	Create budget summary workbook and analysis from departmental budget requests	Controller's Office
July 22, 2024	Roll budget projection to the Department Level in Munis for Department Head review	Controller's Office
July 22-26, 2024	Departmental budget meetings	Deputy Mayor / Department Heads / Controller's Office
July 29, 2024	Roll budget projection to Controller's Office level in Munis for Controller's Office to make updates.	Controller's Office
July 29-31, 2024	Adjustments to 2025 departmental budgets and get rough draft of 2025 budget	Controller's Office
August 1-5, 2024	Finalize draft of 2025 fiscal plan.	Controller's Office
August 5-23, 2024	Entry of 2025 budget into Gateway	Controller's Office
August 14, 2024	Regular Finance Committee Meeting – Brief discussion of 2025 but no detail since no LIT estimate yet.	Controller's Office
August 16, 2024	Deadline for DLGF to release the first 2024 LIT estimates.	DLGF

August 19, 2024	Special Finance Committee Meeting – High Level Budget Review (Could also discuss at City Council if needed)	Controller's Office
August 21, 22, or 23, 2024	Special Finance Committee Meeting – Departmental Budgets	Controller's Office
August 28-29, 2024	Post notice of 2025 budget in Gateway	Controller's Office
September 4, 2024	Regular Finance Committee Meeting / Additional 2025 Budget Discussions as Needed	Controller's Office
September 9, 2024	City Council Meeting – 2025 Budget Presentation and Public Hearing	Controller's Office
October 1, 2024	Deadline for DLGF to provide the second 2025 LIT estimates.	DLGF
October 2, 2024	Regular Finance Committee Meeting / Final 2025 Budget Discussion if Needed	Controller's Office
October 7, 2024	Adoption of the 2024 Budget	City Council
October 7, 2024	Adoption of the 2024 Salary Ordinance (including employees and elected officials)	Controller's Office
October 11, 2024	Deadline to submit 2025 budget in Gateway	Controller's Office
October 12, 2024	Last day to post notice to taxpayers of proposed 2025 budgets and net tax levies and public hearing (Budget Form 3) to Gateway. Notice must be posted at least ten days before the public hearing, which must occur at least ten days before the adoption for most taxing units.	Controller's Office
October 17-31, 2024	Roll budget projection Mayor's Office level in Munis. No other changes will be made.	Controller's Office
October 22, 2024	Last <i>possible</i> day for taxing units to hold public hearing on 2025 budgets. In second class cities, public hearing may be held any time after introduction of 2025 budget.	Controller's Office
October 29, 2024	Last <i>possible</i> day ten or more taxpayers may object to a proposed 2024 budget, tax rate, or tax levy	Controller's Office

	(must be filed not more than seven days after the public hearing.)	
November 1, 2024	Deadline for all taxing units to adopt 2024 budgets, tax rates, and tax levies.	Controller's Office
November 8, 2024	Deadline to submit signed budget adoption, tax rate, and levy through Gateway.	Controller's Office
November 8, 2024	Soft post operating budget and capital budget in Munis for Departments to begin processing requisitions again next year's budget.	Controller's Office
November 29, 2024	Last day for all departments to get requisitions converted to purchase orders using FY 2024 funding.	All Departments
January 7, 2025	Completion and submission to GFOA for Distinguished Budget Award or request an extension for submission if necessary	Controller's Office
April 1, 2025	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 2025 budget.

Mayor's Office Policy Instructions

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

Controller's Office Technical Instructions

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

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

Mayor's Office FY 2025 Budget Policy Instructions

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

FY 2025 Controller's Office Technical Instructions

Budget entry will begin for all departments on July 1st. All budgets for each department must be completed no later than COB July 17th. The Munis system will lock the budget entry module on July 17th and no additional entry will be allowed by departments.

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

Departments can access the approved budget for FY 24 via the instructions provided and via the Department's Teams Budget channel.

Personnel Data

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

Operating Supplies

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

Professional Services

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

Comms and Transportation

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

Capital Budgets

- There are multiple capital objects. The appropriate objects should be used for each purchase. If you are unsure of which object to use, contact the Controller's Office.
 - 44100 – Land
 - 44200 – Infrastructure
 - 44300 – Buildings
 - 44400 – Improvements Other Than Buildings
 - 44500 – Machinery and Equipment
 - 44905 – Capital Lease Payments: To be used for Fleet loan payments.
 - 44910 – Non-Infrastructure Related Assets
 - 44920 – Capital Expenses: To be used for potential unknown expenses at the time of budgeting with the understanding that a budget transfer will be necessary when purchasing decisions have been made.

FINANCIAL SUMMARIES



CITY OF FISHERS FISCAL PLAN

Data includes historical, present, and future revenues and expenditures dating from 2019 through 2027. The following data focuses on the following funds: Combined Funds, General Funds, Health Department Fund, Motor Vehicle Highway Fund, Local Roads and Streets Fund, Cumulative Capital Development Fund, Cumulative Capital Improvement Fund, Park Impact Fee Fund, combined Road Impact Fee Fund, Bridge Impact Fee Fund, Sewer Operations Fund, and Stormwater Operations Fund.

The upcoming tables include appropriated funds, projections for revenue and expenditures and fund balances, which are the excess of the assets of a fund over its liabilities, reserves, and carryover. These tables are calculated by trend analysis and are provided by an outside consulting firm.

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

Note: All data in the following tables are based on the City of Fishers Fiscal Plan Revised on August 27, 2024.

Long Range Planning

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

- Some key information that has been included in our long-term planning are the following: Increased assessed home values that will increase property tax revenue year over year.
- One time increase to the local income tax revenue in the 2024 fiscal year was used for projects outlined in the "Investing in our Community" plan. The amount of revenue in the local income tax fund will decrease in future years. Future funds from local income tax are held up in legal litigation and legislative change in the 2025 fiscal year.
- A food and beverage tax was approved by the City Council to begin in the 2023 fiscal year. The City to build the Fisher Event Center, which opened in 2024. Those funds will be used to continue to maintain and operate the event center.
- Rate increase in the sewer utility rate and the EMS rate will begin in fiscal year 2025. Those increases are reflected in the trend data provided.

CITY OF FISHERS
Combined Funds
 Projected Revenues and Expenditures
 Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$30,237,914	\$31,525,214	\$37,433,572	\$46,329,359	\$57,420,908	\$68,024,540	\$45,773,622	\$44,959,976	\$43,010,848
REVENUES:									
Property tax - All Funds	43,761,205	47,508,412	50,381,478	53,211,517	61,427,139	65,485,479	71,859,332	77,449,682	81,545,846
Loss from circuit breaker	(2,127,561)	(2,814,593)	(2,268,349)	(2,915,608)	(3,422,571)	(1,311,757)	(1,371,696)	(1,433,616)	(1,539,455)
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	3,388,167	3,557,759	3,754,877	3,681,803	3,796,803	3,906,016	4,150,356	4,392,567	4,649,045
CVET	51,947	49,404	50,558	51,896	53,923	53,536	55,140	56,575	58,046
LIT - Special	2,554,061	2,288,595	3,129,149	3,818,808	6,773,330	9,104,846	5,914,965	4,949,264	1,840,088
LIT - Regular - All Funds	21,834,303	23,681,442	30,590,268	26,994,253	38,307,195	35,094,358	36,226,583	35,362,444	35,362,427
Licenses and permits - General Fund Only	1,867,638	1,992,944	2,172,751	1,939,016	1,561,920	1,596,580	1,590,000	1,590,000	1,590,000
Food and Beverage - Eco. Dev. Only	0	0	0	0	2,898,196	3,393,381	3,500,000	3,640,000	3,785,600
Ticket sales - Eco. Dev. Only	0	0	0	0	0	0	960,000	1,700,000	1,700,000
PILOT - Eco. Dev. Only	0	0	0	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000
Sports designation tax	0	0	0	0	0	2,000,000	2,000,000	2,000,000	2,000,000
Tourism tax	0	0	0	0	0	675,000	1,000,000	1,000,000	1,000,000
Intergovernmental revenue - General Fund Only	747,757	789,996	764,431	877,755	896,723	881,025	880,568	890,047	890,047
Charges for services - General Fund Only	3,716,507	3,840,139	5,432,492	5,429,560	6,323,835	6,063,918	7,009,381	7,060,042	6,489,791
Fines and forfeits - General Fund Only	213,722	178,167	186,827	187,037	177,552	214,986	215,000	215,000	215,000
Cigarette tax state - CCI	197,531	187,465	177,637	179,641	179,662	159,392	165,777	182,217	182,217
State distribution - Health Fund	0	0	0	0	0	0	0	0	0
State distribution - Local Roads and Streets Fund	2,053,406	2,039,373	2,232,662	2,297,995	2,448,016	2,512,622	2,512,622	2,512,622	2,512,622
State distribution - Motor Vehicle Highway Fund	3,722,165	3,281,962	3,627,173	3,994,746	4,262,627	4,043,618	4,043,618	4,043,618	4,043,618
Wheel tax and Surtax	0	0	0	0	0	0	0	0	0
Park impact fees - Park Impact Fund	530,056	665,653	688,328	718,004	605,751	604,133	600,000	600,000	600,000
Road impact fees - Road Impact Fund	1,954,971	1,923,754	1,615,062	1,408,365	1,394,215	2,083,180	1,400,000	1,400,000	1,400,000
Bridge impact fees - Bridge Impact Fund	131,534	153,195	147,496	145,673	99,213	190,528	190,000	190,000	190,000
Wheel Tax	2,063,849	2,312,511	2,274,375	2,265,349	2,314,040	2,295,275	2,379,077	2,426,659	2,475,192
Certified Tech Park revenue	1,082,468	2,603,627	0	200,000	0	250,000	250,000	250,000	250,000
All other revenue - All Funds	3,957,375	7,983,418	2,099,089	4,848,945	3,937,449	6,175,834	2,673,375	2,293,375	1,989,375
Total revenues	91,701,101	102,223,223	107,056,304	110,834,755	135,535,018	146,971,950	150,204,098	154,770,496	155,229,460
EXPENDITURES:									
Personal services	44,084,379	44,688,364	49,154,130	45,454,138	57,925,704	66,756,598	69,520,009	71,749,078	72,661,874
Supplies	5,339,612	5,533,784	5,634,605	6,029,057	6,994,917	7,408,375	7,994,785	7,020,785	6,937,435
Other services and charges	30,610,366	32,511,984	34,653,777	35,884,260	47,877,712	61,163,556	66,319,975	73,531,347	76,999,567
Capital outlay	10,379,444	13,580,733	8,718,005	12,375,751	12,133,053	24,245,368	7,382,975	6,918,414	7,398,665
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(1,000,000)	(500,000)	(500,000)	(500,000)
Total expenditures	90,413,801	96,314,865	98,160,517	99,743,206	124,931,386	158,573,897	150,717,744	158,719,624	163,497,541
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	1,287,300	5,908,358	8,895,787	11,091,549	10,603,632	(11,601,947)	(513,646)	(3,949,128)	(8,268,081)
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers	0	(1,800,000)	0	0	0	1,800,000	2,000,000	2,000,000	2,000,000
Adjustments/Transfer to Health Fund/Econ. Dev.	0	1,800,000	0	0	0	0	(2,300,000)	0	0
Encumbrances						(12,448,971)	0	0	0
ENDING CASH BALANCE	\$31,525,214	\$37,433,572	\$46,329,359	\$57,420,908	\$68,024,540	\$45,773,622	\$44,959,976	\$43,010,848	\$36,742,767

CITY OF FISHERS
0101 General Fund
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

						-0.0050	0.0000	0.0000	0.0000
	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$16,850,188	\$16,069,387	\$21,476,735	\$29,786,189	\$37,090,397	\$44,780,388	\$33,234,081	\$31,013,710	\$29,881,063
REVENUES:									
Property tax	25,881,230	26,795,679	28,092,126	29,342,457	30,778,320	32,002,094	33,253,759	34,547,886	37,058,900
Loss from circuit breaker	(1,847,033)	(2,350,181)	(2,044,731)	(2,463,773)	(2,854,085)	(1,120,073)	(1,163,882)	(1,209,176)	(1,297,061)
Late property tax distribution	0	0	0	0	0	0	0	0	0
Financial institutions tax	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax	2,003,992	2,006,846	2,093,676	2,030,258	1,902,404	1,938,484	1,974,016	2,009,821	2,112,781
CVET	30,725	27,864	28,190	28,818	27,207	26,566	26,225	25,884	26,377
LIT - Special Distribution	2,554,061	2,288,595	3,129,149	3,818,808	6,773,330	9,104,846	5,914,965	4,949,264	1,840,088
LIT - Regular Distribution	21,504,303	23,353,442	30,555,268	26,994,253	37,227,763	35,094,358	36,226,583	35,362,444	35,362,427
Licenses and permits	1,867,638	1,992,944	2,172,751	1,939,016	1,561,920	1,596,580	1,590,000	1,590,000	1,590,000
Intergovernmental revenue	747,757	789,996	764,431	877,755	896,723	881,025	880,568	890,047	890,047
Charges for services	3,716,507	3,840,139	5,432,492	5,429,560	6,323,835	6,063,918	7,009,381	7,060,042	6,489,791
Fines and forfeits	213,722	178,167	186,827	187,037	177,552	214,986	215,000	215,000	215,000
Miscellaneous revenue	2,296,513	1,757,976	472,353	619,976	1,880,359	5,192,981	1,800,000	1,460,000	1,188,000
Total revenues	58,969,415	60,681,267	70,882,532	68,804,165	84,695,328	90,995,765	87,726,615	86,901,212	85,476,350
EXPENDITURES:									
Personal services									
Base pay and other	27,613,324	27,607,721	31,442,553	26,573,274	36,881,749	40,044,490	43,638,094	43,638,094	44,947,237
Inflation adjustments								1,309,143	1,348,418
Added personnel								0	0
Health insurance						10,610,921	9,189,157	9,464,831	9,748,776
Employee benefits	14,554,019	15,404,448	15,632,294	16,547,388	18,504,450	9,045,118	12,237,844	12,788,547	13,364,032
Total personal services	42,167,343	43,012,169	47,074,847	43,120,662	55,386,199	59,700,529	65,065,095	67,200,615	69,408,463
Supplies	3,927,698	3,963,469	3,855,766	4,187,634	4,695,804	5,106,495	5,454,865	5,454,865	5,454,865
Other services and charges	12,072,542	9,461,250	11,509,814	11,826,503	12,376,840	15,610,268	17,027,026	17,878,379	18,772,298
Capital outlay	82,633	2,137,031	132,651	2,365,158	4,546,494	14,040,000	500,000	0	0
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(900,000)	(400,000)	(400,000)	(400,000)
Total expenditures	58,250,216	58,573,919	62,573,078	61,499,957	77,005,337	93,557,292	87,646,986	90,133,859	93,235,626
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	719,199	2,107,348	8,309,454	7,304,208	7,689,991	(2,561,527)	79,629	(3,232,647)	(7,759,276)
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	0
Transfers Rainy Day	(1,500,000)	1,500,000	0	0	0	0	0	0	0
Adjust/Transfer to Health/Econ. Dev./Comm. Cent	0	1,800,000	0	0	0	(2,100,000)	(2,300,000)	2,100,000	0
Encumbrances						(6,884,780)			
ENDING CASH BALANCE	\$16,069,387	\$21,476,735	\$29,786,189	\$37,090,397	\$44,780,388	\$33,234,081	\$31,013,710	\$29,881,063	\$22,121,787
Rainy Day Cash	\$1,716,303	\$36,377	\$646	\$7,646	\$0	\$0	\$0	\$0	\$0
Total Rainy Day and General Fund Cash	\$17,785,690	\$21,513,112	\$29,786,835	\$37,098,043	\$44,780,388	\$33,234,081	\$31,013,710	\$29,881,063	\$22,121,788

CITY OF FISHERS
0000 Health Fund (State Grant)(2110)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$36,700	\$36,701	\$36,702
REVENUES:									
State Grant	0	0	0	0	0	1,001,726	1,943,498	1,943,498	0
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	0	0	0	0	0	1,001,726	1,943,498	1,943,498	0
EXPENDITURES:									
Personal services	0	0	0	0	0	635,873	1,332,782	1,332,782	0
Supplies	0	0	0	0	0	32,650	83,350	83,350	0
Other services and charges	0	0	0	0	0	200,000	527,365	527,365	0
Capital outlay	0	0	0	0	0	96,503	0	0	0
Total expenditures	0	0	0	0	0	965,026	1,943,497	1,943,497	0
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	0	0	0	0	0	36,700	1	1	0
ADJUSTMENTS:									
Transfer of funds	0	0	0	0	0	0	0	0	0
Encumbrances						0			
ENDING CASH BALANCE	\$0	\$0	\$0	\$0	\$0	\$36,700	\$36,701	\$36,702	\$36,702

CITY OF FISHERS
0801 Health Fund (2120)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$0	\$0	\$92,916	\$720,825	\$3,729,193	\$3,892,156	\$906,950	\$908,945	\$923,152
REVENUES:									
Property tax	0	0	698,288	742,659	863,347	912,781	989,591	1,068,759	1,154,259
Loss from circuit breaker	0	0	(50,787)	(60,855)	(77,242)	(31,947)	(34,636)	(37,407)	(40,399)
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	52,043	51,386	53,363	55,290	58,744	62,175	65,806
CVET	0	0	701	365	382	758	781	801	822
LIT	0	0	0	0	0	0	0	0	0
State grant	0	0	0	0	0	0	0	0	0
Interest	0	0	0	0	30,465	124,405	100,000	80,000	64,000
Miscellaneous/Fees	0	2,056,088	728,291	3,084,919	305,717	263,573	260,000	260,000	260,000
Total revenues	0	2,056,088	1,428,536	3,818,474	1,176,032	1,324,860	1,374,480	1,434,328	1,504,488
EXPENDITURES:									
Personal services									
Base pay and other	0	62,002	318,109	422,370	519,011	646,907	638,687	644,309	669,260
Inflation adjustments								19,329	20,078
Added personnel								0	0
Health insurance						58,770	134,367	138,398	142,550
Employee benefits		22,121	165,822	204,613	260,641	217,522	167,531	175,070	182,948
Total personal services	0	84,123	483,931	626,983	779,652	923,199	940,585	977,106	1,014,836
Supplies	0	36,085	66,590	40,951	78,757	109,000	209,600	209,600	209,600
Other services and charges	0	42,964	250,106	142,172	154,660	154,810	222,300	233,415	245,086
Capital outlay	0	0	0	0	0	3,000,000	0	0	0
Total expenditures	0	163,172	800,627	810,106	1,013,069	4,187,009	1,372,485	1,420,121	1,469,522
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	0	1,892,916	627,909	3,008,368	162,963	(2,862,149)	1,995	14,207	34,966
ADJUSTMENTS:									
Transfer	0	(1,800,000)	0	0	0	0	0	0	0
Encumbrances						(123,057)			
ENDING CASH BALANCE	\$0	\$92,916	\$720,825	\$3,729,193	\$3,892,156	\$906,950	\$908,945	\$923,152	\$958,118

CITY OF FISHERS
0708 Motor Vehicle Highway Fund (2010)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$711,492	\$1,026,430	\$1,773,019	\$2,245,776	\$2,716,608	\$2,808,725	\$2,094,404	\$2,096,810	\$1,996,547
REVENUES:									
Property tax	0	0	0	0	0	0	0	0	0
Loss from circuit breaker	0	0	0	0	0	0	0	0	0
Late property tax distribution	0	0	0	0	0	0	0	0	0
Financial institutions tax	0	0	0	0	0	0	0	0	0
Auto & aircraft excise tax	0	0	0	0	0	0	0	0	0
CVET	0	0	0	0	0	0	0	0	0
Wheel tax and surtax	0	0	0	0	0	0	0	0	0
State grant - highway	0	0	0	0	0	0	0	0	0
MVHF distribution	3,722,165	3,281,962	3,627,173	3,994,746	4,262,627	4,043,618	4,043,618	4,043,618	4,043,618
Fees	368,665	373,304	261,475	446,804	258,493	154,990	155,000	155,000	155,000
Sale of property	0	0	0	0	0	0	0	0	0
Insurance reimbursements	0	17,049	92,825	124,099	68,051	42,854	0	0	0
Miscellaneous	0	960	13,250	4,230	575	4,223	0	0	0
Total revenues	4,090,830	3,673,275	3,994,723	4,569,879	4,589,746	4,245,685	4,198,618	4,198,618	4,198,618
EXPENDITURES:									
Personal services									
Base pay and other	1,290,046	1,091,444	1,150,683	1,132,036	1,204,002	1,303,316	1,499,897	1,499,897	1,499,897
Inflation adjustments								44,997	44,997
Added personnel									
Health insurance						305,402	316,303	305,402	305,402
Employee benefits	626,990	500,628	444,669	574,457	555,851	388,279	365,347	388,279	388,279
Total personal services	1,917,036	1,592,072	1,595,352	1,706,493	1,759,853	1,996,997	2,181,547	2,238,575	2,238,575
Supplies	638,823	559,176	868,617	996,872	835,120	1,115,630	1,174,850	1,174,850	1,174,850
Other services and charges	986,074	750,438	885,631	1,333,985	1,197,811	1,263,218	894,815	939,556	986,534
Capital outlay	233,959	25,000	172,366	61,697	704,845	0	45,000	45,900	46,818
Projected unused appropriation						(100,000)	(100,000)	(100,000)	(100,000)
Total expenditures	3,775,892	2,926,686	3,521,966	4,099,047	4,497,629	4,275,845	4,196,212	4,298,881	4,346,777
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	314,938	746,589	472,757	470,832	92,117	(30,160)	2,406	(100,263)	(148,159)
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds/adjustment	0	0	0	0	0	0	0	0	0
Encumbrances						(684,161)			
ENDING CASH BALANCE	\$1,026,430	\$1,773,019	\$2,245,776	\$2,716,608	\$2,808,725	\$2,094,404	\$2,096,810	\$1,996,547	\$1,848,388

CITY OF FISHERS
0706 Local Road and Street Fund (2020)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$1,813,873	\$2,025,504	\$2,399,570	\$2,765,259	\$2,941,094	\$2,733,776	\$2,784,447	\$2,791,849	\$2,791,849
REVENUES:									
Local road & street distrib.	2,053,406	2,039,373	2,232,662	2,297,995	2,448,016	2,512,622	2,512,622	2,512,622	2,512,622
Miscellaneous	5,367	0	12,629	17,972	18,458	0	0	0	0
Total revenues	2,058,773	2,039,373	2,245,291	2,315,967	2,466,474	2,512,622	2,512,622	2,512,622	2,512,622
EXPENDITURES:									
Supplies	701,840	975,054	772,734	803,600	835,322	974,000	974,000	0	0
Other services & charges	49,879	74,236	466,570	199,861	698,816	483,500	1,102,500	2,512,622	2,512,622
Capital outlays	1,095,423	616,017	640,298	1,136,671	1,139,654	880,000	428,720	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	1,847,142	1,665,307	1,879,602	2,140,132	2,673,792	2,337,500	2,505,220	2,512,622	2,512,622
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	211,631	374,066	365,689	175,835	(207,318)	175,122	7,402	0	0
ADJUSTMENTS:									
Encumbrances						(124,451)			
ENDING CASH BALANCE	\$2,025,504	\$2,399,570	\$2,765,259	\$2,941,094	\$2,733,776	\$2,784,447	\$2,791,849	\$2,791,849	\$2,791,849

CITY OF FISHERS
2391 Cumulative Capital Development (4020)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$2,093,700	\$1,656,691	\$1,012,725	\$1,174,647	\$1,227,516	\$2,105,141	\$924,759	\$924,759	\$924,759
REVENUES:									
Property tax	3,164,597	3,338,609	3,491,440	3,713,295	4,316,735	4,563,904	4,947,956	5,343,793	5,771,296
Loss from circuit breaker	(228,874)	(294,116)	(255,719)	(310,599)	(399,083)	(159,737)	(173,178)	(187,033)	(201,995)
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	244,987	250,018	260,213	256,930	266,817	276,452	293,721	310,875	329,030
CVET	3,756	3,472	3,504	3,647	3,816	3,788	3,902	4,003	4,107
Miscellaneous	0	16,357	282,164	0	0	0	0	0	0
Total revenues	3,184,466	3,314,340	3,781,602	3,663,273	4,188,285	4,684,407	5,072,401	5,471,638	5,902,438
EXPENDITURES:									
Supplies	24,189	0	0	0	0	0	0	0	0
Debt payment (Econ Development Fund)	0	0	0	0	0	1,800,000	2,000,000	2,000,000	2,000,000
Other services and charges	34	0	0	0	0	0	0	0	0
Capital outlay	3,597,252	3,958,306	3,619,680	3,610,404	3,310,660	2,773,127	3,072,401	3,471,638	3,902,438
Projected unused appropriation						0	0	0	0
Total expenditures	3,621,475	3,958,306	3,619,680	3,610,404	3,310,660	4,573,127	5,072,401	5,471,638	5,902,438
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(437,009)	(643,966)	161,922	52,869	877,625	111,280	0	0	0
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer of funds	0	0	0	0	0	0	0	0	0
Encumbrances						(1,291,662)			
ENDING CASH BALANCE	\$1,656,691	\$1,012,725	\$1,174,647	\$1,227,516	\$2,105,141	\$924,759	\$924,759	\$924,759	\$924,759

CITY OF FISHERS
2379 Cumulative Capital Imp. Fund (4010)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$182,956	\$347,598	\$266,713	\$232,823	\$317,192	\$243,469	\$87,349	\$87,349	\$87,349
REVENUES:									
Cigarette tax distribution	197,531	187,465	177,637	179,641	179,662	159,392	165,777	182,217	182,217
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	197,531	187,465	177,637	179,641	179,662	159,392	165,777	182,217	182,217
EXPENDITURES:									
Supplies	0	0	70,898	0	253,385	0	0	0	0
Other services and charges	0	0	83,900	0	0	0	0	0	0
Capital outlay	32,889	268,350	56,729	95,272	0	280,000	165,777	182,217	182,217
Projected unused appropriation						0	0	0	0
Total expenditures	32,889	268,350	211,527	95,272	253,385	280,000	165,777	182,217	182,217
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	164,642	(80,885)	(33,890)	84,369	(73,723)	(120,608)	0	0	0
ADJUSTMENTS:									
Encumbrances						(35,512)			
ENDING CASH BALANCE	\$347,598	\$266,713	\$232,823	\$317,192	\$243,469	\$87,349	\$87,349	\$87,349	\$87,349

CITY OF FISHERS
Park Impact Fees Fund (2707)
 Projected Revenues and Expenditures
 Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$450,067	\$1,008,050	\$1,370,105	\$1,468,590	\$1,057,092	\$1,369,934	\$1,006,789	\$1,006,789	\$1,006,789
REVENUES:									
Park impact fees	530,056	665,653	688,328	718,004	605,751	604,133	600,000	600,000	600,000
Miscellaneous	275,075	0	4,200	4,200	2,000	2,000	2,000	2,000	2,000
Total revenues	805,131	665,653	692,528	722,204	607,751	606,133	602,000	602,000	602,000
EXPENDITURES:									
Other services and charges	44,730	0	74,724	69,909	58,562	0	0	0	0
Capital outlays	202,418	303,598	519,319	1,063,793	236,347	606,133	602,000	602,000	602,000
Projected unused appropriation						0	0	0	0
Total expenditures	247,148	303,598	594,043	1,133,702	294,909	606,133	602,000	602,000	602,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	557,983	362,055	98,485	(411,498)	312,842	0	0	0	0
ADJUSTMENTS:									
Encumbrances						(363,145)			
ENDING CASH BALANCE	\$1,008,050	\$1,370,105	\$1,468,590	\$1,057,092	\$1,369,934	\$1,006,789	\$1,006,789	\$1,006,789	\$1,006,789

CITY OF FISHERS
Combined Road Impact Fees (2708)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$1,226,792	\$822,689	\$1,554,268	\$1,854,079	\$1,040,859	\$1,096,007	\$496,007	\$496,007	\$496,007
REVENUES:									
Road impact fees	1,954,971	1,923,754	1,615,062	1,408,365	1,394,215	2,083,180	1,400,000	1,400,000	1,400,000
Miscellaneous	0	87,365	0	0	0	0	0	0	0
Total revenues	1,954,971	2,011,119	1,615,062	1,408,365	1,394,215	2,083,180	1,400,000	1,400,000	1,400,000
EXPENDITURES:									
Debt service	0	0	0	426,125	426,650	464,126	464,126	464,126	464,126
Other services and charges	0	1,279,540	500	500	0	1,619,054	935,874	935,874	935,874
Capital outlays	2,359,074	0	1,314,751	1,794,960	912,417	0	0	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	2,359,074	1,279,540	1,315,251	2,221,585	1,339,067	2,083,180	1,400,000	1,400,000	1,400,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(404,103)	731,579	299,811	(813,220)	55,148	0	0	0	0
ADJUSTMENTS:									
Encumbrances						(600,000)			
ENDING CASH BALANCE	\$822,689	\$1,554,268	\$1,854,079	\$1,040,859	\$1,096,007	\$496,007	\$496,007	\$496,007	\$496,007

CITY OF FISHERS
Bridge Impact Fees (405)
 Projected Revenues and Expenditures
 Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$265,957	\$356,526	\$164,237	\$311,733	\$457,406	\$556,619	\$142,103	\$142,103	\$142,103
REVENUES:									
Bridge impact fees	131,534	153,195	147,496	145,673	99,213	190,528	190,000	190,000	190,000
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	131,534	153,195	147,496	145,673	99,213	190,528	190,000	190,000	190,000
EXPENDITURES:									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlays	40,965	345,484	0	0	0	190,528	190,000	190,000	190,000
Projected unused appropriation						0	0	0	0
Total expenditures	40,965	345,484	0	0	0	190,528	190,000	190,000	190,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	90,569	(192,289)	147,496	145,673	99,213	0	0	0	0
ADJUSTMENTS:									
Encumbrances						(414,516)			
ENDING CASH BALANCE	\$356,526	\$164,237	\$311,733	\$457,406	\$556,619	\$142,103	\$142,103	\$142,103	\$142,103

0000RD
CITY OF FISHERS
Rainy Day (2450)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$1,113,371	\$1,716,303	\$36,377	\$646	\$7,646	\$0	\$0	\$0	\$0
REVENUES:									
LIT - Special Distribution	0	0	0	0	0	0	0	0	0
Transfer in	0	0	0	0	0	0	0	0	0
Miscellaneous	0	1,490,713	0	7,000	0	0	0	0	0
Total revenues	0	1,490,713	0	7,000	0	0	0	0	0
EXPENDITURES:									
Other services and charges	897,068	171,570	35,445	0	7,646	0	0	0	0
Capital outlays	0	1,499,069	286	0	0	0	0	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	897,068	1,670,639	35,731	0	7,646	0	0	0	0
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(897,068)	(179,926)	(35,731)	7,000	(7,646)	0	0	0	0
ADJUSTMENTS:									
Transfer	1,500,000	(1,500,000)	0	0	0	0	0	0	0
Encumbrances						0			
ENDING CASH BALANCE	\$1,716,303	\$36,377	\$646	\$7,646	\$0	\$0	\$0	\$0	\$0

CITY OF FISHERS
Certified Tech Park (2460)
 Projected Revenues and Expenditures
 Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$315,377	\$475,156	\$2,196,705	\$1,330,219	\$651,915	\$75,127	\$75,127	\$75,127	\$75,127
REVENUES:									
Certified Tech Park revenue	1,082,468	2,603,627	0	200,000	0	250,000	250,000	250,000	250,000
LIT	0	0	0	0	0	0	0	0	0
Total revenues	1,082,468	2,603,627	0	200,000	0	250,000	250,000	250,000	250,000
EXPENDITURES:									
Personal services	0	0	0	0	0	0	0	0	0
Supplies	0	0	0	0	0	0	0	0	0
Other services and charges	922,689	882,078	866,486	878,304	576,788	250,000	250,000	250,000	250,000
Capital outlays	0	0	0	0	0	0	0	0	0
Total expenditures	922,689	882,078	866,486	878,304	576,788	250,000	250,000	250,000	250,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	159,779	1,721,549	(866,486)	(678,304)	(576,788)	0	0	0	0
ADJUSTMENTS:									
Encumbrances						0			
ENDING CASH BALANCE	\$475,156	\$2,196,705	\$1,330,219	\$651,915	\$75,127	\$75,127	\$75,127	\$75,127	\$75,127

CITY OF FISHERS
Wheel Tax Fund (2590)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$887,942	\$924,574	\$653,433	\$665,883	\$726,953	\$1,766,011	\$583,222	\$583,222	\$583,222
REVENUES:									
Wheel/Surtax	2,063,849	2,312,511	2,274,375	2,265,349	2,314,040	2,295,275	2,379,077	2,426,659	2,475,192
Miscellaneous	700,000	1,844,226	0	43,517	7,654	8,750	0	0	0
Total revenues	2,763,849	4,156,737	2,274,375	2,308,866	2,321,694	2,304,025	2,379,077	2,426,659	2,475,192
EXPENDITURES:									
Other services and charges	0	0	0	0	0	0	0	0	0
Capital outlay	2,727,217	4,427,878	2,261,925	2,247,796	1,282,636	2,379,077	2,379,077	2,426,659	2,475,192
Projected unused appropriation						0	0	0	0
Total expenditures	2,727,217	4,427,878	2,261,925	2,247,796	1,282,636	2,379,077	2,379,077	2,426,659	2,475,192
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	36,632	(271,141)	12,450	61,070	1,039,058	(75,052)	0	0	0
ADJUSTMENTS:									
Less, prior year encumbrances						(1,107,737)			
ENDING CASH BALANCE	\$924,574	\$653,433	\$665,883	\$726,953	\$1,766,011	\$583,222	\$583,222	\$583,222	\$583,222

CITY OF FISHERS
Economic Development Fund (4439)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	(\$1,060)	(\$1,060)	(\$1,060)	(\$1,060)	\$1,498,940	\$2,460,666	\$467,382	\$1,736,382	\$1,066,382
REVENUES:									
Food and beverage	0	0	0	0	2,898,196	3,393,381	3,500,000	3,640,000	3,785,600
Ticket sales	0	0	0	0	0	0	960,000	1,700,000	1,700,000
PILOT (sewer)	0	0	0	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	2,000,000
Sports designation tax	0	0	0	0	0	2,000,000	2,000,000	2,000,000	2,000,000
Tourism tax	0	0	0	0	0	675,000	1,000,000	1,000,000	1,000,000
Interest	0	0	0	0	29,592	124,335	100,000	80,000	64,000
Miscellaneous	0	0	0	0	1,000,000	0	0	0	0
Total revenues	0	0	0	1,500,000	5,427,788	7,692,716	9,560,000	10,420,000	10,549,600
EXPENDITURES:									
Personal Services	0	0	0	0	0	3,500,000	0	0	0
Supplies	0	0	0	0	0	0	0	0	0
Debt payment	0	0	0	0	0	9,586,000	10,291,000	10,990,000	10,992,000
Other services and charges	0	0	0	0	4,466,062	500,000	0	0	0
Capital outlay	0	0	0	0	0	0	0	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	0	0	0	0	4,466,062	13,586,000	10,291,000	10,990,000	10,992,000
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	0	0	0	1,500,000	961,726	(5,893,284)	(731,000)	(570,000)	(442,400)
ADJUSTMENTS:									
Transfer (From CCD Fund)	0	0	0	0	0	1,800,000	2,000,000	2,000,000	2,000,000
Transfer (From General Fund)	0	0	0	0	0	2,100,000	0	(2,100,000)	0
Encumbrances						0			
ENDING CASH BALANCE	(\$1,060)	(\$1,060)	(\$1,060)	\$1,498,940	\$2,460,666	\$467,382	\$1,736,382	\$1,066,382	\$2,623,982

CITY OF FISHERS
Public Safety LIT (PSAP)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$0	\$0	\$0	\$0	\$0	\$787,482	\$0	\$0	\$0
REVENUES:									
LIT (County)	0	0	0	0	1,079,432	0	0	0	0
Rent	0	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	0	0	0	0	1,079,432	0	0	0	0
EXPENDITURES:									
Personal services	0	0	0	0	0	0	0	0	0
Supplies	0	0	0	0	241,377	0	0	0	0
Other services and charges	0	0	0	0	50,573	0	0	0	0
Capital outlay	0	0	0	0	0	0	0	0	0
Total expenditures	0	0	0	0	291,950	0	0	0	0
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	0	0	0	0	787,482	0	0	0	0
ADJUSTMENTS:									
Levy excess	0	0	0	0	0	0	0	0	0
Transfer	0	0	0	0	0	0	0	0	0
Encumbrances						(787,482)			
ENDING CASH BALANCE	\$0	\$0	\$0	\$0	\$787,482	\$0	\$0	\$0	\$0

CITY OF FISHERS
Non-Reverting Community Center
 Projected Revenues and Expenditures
 Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)	\$96,660	(\$2,745,140)
REVENUES:									
Fees	0	0	0	0	0	0	462,160	0	0
Miscellaneous	0	0	0	0	0	0	0	0	0
Total revenues	0	0	0	0	0	0	462,160	0	0
EXPENDITURES:									
Personal services	0	0	0	0	0	0	1,805,500	1,859,665	1,915,455
Supplies	0	0	0	0	0	0	50,500	50,500	50,500
Other services and charges	0	0	0	0	0	0	309,500	324,975	341,224
Capital outlay	0	0	0	0	0	0	500,000	510,000	520,200
Projected unused appropriation						0	0	0	0
Total expenditures	0	0	0	0	0	0	2,665,500	2,745,140	2,827,379
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	0	0	0	0	0	(0)	(2,203,340)	(2,745,140)	(2,827,379)
ADJUSTMENTS:									
Transfer from General Fund	0	0	0	0	0	0	2,300,000	0	0
Less, prior year encumbrances						0			
ENDING CASH BALANCE	\$0	\$0	\$0	\$0	\$0	(\$0)	\$96,660	(\$2,745,140)	(\$2,827,379)

CITY OF FISHERS
Sewer Operations Fund (6060)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$8,604,104	\$8,506,118	\$5,631,676	\$4,775,045	\$6,292,894	\$9,808,298	\$7,138,659	\$7,811,190	\$8,130,732
REVENUES:									
Construction Inspection Fees - Sewer	2,475	0	0	0	0	0	0	0	0
Construction Inspection Fees - Storm	0	0	0	0	0	0	0	0	0
User Fees-Operating Sewer	7,787,061	7,420,466	7,676,574	11,797,414	13,935,429	14,586,680	16,620,000	16,620,000	16,620,000
User Fees-Operating Storm	0	0	0	0	0	0	0	0	0
Connection Fees-Operating	10,225	10,621	10,497	48,184	44,737	28,000	28,000	28,000	28,000
Transfer	0	0	0	0	0	0	0	0	0
Insurance Reimbursement	0	0	1,000	819	0	0	0	0	0
Refunds	0	0	0	0	0	0	0	0	0
Other	0	15,568	2,508	31,278	226,019	52,012	0	0	0
Interest	61,113	154,919	34,768	52,428	616,366	800,000	640,000	512,000	409,600
Miscellaneous	0	0	0	32,109	0	0	0	0	0
Total revenues	7,860,874	7,601,574	7,725,347	11,962,232	14,822,551	15,466,692	17,288,000	17,160,000	17,057,600
EXPENDITURES:									
Personal services									
Base pay and other	2,682,291	2,934,346	2,461,645	2,861,567	2,900,327	3,388,928	4,044,531	4,044,531	4,165,866
Inflation adjustments								121,335	124,976
Added personnel								0	0
Health insurance						810,293	852,885	878,472	904,826
Employee benefits	1,484,525	1,438,750	1,048,891	1,533,729	1,579,417	837,663	1,011,361	1,056,871	1,104,430
Total personal services	4,166,816	4,373,096	3,510,536	4,395,296	4,479,744	5,036,884	5,908,777	6,101,209	6,300,098
Supplies	993,145	1,265,800	995,549	1,156,009	1,297,369	2,504,206	2,717,249	2,717,249	2,717,249
Other services and charges	2,515,679	2,128,924	2,203,198	4,751,880	5,454,878	4,688,585	4,989,443	5,000,000	5,000,000
Capital outlay	283,220	2,708,196	1,872,695	141,198	75,156	830,000	1,100,000	1,122,000	1,144,440
Other	0	0	0	0	0	1,500,000	2,000,000	2,000,000	2,000,000
Projected unused appropriation						(100,000)	(100,000)	(100,000)	(100,000)
Total expenditures	7,958,860	10,476,016	8,581,978	10,444,383	11,307,147	14,459,675	16,615,469	16,840,458	17,061,787
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	(97,986)	(2,874,442)	(856,631)	1,517,849	3,515,404	1,007,017	672,531	319,542	(4,187)
ADJUSTMENTS:									
Transfer of funds/adjustments	0	0	0	0	0	0	0	0	0
Encumbrances						(3,676,656)			
ENDING CASH BALANCE	\$8,506,118	\$5,631,676	\$4,775,045	\$6,292,894	\$9,808,298	\$7,138,659	\$7,811,190	\$8,130,732	\$8,126,545

CITY OF FISHERS
Sewer Construction Inspection Fund (6085)
 Projected Revenues and Expenditures
 Revised August 27, 2024 [Draft]

	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$0	\$238,085	\$195,584	\$55,894	\$55,894	\$40,644
REVENUES:						
Inspection fees	339,713	501,891	305,000	305,000	305,000	305,000
Miscellaneous	0	142,068	0	0	0	0
Total revenues	339,713	643,959	305,000	305,000	305,000	305,000
EXPENDITURES:						
Personal services						
Base pay and other	0	87,733	0	0	0	0
Added personnel				0	0	0
Health insurance				0	0	0
Employee benefits	0	12,250	0	0	0	0
Total personal services	0	99,983	0	0	0	0
Supplies	0	0	0	0	0	0
Other services and charges	101,628	586,477	305,000	305,000	320,250	336,263
Capital outlay	0	0	0	0	0	0
Other	0	0	0	0	0	0
Projected unused appropriation			0	0	0	0
Total expenditures	101,628	686,460	305,000	305,000	320,250	336,263
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	238,085	(42,501)	0	0	(15,250)	(31,263)
ADJUSTMENTS:						
Transfer of funds	0	0	0	0	0	0
Encumbrances			(139,690)			
ENDING CASH BALANCE	\$238,085	\$195,584	\$55,894	\$55,894	\$40,644	\$9,381

CITY OF FISHERS
Sewer Construction Fund (6080)
 Projected Revenues and Expenditures
 Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$5,180,434	\$6,027,786	\$4,713,618	\$3,387,737	\$5,663,317	\$7,807,276	\$5,630,045	\$5,630,045	\$5,630,045
REVENUES:									
Availability Fees	1,267,973	1,454,000	1,358,850	2,910,533	2,170,435	2,079,301	2,120,887	2,163,305	2,206,571
Guaranteed Revenue-Flatfork	0	0	0	0	0	1,000	1,000	1,000	1,000
Lein levy	34,216	105,029	52,092	93,242	48,166	47,000	47,000	47,000	47,000
Reimbursement-Sewer Improvement	0	0	0	450	0	0	0	0	0
Miscellaneous/Interest	450	360	782	192,759	985,625	0	0	0	0
Total revenues	1,302,639	1,559,389	1,411,724	3,196,984	3,204,226	2,127,301	2,168,887	2,211,305	2,254,571
EXPENDITURES:									
Personal services									
Base pay and other	0	0	0	0	0	0	0	0	0
Inflation adjustments								0	0
Added personnel								0	0
Health insurance				0	0	0	0	0	0
Employee benefits	0	0	0	0	0	0	0	0	0
Total personal services	0	0	0	0	0	0	0	0	0
Supplies	0	0	0	0	0	0	0	0	0
Other services and charges	2,100	200,000	0	0	0	0	0	0	0
Capital outlay	461,979	2,673,557	2,737,605	921,404	1,060,267	1,060,267	2,168,887	2,211,305	2,254,571
Other	(8,792)	0	0	0	0	0	0	0	0
Projected unused appropriation						0	0	0	0
Total expenditures	455,287	2,873,557	2,737,605	921,404	1,060,267	1,060,267	2,168,887	2,211,305	2,254,571
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	847,352	(1,314,168)	(1,325,881)	2,275,580	2,143,959	1,067,034	0	0	0
ADJUSTMENTS:									
Transfer of funds	0	0	0	0	0	0	0	0	0
Encumbrances						(3,244,265)			
ENDING CASH BALANCE	\$6,027,786	\$4,713,618	\$3,387,737	\$5,663,317	\$7,807,276	\$5,630,045	\$5,630,045	\$5,630,045	\$5,630,045

CITY OF FISHERS
Stormwater Fund (6260)
Projected Revenues and Expenditures
Revised August 27, 2024 [Draft]

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	BUDGET 2024	BUDGET 2025	Projected 2026	Projected 2027
BEGINNING CASH BALANCE	\$717,902	\$905,046	\$977,733	\$1,934,491	\$2,532,861	\$2,828,957	\$2,103,722	\$2,108,308	\$2,027,609
REVENUES:									
Construction Inspection Fees	100,310	63,343	88,905	128,735	92,964	77,710	77,710	77,710	77,710
User Fees	4,453,225	4,279,483	4,758,658	5,004,617	4,796,367	5,045,035	5,145,936	5,248,854	5,353,832
Rate increase	0	0	0	0	0	0	0	0	0
Ordinance Violations	0	0	500	0	0	0	0	0	0
Insurance Reimbursement	0	0	0	0	0	365	0	0	0
Refunds	0	0	0	0	0	0	0	0	0
Miscellaneous	3,991	4,675	(1,256)	287	6,319	1,254	0	0	0
Total revenues	4,557,526	4,347,501	4,846,807	5,133,639	4,895,650	5,124,364	5,223,646	5,326,564	5,431,542
EXPENDITURES:									
Personal services									
Base pay and other	1,926,162	1,807,469	1,870,923	1,945,900	2,085,930	2,093,579	2,120,934	2,120,934	2,184,561
Inflation adjustments								63,627	65,536
Added personnel								0	0
Health insurance						498,233	468,704	482,766	497,248
Employee benefits	888,651	857,869	757,356	1,095,262	1,071,559	609,405	525,758	549,416	574,139
Total personal services	2,814,813	2,665,338	2,628,279	3,041,162	3,157,489	3,201,217	3,115,396	3,216,743	3,321,484
Supplies	175,423	148,388	155,559	184,800	215,907	274,169	321,538	321,538	321,538
Other services and charges	933,516	889,623	857,194	1,196,196	1,186,508	1,524,475	1,657,126	1,739,982	1,826,982
Capital outlay	446,630	571,465	249,017	113,111	39,650	50,000	200,000	204,000	208,080
Other	0	0	0	0	0	0	0	0	0
Projected unused appropriation						(50,000)	(75,000)	(75,000)	(75,000)
Total expenditures	4,370,382	4,274,814	3,890,049	4,535,269	4,599,554	4,999,861	5,219,060	5,407,263	5,603,084
EXCESS (DEFICIT) OF REVENUES OVER EXPENDITURES	187,144	72,687	956,758	598,370	296,096	124,503	4,586	(80,699)	(171,542)
ADJUSTMENTS:									
Transfer of funds/adjustments	0	0	0	0	0	0	0	0	0
Encumbrances						(849,738)			
ENDING CASH BALANCE	\$905,046	\$977,733	\$1,934,491	\$2,532,861	\$2,828,957	\$2,103,722	\$2,108,308	\$2,027,609	\$1,856,067

Economic and Policy 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>2026</u>	<u>2027</u>
8.00%	8.00%

Property Tax Collections

The loss from the circuit breaker is expected to be:

<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
(\$1,311,757)	(\$1,371,696)	(\$1,433,616)	(\$1,539,455)
3.50%	3.50%	3.50%	3.50%

LIT Rates

The taxable income is expected to increase or decrease at the following rate:

Calendar Year

<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
3.88%	3.73%	3.60%	3.47%	3.36%

Fiscal Year

<u>2024-2025</u>	<u>2024-2025</u>	<u>2024-2025</u>
3.66%	3.53%	3.41%

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

LIT, Interest on State Investments

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

Annually: 2.5%

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>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
General Fund - License and Permits	\$1,425,000	\$1,425,000	\$1,425,000	\$1,425,000
General Fund - Other Permits	\$137,250	\$140,000	\$140,000	\$140,000
General Fund - Trash Admin Fee	\$0	\$750,000	\$750,000	\$750,000
Economic Development - Food and Beverage	\$3,393,381	\$3,500,000	\$3,640,000	\$3,785,600
Economic Development - Ticket sales	\$0	\$960,000	\$1,700,000	\$1,700,000
Economic Development - PILOT (sewer)	\$1,500,000	\$2,000,000	\$2,000,000	\$2,000,000
Economic Development - Sports designation tax	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Economic Development - Tourism tax	\$675,000	\$1,000,000	\$1,000,000	\$1,000,000

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:

	2024	2025	2026	2027
Financial Institutions Tax		90.0%	90.0%	90.0%
Excise	98.0%	98.0%	98.0%	98.0%
CVET		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:

	2025	2026	2027
Cumulative Capital Development	0.0500	0.0500	0.0500

Allocation of Frozen Property Tax Levy Less Cumulative Rates Within Freeze

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

Personal Property Adjustment to Maximum Levy

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

Use of LIT Revenue

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
General Fund - Special Distribution	\$9,104,846	\$5,914,965	\$4,949,264	\$1,840,088
General Fund - Regular Distribution	\$35,094,358	\$36,226,583	\$35,362,444	\$35,362,427
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	0	0	0	0
COIT Bond Issue - YMCA	0	0	0	0
GO Bond Issue - Station 95 & BMV	0	0	0	0
GO Bond Issue - 116th/126th/paths	0	0	0	0

GO Bond Issue - 126th Phase I(\$18,000,000)	0	0	0	0
GO Bond Issue - building project (\$12,155,000)	0	0	0	0
Lease Rental - Town Hall, Station 91, Public Works	0	0	0	0
Garage, Public Safety Building, Station 93				
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 Improvements	0	0	0	0
Rainy Day	0	0	0	0
Certified Tech Park	0	0	0	0

Annexation

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

<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
\$1,500,000	\$1,500,000	\$1,500,000	\$214,421,315

True Tax value growth in the Townships

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
The Delaware true tax value is expected to increase by:	3.64%	11.75%	5.00%	3.00%
The Fall Creek true tax value is expected to increase by:	9.04%	7.14%	8.00%	-47.00%

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>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
\$2,136,162	\$1,700,000	\$1,360,000	\$1,088,000

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>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Fire Budget:	\$26,762,420	\$27,832,917	\$28,946,234	\$30,104,083

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>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>			
Motor Vehicle Highway - state distribution	\$43.65	\$43.65	\$43.65	\$43.65			
General Fund - Cigarette Tax	\$0.62	\$0.62	\$0.62	\$0.62			
General Fund - ABC Gallonage	\$2.20	\$2.20	\$2.20	\$2.20			
Cumulative Capital Improvement	\$1.84	\$1.84	\$1.84	\$1.84			
Payable Year:	<u>2000</u>	<u>2004</u>	<u>2009</u>	<u>2010</u>	<u>2017</u>	<u>2018</u>	<u>2020</u>
Population (Fiscal Year Avg.)	37,835	52,390	65,382	76,794	81,627	86,459	86,459
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	
	86,459	98,977	98,977	98,977	98,977	98,977	
		14.48%	0.00%	0.00%	0.00%	0.00%	

Emergency Medical Service Revenue

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
EMS revenue - General Fund	\$2,097,574	\$2,300,000	\$2,300,000	\$2,300,000

Maximum Levy Appeals

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Extension of services	0	0	0	0
Annexation	0	0	0	0
Growth factor	0	0	0	0

Debt Payments

It is expected that the following payments will be made.

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Pre-July 2005 Bonds	\$878,000	\$0	\$0	\$0
COIT Bonds	\$0	\$0	\$0	
Post-July 2005 Bonds	\$5,324,424	\$3,630,101	\$3,652,020	\$3,484,857
Road Impact Fees Fund - Lease Rental - Olio Road and Highway 238 Road Projects	\$464,126	\$464,126	\$464,126	\$464,126
Allisonville Road Bond	\$22,575,131	\$28,519,468	\$32,693,090	\$35,897,395
TIF (Saxony)	\$455,025	\$455,400	\$454,900	\$458,775
Economic Development Fund - Event Center	\$9,586,000	\$10,291,000	\$10,990,000	\$10,992,000
CCD Fund - Event Center (Transfer to Econ. Dev. Fund)	\$1,800,000	\$2,000,000	\$2,000,000	\$2,000,000
Total	\$29,696,706	\$33,069,095	\$37,264,136	\$40,305,153

Park Impact Fees Budget

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Park Impact Fees	\$604,133	\$600,000	\$600,000	\$600,000

Road Impact Fees Budget

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenue - Road Impact Fees	\$2,083,180	\$1,400,000	\$1,400,000	\$1,400,000
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>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
\$190,528	\$190,000	\$190,000	\$190,000

Property Tax Rates

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

Rate:	<u>2025</u>	<u>2026</u>	<u>2027</u>
	0.00%	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:

	2024	2025	2026	2027
Delaware Township	\$197,916,706	\$221,171,919	\$232,230,515	\$239,197,431
Fishers	\$16,659,385,220	\$17,992,136,037	\$19,431,506,920	\$19,431,506,920
Fall Creek Township	\$682,653,397	\$731,394,850	\$789,906,438	\$418,650,412
Total Fire Area	\$16,247,589,031	\$17,611,951,989	\$19,014,272,990	\$20,089,354,763

Unused Appropriation

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
General Fund	(\$900,000)	(\$400,000)	(\$400,000)	(\$400,000)
Station 94	0	0	0	0
Local Roads and Streets	0	0	0	0
Motor Vehicle Highway	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)
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
Non-Reverting Community Center	0	0	0	0
Economic Development Fund	0	0	0	0
Sewer Operating	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)
Sewer Improvement	0	0	0	0
Stormwater	(\$50,000)	(\$75,000)	(\$75,000)	(\$75,000)

Factors Used in Calculating Certain Projected Information:

	<u>2025</u>	<u>2026</u>	<u>2027</u>
Account 1 - Administrative contingency	3.0%	3.0%	3.0%
Account 1 - Health insurance	3.0%	3.0%	3.0%
Account 1 - Employee benefits	4.5%	4.5%	4.5%
Account 2 - Supplies	0.0%	0.0%	0.0%
Account 3 - Other services and charges	5.0%	5.0%	5.0%
Account 4 - Capital outlay	2.0%	2.0%	2.0%

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

After the current year the Cumulative Capital Improvement Fund, Cumulative Capital Development Fund, and Local Roads

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>2025</u>	<u>2026</u>	<u>2027</u>
Carmel City - Annexation	0	0	0
Hamilton County Major Bridge	0	0	0

Continuing Education Fund

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

Non-Farm Personal Income

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

<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
4.00%	4.00%	4.00%	4.00%

Additional Appropriations

The following additional appropriations are expected after January 1st:

	2024	2025	2026	2027
LRS - Capital Outlay	\$0	\$0	\$0	\$0
MVH - Capital Outlay	\$0	\$0	\$0	\$0
Wheel Tax - Capital outlay	\$0	\$0	\$0	\$0
Health Fund - Capital Outlay	\$3,000,000	\$0	\$0	\$0
Continuing Ed - Supplies	\$0	\$0	\$0	\$0
General Fund - Capital Outlay	\$1,450,000	\$0	\$0	\$0
CCD - Capital outlay	\$0	\$0	\$0	\$0

Projected Sewer Revenues

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

Unless specifically noted, revenues are expected to be the same as the previous year.

<u>Sewer Operating</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Construction Inspection Fees - Sewer	0	0	0	0
Construction Inspection Fees - Storm	0	0	0	0
User Fees-Operating Sewer	\$14,586,680	\$16,620,000	\$16,620,000	\$16,620,000
User Fees-Operating Storm	0	0	0	0
Connection Fees-Operating	\$28,000	\$28,000	\$28,000	\$28,000
Insurance Reimbursement	0	0	0	0
Refunds	0	0	0	0
Other	\$52,012	0	0	0
Interest	\$800,000	\$640,000	\$512,000	\$409,600
Miscellaneous	0	0	0	0

<u>Sewer Bond</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
User Fees - Sinking Bond and Interest	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
<u>Sewer Construction</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Inspection fees	\$305,000	\$305,000	\$305,000	\$305,000
Miscellaneous	0	0	0	0

<u>Sewer Construction</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Availability Fees	\$2,079,301	\$2,120,887	\$2,163,305	\$2,206,571
Guaranteed Revenue-Flatfork	\$1,000	\$1,000	\$1,000	\$1,000
Lein levy	\$47,000	\$47,000	\$47,000	\$47,000
Reimbursement-Sewer Improvement	0	0	0	0
Miscellaneous	0	0	0	0
<u>Stormwater</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Construction Inspection Fees	\$77,710	\$77,710	\$77,710	\$77,710
User Fees	\$5,045,035	\$5,145,936	\$5,248,854	\$5,353,832
Rate increase	0	0	0	0
Ordinance Violations	0	0	0	0
Insurance Reimbursement	\$365	0	0	0
Refunds	0	0	0	0
Miscellaneous	\$1,254	0	0	0

Rainy Day - Specified Expenditures

It is expected the city will have the following expenditures :

Transfer to General Fund	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
	0	0	0	0

Certified Tech Park

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

<u>Revenue</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Certified Tech Park	\$250,000	\$250,000	\$250,000	\$250,000
LIT	0	0	0	0
<u>Expenses</u>				
Personal services	0	0	0	0
Supplies	0	0	0	0
Payment on DECA Building	\$250,000	\$250,000	\$250,000	\$250,000
Capital Outlay	0	0	0	0

Wheel Tax Fund

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

<u>Revenue</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Wheel Tax	\$2,332,428	\$2,379,077	\$2,426,659	\$2,475,192
Misc	0	0	0	0

<u>Expenses</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Other Services and Charges	0	0	0	0
Capital Outlay	\$2,379,077	\$2,379,077	\$2,426,659	\$2,475,192

Wagering Tax for Non-Riverboat Counties

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

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Total Non-Riverboat Counties	\$5,868,398	\$5,868,398	\$5,868,398	\$5,868,398
Total Hamilton County	\$347,467	\$347,467	\$347,467	\$347,467
Hamilton County Percent	5.92%	5.92%	5.92%	5.92%
State Appropriation	\$33,000,000	\$33,000,000	\$33,000,000	\$33,000,000
Hamilton County Percent	5.92%	5.92%	5.92%	5.92%
Hamilton County wagering tax portion	\$1,953,925	\$1,953,925	\$1,953,925	\$1,953,925.25

<u>Population - Payable Year</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Hamilton County	22,085	22,085	22,085	22,085
Arcadia	1,515	1,515	1,515	1,515
Atlanta	712	712	712	712
Carmel	99,757	99,757	99,757	99,757
Cicero	5,301	5,301	5,301	5,301
Fishers	98,977	98,977	98,977	98,977
Noblesville	69,604	69,604	69,604	69,604
Sheridan	3,106	3,106	3,106	3,106
Westfield	46,410	46,410	46,410	46,410
Total	347,467	347,467	347,467	347,467

<u>Percent - Payable Year</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Hamilton County	6.36%	6.36%	6.36%	6.36%
Arcadia	0.44%	0.44%	0.44%	0.44%
Atlanta	0.20%	0.20%	0.20%	0.20%
Carmel	28.71%	28.71%	28.71%	28.71%
Cicero	1.53%	1.53%	1.53%	1.53%
Fishers	28.49%	28.49%	28.49% 2	8.49%
Noblesville	20.03%	20.03%	20.03% 2	0.03%
Sheridan	0.89%	0.89%	0.89%	0.89%
Westfield	13.36%	13.36%	13.36%	13.36%
Total	100.00%	100.00%	100.00%	100.00%

<u>Revenue - Payable Year</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Hamilton County	\$124,191	\$124,191	\$124,191	\$124,191
Arcadia	\$8,519	\$8,519	\$8,519	\$8,519
Atlanta	\$4,004	\$4,004	\$4,004	\$4,004
Carmel	\$560,968	\$560,968	\$560,968	\$560,968
Cicero	\$29,809	\$29,809	\$29,809	\$29,809
Fishers	\$556,581	\$556,581	\$556,581	\$556,581
Noblesville	\$391,407	\$391,407	\$391,407	\$391,407
Sheridan	\$17,466	\$17,466	\$17,466	\$17,466
Westfield	\$260,979	\$260,979	\$260,979	\$260,979
Total	\$1,953,925	\$1,953,925	\$1,953,925	\$1,953,925

FUND BALANCE

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 over 80 individual governmental funds. The funds are focused on providing information on near-term inflows, outflows, and balances of spendable resources, which aids them in the assessment of the City's financial requirements. In particular, unreserved fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

FY 2024 Fund Balances

Fund	Fund Balance 1/1/2024	Revenue	Total Financial Resources	Expenditures	Adjustments/ Transfers	Encumbrances	Fund Balance 12/31/2024	% Change
General Fund	\$ 44,780,388	\$ 90,995,765	\$ 135,776,153	\$ (93,557,292)	\$ (2,100,000)	\$ (6,884,780)	\$ 33,234,081	-35%
Special Revenue Funds								
Public Safety LIT (PSAP)	\$ 787,482	\$ -	\$ 787,482	\$ -	\$ -	\$ (787,482)	\$ -	-100%
Motor Vehicle Highway	\$ 2,808,725	\$ 4,245,685	\$ 7,054,410	\$ (4,275,845)	\$ -	\$ (684,161)	\$ 2,094,404	-34%
Local Roads & Streets	\$ 2,733,776	\$ 2,512,622	\$ 5,246,398	\$ (2,337,500)	\$ -	\$ (124,451)	\$ 2,784,447	2%
Healthy Indiana Fund	\$ -	\$ 1,001,726	\$ 1,001,726	\$ (965,026)	\$ -	\$ -	\$ 36,700	100%
Health Department Fund	\$ 3,892,156	\$ 1,324,860	\$ 5,217,016	\$ (4,187,009)	\$ -	\$ (123,057)	\$ 906,950	-329%
Continuing Education	\$ 266,689	\$ 99,468	\$ 366,157	\$ (70,600)	\$ -	\$ (32,468)	\$ 263,089	-1%
Wheel Tax	\$ 1,766,011	\$ 2,304,025	\$ 4,070,036	\$ (2,379,077)	\$ -	\$ (1,107,797)	\$ 583,162	-203%
Park Impact Fee	\$ 1,369,934	\$ 606,133	\$ 1,976,067	\$ (606,133)	\$ -	\$ (363,145)	\$ 1,006,789	-36%
Road Impact Fee	\$ 1,096,007	\$ 2,083,180	\$ 3,179,187	\$ (2,083,180)	\$ -	\$ (600,000)	\$ 496,007	-121%
Bridge Impact Fees	\$ 556,619	\$ 190,528	\$ 747,147	\$ (190,528)	\$ -	\$ (414,516)	\$ 142,103	-292%
Sewer Construction Passthrough	\$ 195,584	\$ 305,000	\$ 500,584	\$ (305,000)	\$ -	\$ (139,690)	\$ 55,894	-250%
Total Operating	\$ 60,253,371	\$ 105,668,992	\$ 165,922,363	\$ (110,957,190)	\$ (2,100,000)	\$ (11,261,547)	\$ 41,603,626	-45%
Capital Projects Funds								
Cumulative Capital Improv	\$ 243,469	\$ 159,392	\$ 402,861	\$ (280,000)	\$ -	\$ (35,512)	\$ 87,349	-179%
Cumulative Capital Dvp	\$ 2,105,141	\$ 4,684,407	\$ 6,789,548	\$ (4,573,127)	\$ -	\$ (1,291,662)	\$ 924,759	-128%
Economic Development Fund	\$ 2,460,666	\$ 7,692,716	\$ 10,153,382	\$ (13,586,000)	\$ 3,900,000	\$ -	\$ 467,382	-426%
Total Capital Funds	\$ 4,809,276	\$ 12,536,515	\$ 17,345,791	\$ (18,439,127)	\$ 3,900,000	\$ (1,327,174)	\$ 1,479,490	-225%
Enterprise Funds								
Sewer	\$ 9,808,298	\$ 15,466,692	\$ 25,274,990	\$ (14,459,675)	\$ -	\$ (3,676,656)	\$ 7,138,659	-37%
Sewer Construction	\$ 7,807,276	\$ 2,127,301	\$ 9,934,577	\$ (1,060,267)	\$ -	\$ (3,244,265)	\$ 5,630,045	-39%
Stormwater	\$ 2,828,957	\$ 5,124,364	\$ 7,953,321	\$ (4,999,861)	\$ -	\$ (849,738)	\$ 2,103,722	-34%
Total Enterprise Funds	\$ 20,444,531	\$ 22,718,357	\$ 43,162,888	\$ (20,519,803)	\$ -	\$ (7,770,659)	\$ 14,872,426	-37%
Grand Total	\$ 85,507,178	\$ 140,923,864	\$ 226,431,042	\$ (149,916,120)	\$ 1,800,000	\$ (20,359,380)	\$ 57,955,542	-307%

FY 2025 Fund Balances

Fund	Fund Balance 1/1/2025	Estimated Revenue	Estimated Total Financial Resources	Estimated Expenditures	Estimated Adjustments /Transfers	Estimated Encumbrances	Estimated Fund Balance 12/31/2025	% Change
General Fund	\$ 33,234,081	\$ 87,726,615	\$ 120,960,696	\$ (87,646,986)	\$ (2,300,000)	\$ -	\$ 31,013,710	-7%
Special Revenue Funds								
Public Safety LIT (PSAP)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Motor Vehicle Highway	\$ 2,094,404	\$ 4,198,618	\$ 6,293,022	\$ (4,196,212)	\$ -	\$ -	\$ 2,096,810	0%
Local Roads & Streets	\$ 2,784,447	\$ 2,512,622	\$ 5,297,069	\$ (2,505,220)	\$ -	\$ -	\$ 2,791,849	0%
Healthy Indiana Fund	\$ 36,700	\$ 1,943,498	\$ 1,980,198	\$ (1,943,497)	\$ -	\$ -	\$ 36,701	0%
Health Department Fund	\$ 906,950	\$ 1,374,480	\$ 2,281,430	\$ (1,372,485)	\$ -	\$ -	\$ 908,945	0%
Continuing Education	\$ 263,089	\$ 97,120	\$ 360,209	\$ (98,120)	\$ -	\$ -	\$ 262,089	0%
Wheel Tax	\$ 583,222	\$ 2,379,077	\$ 2,962,299	\$ (2,379,077)	\$ -	\$ -	\$ 583,222	0%
Park Impact Fee	\$ 1,006,789	\$ 602,000	\$ 1,608,789	\$ (602,000)	\$ -	\$ -	\$ 1,006,789	0%
Road Impact Fee	\$ 496,007	\$ 1,400,000	\$ 1,896,007	\$ (1,400,000)	\$ -	\$ -	\$ 496,007	0%
Bridge Impact Fees	\$ 142,103	\$ 190,000	\$ 332,103	\$ (190,000)	\$ -	\$ -	\$ 142,103	0%
Sewer Construction Passthrough	\$ 55,894	\$ 305,000	\$ 360,894	\$ (305,000)	\$ -	\$ -	\$ 55,894	0%
Total Operating	\$ 41,603,686	\$ 102,729,030	\$ 144,332,716	\$ (102,638,597)	\$ (2,300,000)	\$ -	\$ 39,394,119	-6%
Capital Projects Funds								
Cumulative Capital Improv	\$ 87,349	\$ 165,777	\$ 253,126	\$ (165,777)	\$ -	\$ -	\$ 87,349	0%
Cumulative Capital Dvp	\$ 924,759	\$ 5,072,401	\$ 5,997,160	\$ (5,072,401)	\$ -	\$ -	\$ 924,759	0%
Economic Development Fund	\$ 467,382	\$ 9,560,000	\$ 10,027,382	\$ (10,291,000)	\$ 2,000,000	\$ -	\$ 1,736,382	73%
Total Capital Funds	\$ 1,479,490	\$ 14,798,178	\$ 16,277,668	\$ (15,529,178)	\$ 2,000,000	\$ -	\$ 2,748,490	46%
Enterprise Funds								
Sewer	\$ 7,138,659	\$ 17,288,000	\$ 24,426,659	\$ (16,615,469)	\$ -	\$ -	\$ 7,811,190	9%
Sewer Construction	\$ 5,630,045	\$ 2,168,887	\$ 7,798,932	\$ (2,168,887)	\$ -	\$ -	\$ 5,630,045	0%
Stormwater	\$ 2,103,722	\$ 5,223,646	\$ 7,327,368	\$ (5,219,000)	\$ -	\$ -	\$ 2,108,368	0%
Total Enterprise Funds	\$ 14,872,426	\$ 24,680,533	\$ 39,552,959	\$ (24,003,356)	\$ -	\$ -	\$ 15,549,603	4%
Grand Total	\$ 57,955,602	\$ 142,207,741	\$ 200,163,343	\$ (142,171,131)	\$ (300,000)	\$ -	\$ 57,692,212	45%

FY 2024 Variances

Fishers strives for excellence, including maintaining balanced funds. The changes reflected in the FY 2024 fund balances show planned transfers for capital projects, that would have otherwise put funds in a shortfall. Encumbrance carry forward also plays a major role in the changes in the fund balances. Many planned activities and projects take more than a single year to complete. This can be due to delays in the supply chain, projects taking longer than anticipated, or changes to the scope of the project overall.

General Fund: The 35% decrease in the fund balance is a result in a transfer from the fund to the Economic Development Fund for expenses related to the Fishers Event Center.

PSAP: Moving forward the PSAP funds will be reimbursement to the City from the County for public safety related expenses.

Healthy Indiana Fund: The HIF fund was new in FY 2024. The distribution from the state didn't happen at the beginning of the fiscal year so it was not reflected in the fund balance on January 1st.

Wheel Tax: The City put additional funds into road resurfacing in FY 2024. The City utilized a portion of the fund balance to resurface additional roads in the city and are carrying forward funds into FY 2025 to continue with the project.

Park Impact Fee: The large encumbrance being carried forward into FY 2025 is for expenses needed to continue the City's initiative to close the trail gaps throughout the City.

Road Impact Fee: Along with the Wheel Tax, Road Impact Fee funds were used to provide additional road resurfacing throughout the City.

Bridge Impact Fee: The Cumberland Road project includes updates to the bridge on that road. As the funds in this fund are not utilized often the City builds up a large fund balance and then uses large portions as a project comes up.

Sewer Construction Passthrough: The City hired a sewer engineer in FY 2024 and is now using the funds to pay for the salary and benefits for this position.

CCI: The distribution of these funds has steadily decreased over the years. The funds are used to IT projects as they come up in the City.

CCD: The distribution of these funds has steadily decreased over the year. The funds are now being used each year to pay for the annual fleet loan.

Economic Development Fund: The funds were used to finalize and open the Fishers Event Center along with a transfer in that was used for debt repayment. Moving forward the revenue from the Event Center will be deposited to this fund and used annually for cost associated with maintenance and operations.

Sewer: The large carry forward encumbrance is for an ongoing sewer construction project.

Sewer Construction Fund: Is carrying forward a large encumbrance for an ongoing construction project.

Stormwater: Is carrying forward a large encumbrance for an ongoing construction project.

FY 2025 Variances

In 2025 the General fund will transfer a large amount to the Economic Development Fund. This transfer will cover costs associated with debt repayment.

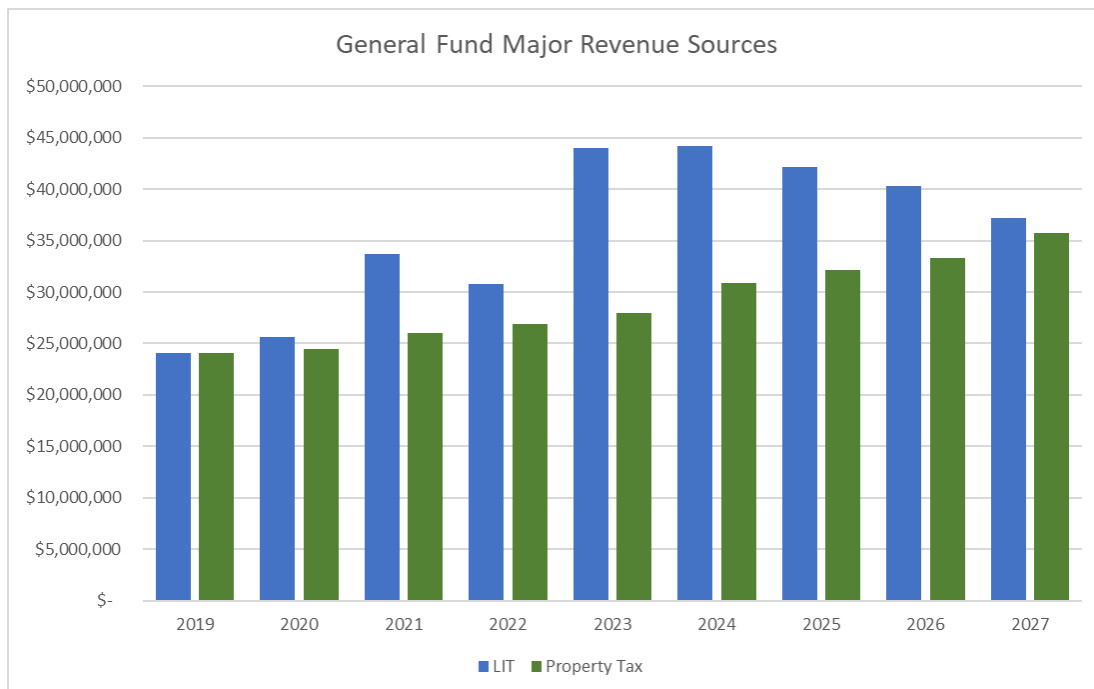
REVENUE OVERVIEW

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

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

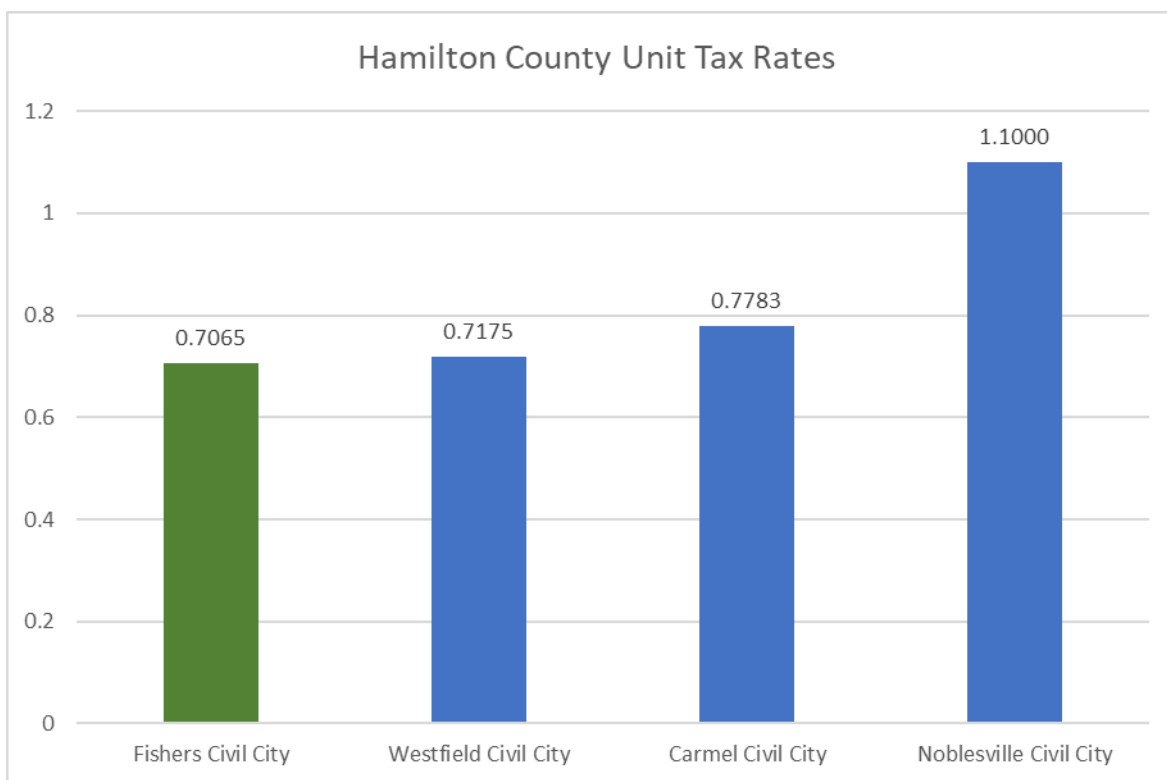
Property taxes, franchise taxes, licenses and interest are accepted on an accrual basis and are recognized as revenue for the current fiscal year. All other revenue items are considered to be measurable and available only when cash is received by the City.

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



The 2025 General Fund revenue is projected to total over \$870 million. This is a little over 3 million dollar decrease from the amount for FY 2024. The decrease is due to the reduction in Local Income Tax funds provided to the City. Due to a legal ruling the amount allotted to the City by the Indiana State legislature was revoked moving forward. The state legislature will review the formula used for the LIT distribution and will put forward legislation to make the needed changes. As the General Fund is the largest and least restrictive source of revenue, it is a good indicator of the current financial condition of the organization.

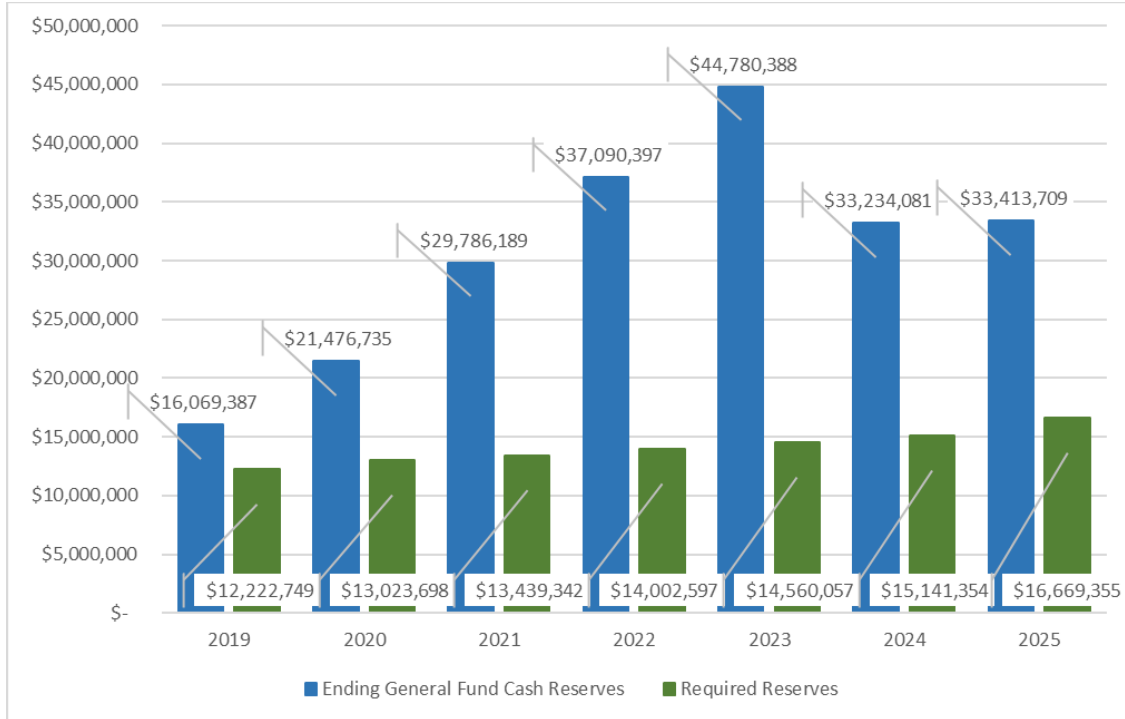
Fishers has the lowest unit tax rate for the 10 largest Indiana cities. As well as the lowest rate in Hamilton County.



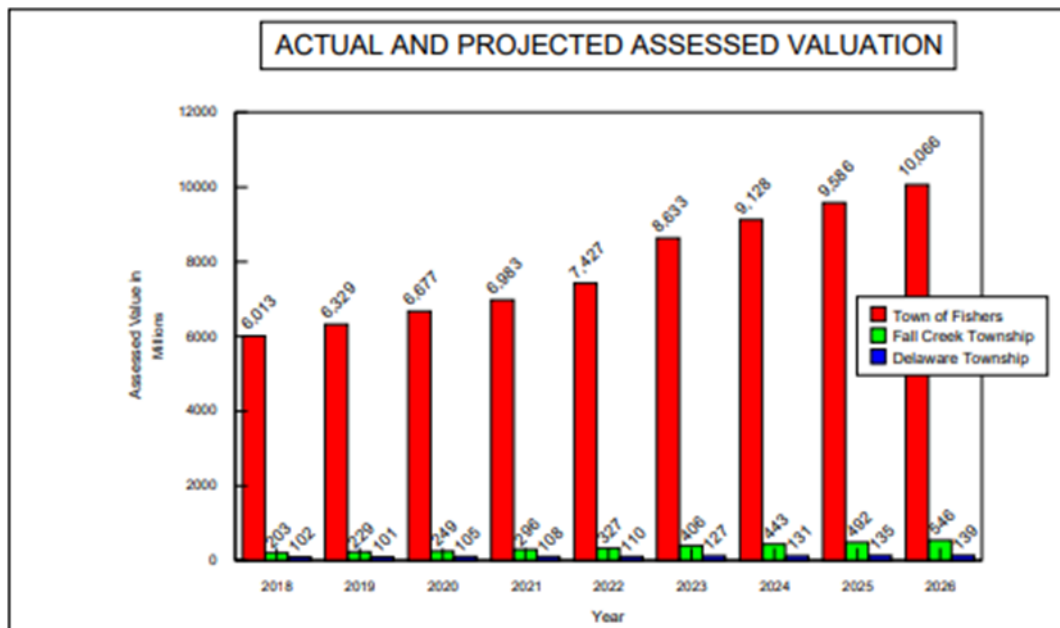
While real and personal property taxes are a major source of revenue. Intergovernmental revenues are also major sources of revenue, and include the following funds:

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

The City has an internal cash reserve policy stating at least 50 percent of next year's projected property tax revenue will be kept as a reserve. This is something unique to the City of Fishers and is not legally required by the State of Indiana. The City has a history of surplus in reserves. The fiscal year 2025 projected year end reserves are expected to be a surplus of 33 million.



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



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

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

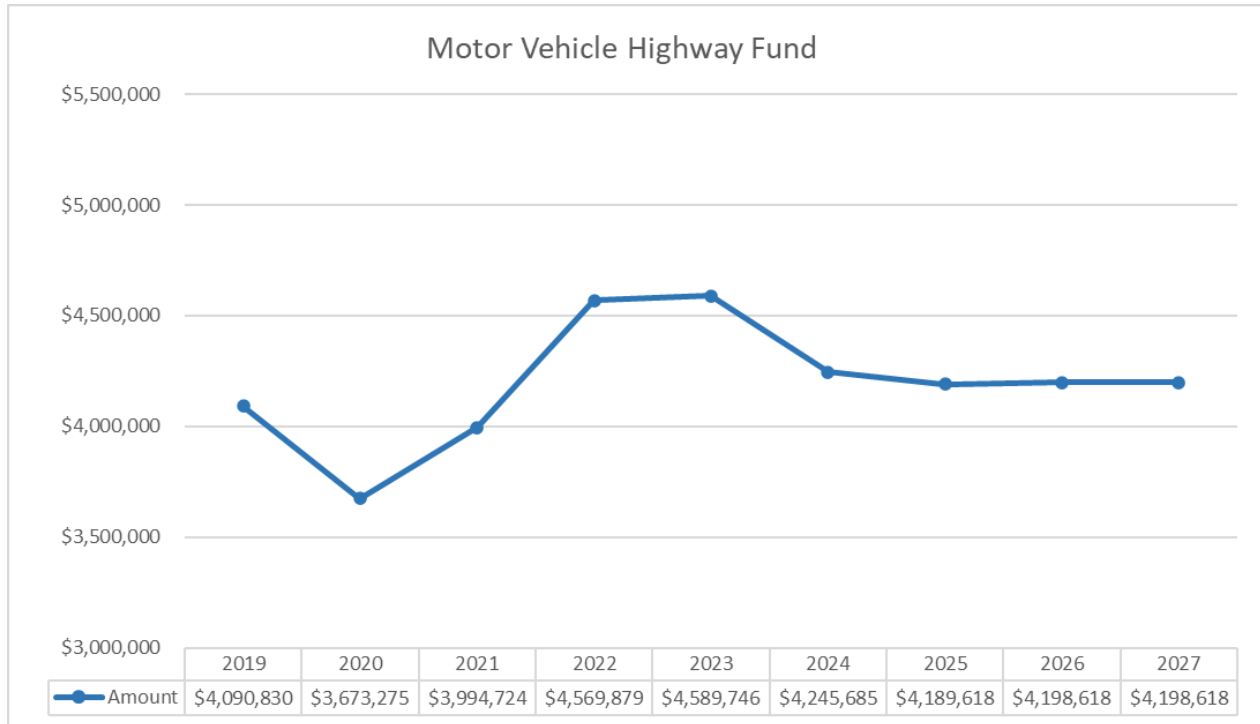
The following departments receive revenue on an on-going, regular basis:

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

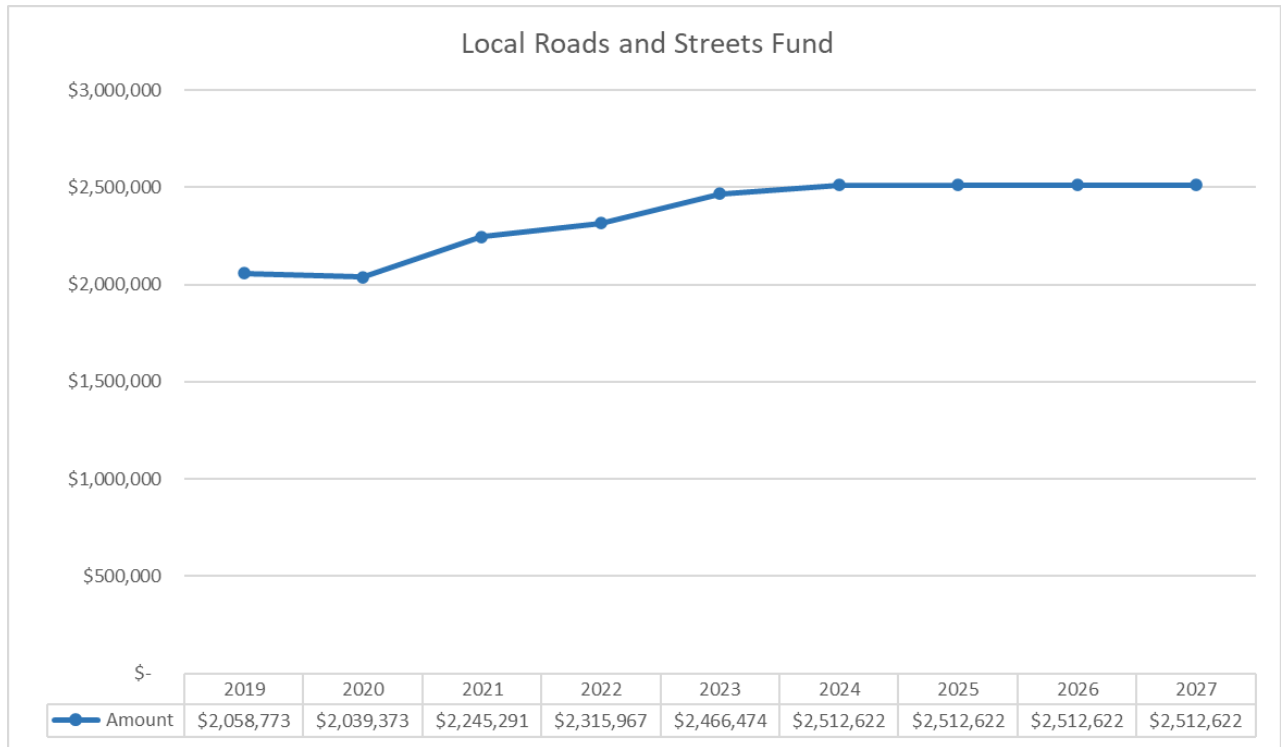
The yearly progression of revenue collected for these accounts can be seen in the charts below:

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

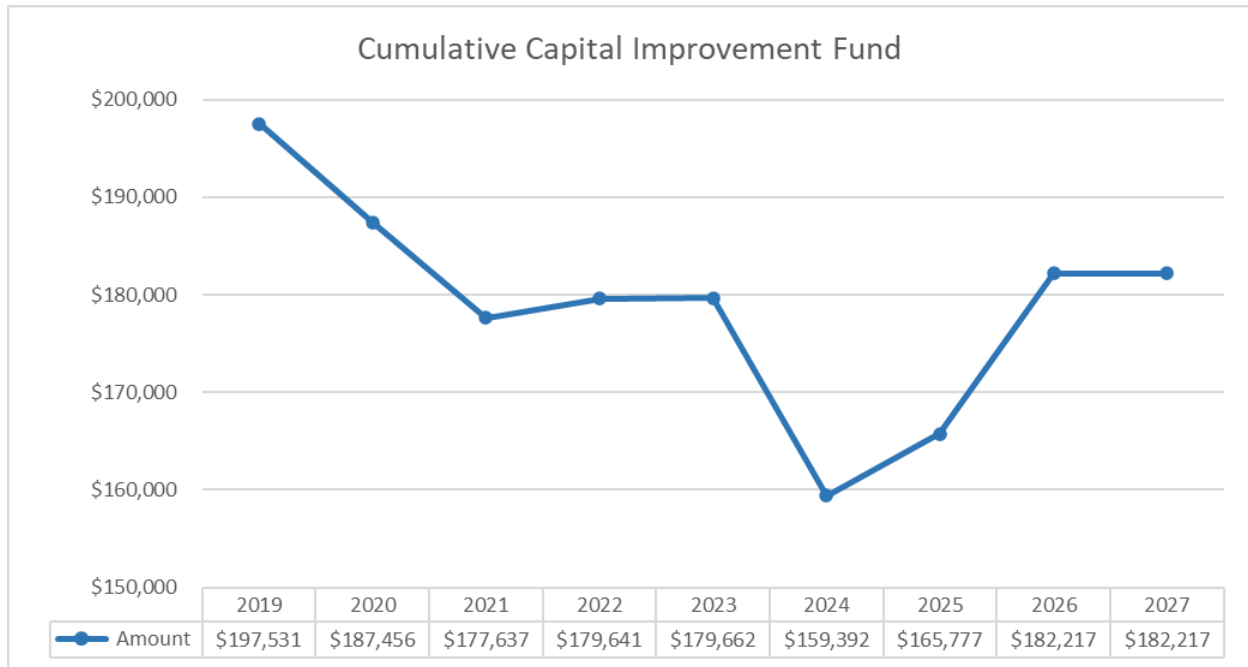
The Motor Vehicle Highway is funded by gasoline tax revenue and distributed by the state. The decrease in revenue in 2020 was related to COVID. The gasoline tax took a significant hit with fewer people filling up their tanks while staying home due to the pandemic. The State is starting to see an increase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



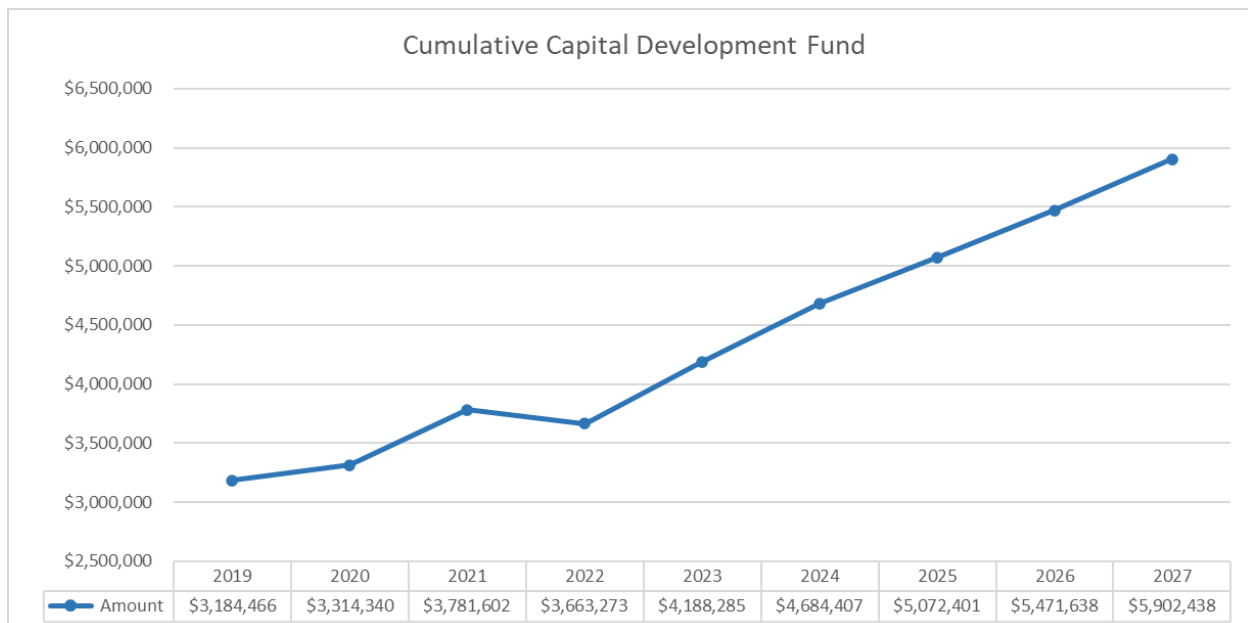
The Local Roads and Streets fund is likewise funded by the gasoline tax and distributed by the state. The same decrease was seen in this fund as with the Motor Vehicle Highway fund. The distribution is expected to continue to increase due to an increase in road mileage (40%) and population (60%) used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



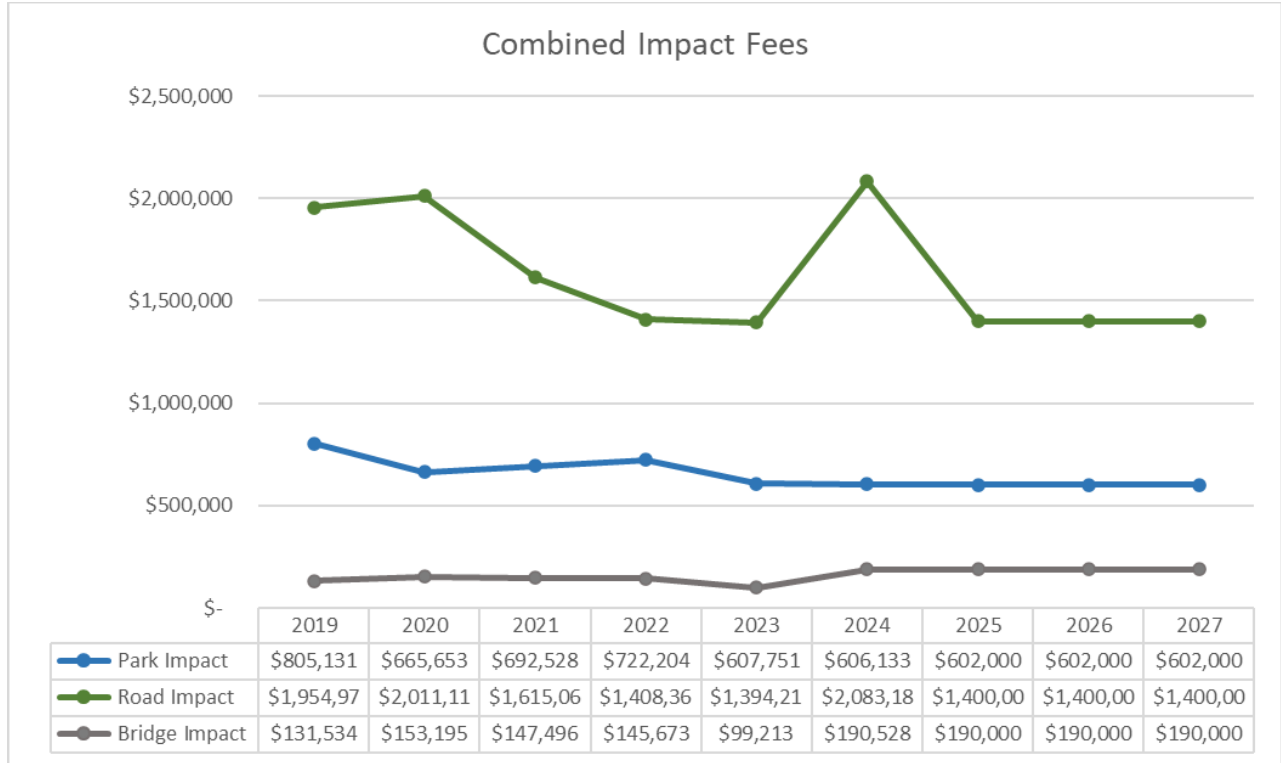
The Cumulative Capital Improvement Fund has seen a steady decrease in distribution from the cigarette tax distributions by the state. This is due to the decrease in cigarette sales. The City estimates that this fund will remain steady at its current level for budgeting purposes.



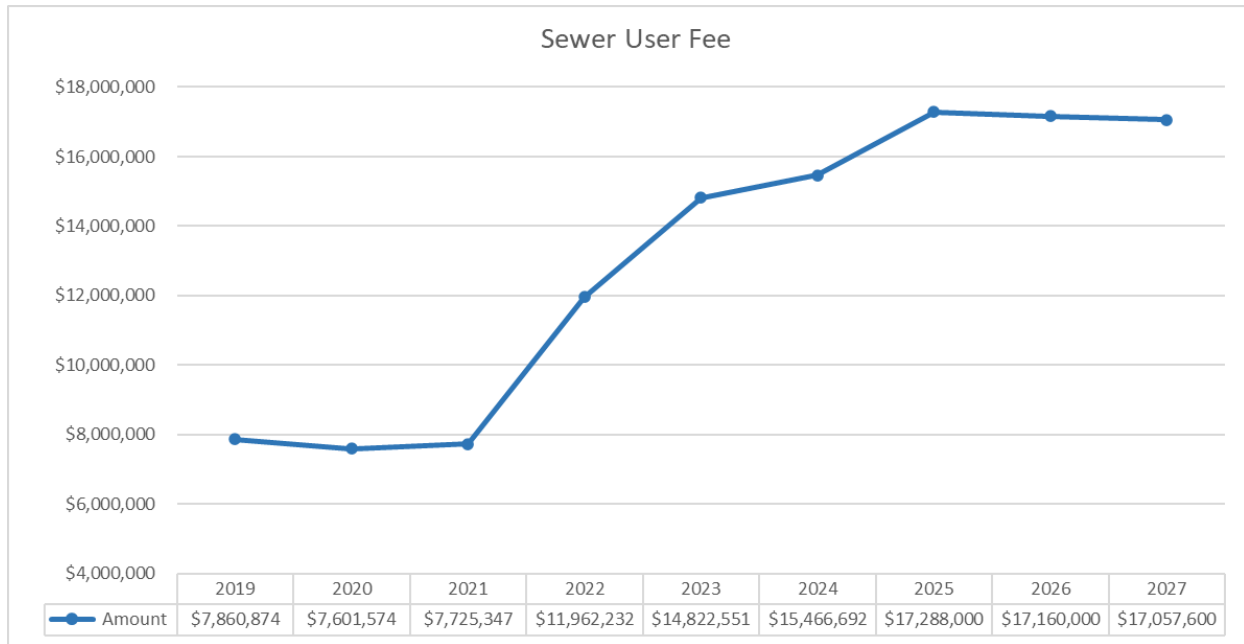
The Cumulative Capital Development fund is funded through a special property tax levy. The fund will continue to have a steady increase in revenue as the population continues to grow.



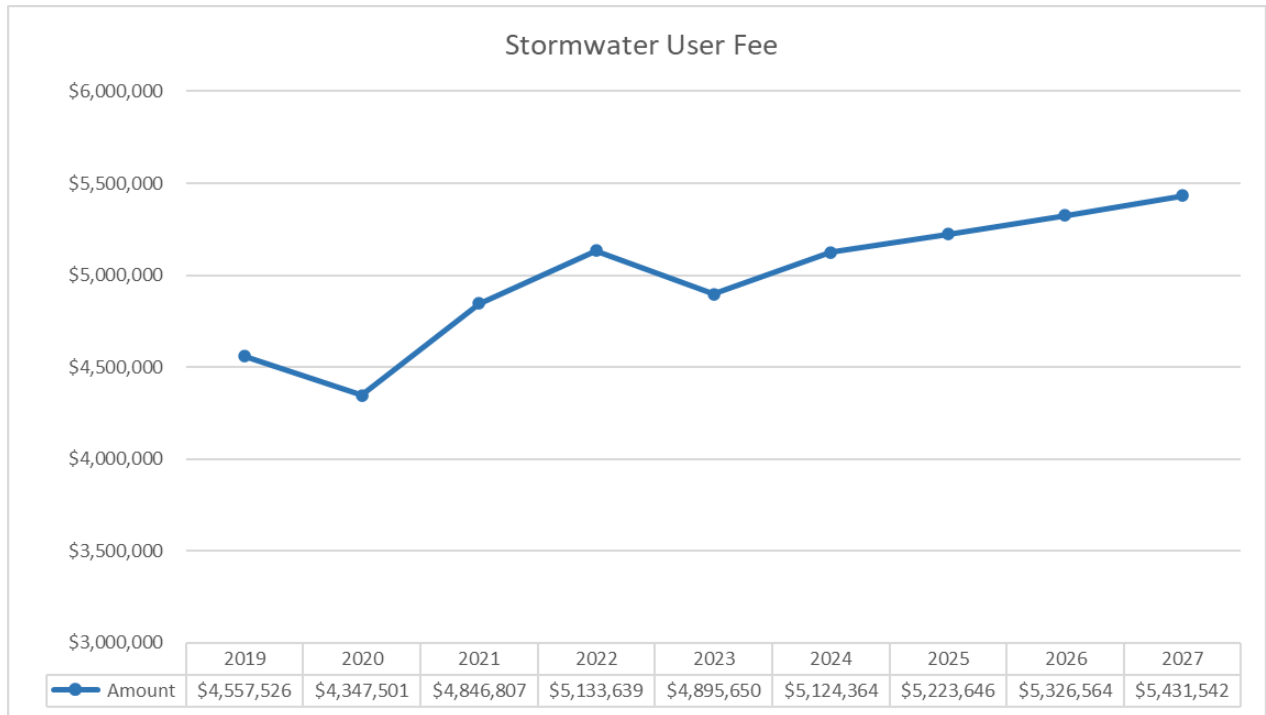
The Impact Fee Funds are financed through permit charges assessed for new residential and commercial construction. The City estimates this revenue each year based on the previous year's earnings. The revenue is expected to remain steady at its current estimates for the foreseeable future.



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



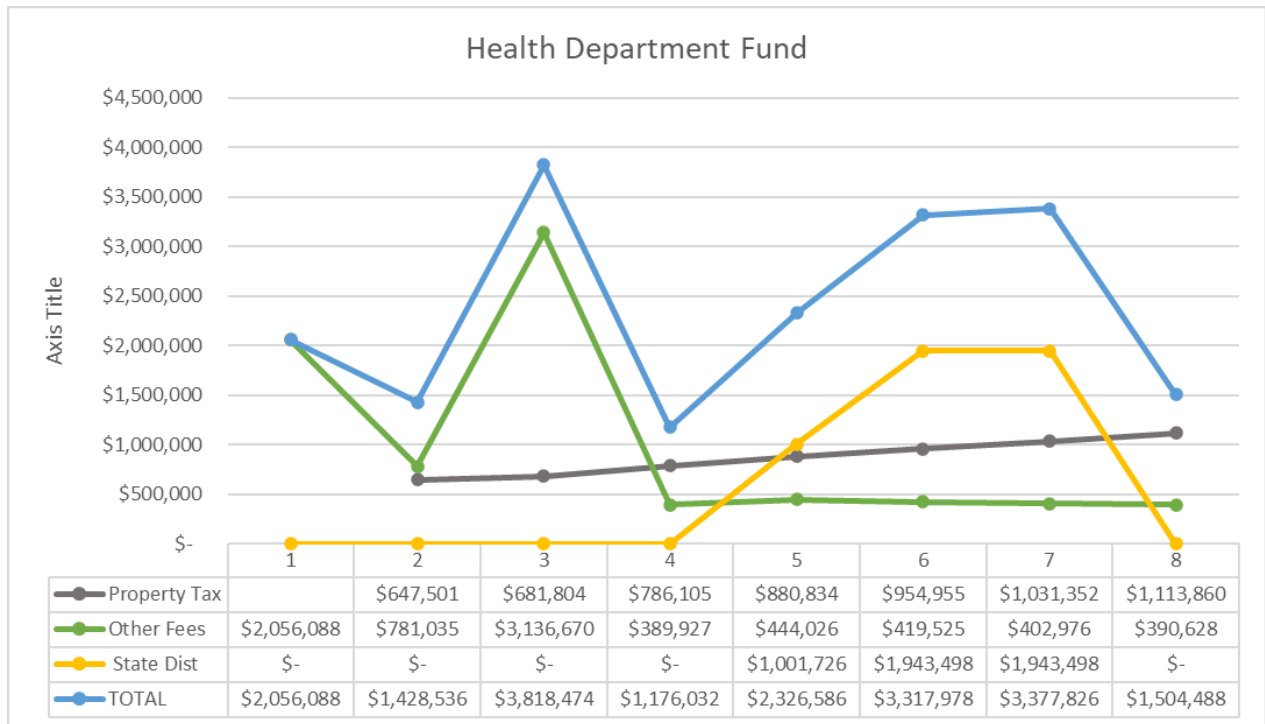
The Stormwater User Fee fund collects the revenue generated through the billing of residential and commercial establishments for the use of the City’s stormwater infrastructure. A rate study was conducted in 2017 to increase the stormwater rate for the first time in 10 years. The City does not anticipate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



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



The Health Department was created in 2020 to respond to the COVID-19 pandemic. The initial funding was provided from the general fund using property tax revenue. The department is intended to be funded with property tax revenue moving forward but will also earn revenue from fees for services. The department is also funded by grants. The large spike in the Other Fees category in 2022 is the revenue received from grants for COVID-19 response activities. Now that the COVID response has greatly diminished the department is expected to continue at the property tax revenue and fee revenue that will begin to be collected starting in 2023. Future estimates are based on that amount and will fluctuate based on the actual amount of revenue received in the previous year. Beginning the 2024 the State began distributing the Health Indiana Funds to support local public health.



CAPITAL AND DEBT



CAPITAL EXPENDITURES

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

Capital improvements or expenditures are projects with a monetary value of \$5,000 or more, a useful life of more than a year, and result in the creation of a new fixed asset or a significant revitalization that extends the useful life of a fixed asset. Investment in capital improvement projects positively impact residents, visitors, and businesses by providing the ease-of-mobility, safety, recreation, and other community services.

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

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

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

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

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

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

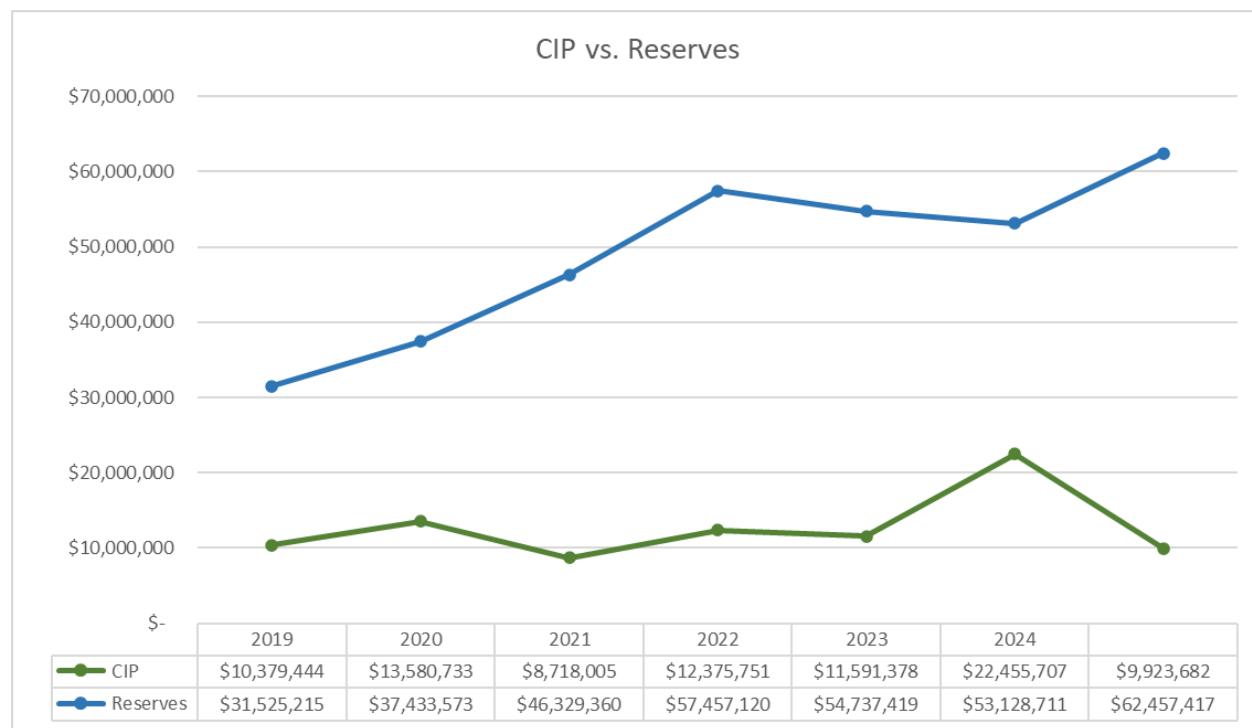
It is important to note that the size of the CIP bucket has a direct correlation on what happens to the size of the safe. A small CIP bucket contributes to growth in the cash balance (the safe). A large CIP bucket contributes to a lower cash balance.

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

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

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

Cash Reserves will be used to avoid cash flow interruptions, generate interest income, avoid the need for short-term borrowing, and assist in maintaining an AA+ bond rating.



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

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

Total Estimated Capital Expenditures for FY 2025: \$9,923,682. This is a significant decrease from the FY 2024 \$22,455,707 capital budget. The decrease is due to the one-time 13 million dollar LIT investment projects that were started during the 2024 fiscal year.

Roads and Streets

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

Since 2012, Fishers has completed traffic calming projects, sanitary and storm sewer projects, resurfaced just over 145 lane miles of streets, installed over 112 miles of trails and sidewalks, and received more than \$60 million in grants, improving the infrastructure in Fishers while leveraging federal dollars to save money for the Fishers' taxpayers.

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

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

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

2025 Capital Project List

Over \$9,000,000 is estimated to be invested in infrastructure in 2025 with local funds.

- 116th & Allisonville Road Round About – Construction starts and ends in FY 2025
- Nickel Plate Trail Bridge over 96th Street – Construction starts and ends in FY 2025
- 136th Street Widening – Construction began in Q4 of FY 2024
- \$4,300,000 road resurfacing package
- 126th & Southeastern Round About – Completed in FY 2025
- 96th & Allisonville Round About - Completed in FY 2025
- 141st & Prairie Baptist Road Project – Completed in FY 2025
- SR 37 & 141st Street Interchange – Ongoing

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

- Police
 - 18 Replacement Vehicles
- Fire
 - Medic Re-chassis
 - Replacement Ladder Truck (2/3 of total cost)
- Permitting and Inspections
 - 1 Replacement Vehicle
- Public Works
 - Replacement Mowers
 - Replacement Seeder
 - Replacement Trailer
 - Replacement Class 8 Truck
 - Additional Funds for Wheel Loader
 - 1 Replacement Staff Vehicle
 - Replacement Vac Truck (2/2 of total cost of replacement)

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

- Expanding trail connectivity and engagement
- Urban forestry investment
- 96th street revitalization

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

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

Fund	Description	Budget
General Fund	Flag Poles	\$ 50,000
MVH	Crosswalk Signage	\$ 45,000
LR&S	On-Call Signal Services	\$ 153,720
Wheel Tax	Resurfacing	\$ 2,200,000
Park Impact Fee	Monument	\$ 200,000
	Right of Way	\$ 140,000
	Utility Relocation	\$ 250,000
Road Impact Fee	Right of Way	\$ 110,000
	Road Design	\$ 140,000
	Utility Relocation	\$ 500,000
Bridge Impact Fee	Bridge Guardrail	\$ 190,000
CCD	Lease Payments	\$ 2,082,000
Sewer	Utility Relocation	\$ 100,000
	Engineering and Design	\$ 150,000
	Lift Station Improvements	\$ 550,000
	I&I Program	\$ 300,000
Sewer Construction	Loan Payments	\$ 397,000
	Centrifuge Payments	\$ 463,580
	Aeration Tank Blowers	\$ 1,186,000
Stormwater	Improvement Projects	\$ 50,000
	Total	\$ 9,257,300

Capital Improvement Plan Summary: 5 Years

	2024	2025	2026	2027	2023	2029
CAPITAL SOURCES						
Road Impact Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Wheel Tax	2,300,000	2,300,000	2,300,000	2,500,000	2,500,000	2,500,000
Annual GO Bond	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Local Roads & Streets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Federal Matching Grants	500,000	200,000	200,000	200,000	200,000	200,000
County Funding	6,000,000					
2024 SR 37 BAN	18,000,000	7,000,000				
Grant Reimbursements	500,000	200,000	750,000	750,000	750,000	750,000
Sewer Operating and Capital	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Stormwater Fund	662,500	1,419,500	2,567,500	1,952,500	1,702,500	800,000
Park Impact Fees	875,000	875,000	875,000	875,000	875,000	875,000
Cumulative Capital Development	-	-	325,000	325,000	125,000	
Departmental Operating Budget	100,000	50,000	50,000	150,000	100,000	
Surplus Funds	1,100,000	1,150,000	1,000,000			
Grant (Next Level Trails)	4,155,938					
County Funding		1,000,000				
READI Grant	1,000,000	3,700,000				
Geist Park Phase 2 BAN				1,000,000	1,000,000	1,000,000
Annual GO Bonds	1,500,000	1,750,000	500,000			
Cumulative Capital Development	250,000	200,000	150,000	150,000	200,000	250,000
Cumulative Capital Improvement	180,000	180,000	180,000	180,000	180,000	200,000
Annual GO Bonds	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727	3,270,509
2022 Bond Issuance	4,360,000					
Community Center Bond		62,000,000				
Total Sources	52,186,438	92,402,500	19,341,500	18,754,500	18,125,227	17,145,509
CAPITAL USES						
Roads and Streets	30,985,612	5,085,123	6,316,994	6,873,516	6,898,516	4,070,000
Wastewater	2,945,000	3,170,000	3,120,000	3,770,000	3,785,000	3,535,000
Stormwater	662,500	1,419,500	2,567,500	1,952,500	1,702,500	800,000
Parks	7,141,250	8,350,000	2,390,000	2,350,000	1,895,000	1,595,000
Information Technology	425,000	380,000	330,000	325,000	400,000	435,000
Fleet Management	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727	3,270,509
Admin	4,360,000	62,000,000	-	-	-	-
Total Uses	49,922,362	83,482,623	17,868,494	18,643,016	17,873,743	13,705,509

Capital Improvement Plan Roads and Streets: 5 Years

	2024	2025	2026	2027	2028	2029
CAPITAL SOURCES						
Road Impact Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Wheel Tax	2,300,000	2,300,000	2,300,000	2,500,000	2,500,000	2,500,000
Annual GO Bond	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Local Roads & Streets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Federal Matching Grants	500,000	200,000	200,000	200,000	200,000	200,000
County Funding	6,000,000					
2024 SR 37 BAN	18,000,000	7,000,000				
Grant Reimbursements	500,000	200,000	750,000	750,000	750,000	750,000
Total Sources	30,800,000	13,200,000	6,750,000	6,950,000	6,950,000	6,950,000
CAPITAL USES						
96th to Cumberland Rehab/Bridge	2,161,241					
Road Resurfacing	2,300,000	4,500,000	3,000,000	3,000,000	3,000,000	
Southeastern & Cyntheanne- RAB	56,224	50,000	452,500	452,500	452,500	
Nickel Plate Trail - Resurfacing						3,000,000
136th & Cyntheanne - RAB			252,000	252,000	252,000	
Cumberland Rehab/Widening	825,000					
131st & Howe Roundabout				275,000		
96th & Cyntheanne Roundabout			350,000			
Geist Greenway Phase IB					300,000	320,000
106th & Hoosier RAB	200,000					
116th & Allisonville	141,200	131,787	625,000	625,000	625,000	
141st & SR 37	25,000,000					
126th & Southeastern RAB	115,216	134,419	750,000	750,000	750,000	100,000
Olio & Southeastern RAB	139,817	163,119	677,494	677,494	677,494	
136th Widening - SE to PB	46,914	105,798	210,000	841,522	841,522	650,000
Total Uses	30,985,612	5,085,123	6,316,994	6,873,516	6,898,516	4,070,000

Capital Improvement Plan Sewer: 5 Years

	2024	2025	2026	2027	2028	2029
CAPITAL SOURCES						
Sewer Operating and Capital	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Total Sources	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
CAPITAL USES						
Major Projects						
Hague Rd. to Allisonville Rd. FM						
Capacity Upgrade	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,000,000
City Center Development Projects		500,000	500,000	500,000	500,000	750,000
WWTP Grit Expansion	-					
Total Major Projects	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	1,750,000
General Maintenance						
Allison Road L.S. - General Maint.	60,000	60,000	60,000	60,000	60,000	60,000
Hague Rd. L.S. - General Maint.	45,000	45,000	45,000	45,000	45,000	45,000
Smock Creek L.S.-General Maint.	60,000	60,000	60,000	60,000	60,000	60,000
Winding Creek L.S. - General Maint.	45,000	45,000	45,000	45,000	45,000	45,000
106th F.M. General Maintenance	30,000	30,000	30,000	30,000	30,000	30,000
Cedar Grove Lift Station	25,000	-	-	-	-	-
Grit Replacement				500,000	500,000	500,000
Bar Screen	250,000			150,000	150,000	150,000
Large Equipment Replacement	250,000	250,000	250,000	250,000	250,000	250,000
Village Square Lift Station	50,000					
Wildwood Lift Station		50,000				
General Maintenance	30,000	30,000	30,000	30,000	45,000	45,000
General I/I Reduction Program	200,000	200,000	200,000	200,000	200,000	200,000
WWTP - General Maintenance	400,000	400,000	400,000	400,000	400,000	400,000
Total General Maintenance	1,445,000	1,170,000	1,120,000	1,770,000	1,785,000	1,785,000
Total Uses	2,945,000	3,170,000	3,120,000	3,770,000	3,785,000	3,535,000

Capital Improvement Plan Stormwater: 5 Years

	2024	2025	2026	2027	2028	2028
CAPITAL SOURCES						
Stormwater Fund	662,500	1,419,500	2,567,500	1,952,500	1,702,500	800,000
Total Sources	662,500	1,419,500	2,567,500	1,952,500	1,702,500	800,000
CAPITAL USES						
106th & Shellbourne/ Hague (High Water)	97,500	97,500	97,500	97,500	97,500	100,000
106th & Hague Railroad Tracks (High Water)		440,000	440,000	440,000	440,000	200,000
Allisonville & 106th Drainage from Airport	100,000	115,000				
136th West of Prairie Baptist at Mud Creek			1,485,000	1,000,000	750,000	250,000
Prairie Baptist South of Silverleaf Blvd (High Water)		180,000	180,000			
97th & 98th Continued improvements (East Side)	115,000	112,000				
136th Street & Atlantic Road (High Water)		240,000	240,000	240,000	240,000	
North Ellipse Drainage Infrastructure				50,000	50,000	
Flat Fork Creek Park Outfall Improvements	75,000	100,000				125,000
136th Street Box Culvert East of Prairie Baptist	150,000	10,000				125,000
136th West of Marilyn Road at Sand Creek	125,000	125,000	125,000	125,000	125,000	
Total Uses	662,500	1,419,500	2,567,500	1,952,500	1,702,500	800,000

Capital Improvement Plan Administration: 5 Years

	2024	2025	2026	2027	2028	2029
SOURCES						
2022 Bond Issuance	4,360,000					
Community Center Bond		62,000,000				
Total Sources	4,360,000	62,000,000	-	-	-	-
USES						
Community Center		62,000,000				
Arts & Municipal Complex	4,360,000					
Total Uses	4,360,000	62,000,000	-	-	-	-

Capital Improvement Plan Parks: 5 Years

	2024	2025	2026	2027	2028	2029
CAPITAL SOURCES						
Park Impact Fees	875,000	875,000	875,000	875,000	875,000	875,000
Cumulative Capital Development	-	-	325,000	325,000	125,000	
Departmental Operating Budget	100,000	50,000	50,000	150,000	100,000	
Surplus Funds	1,100,000	1,150,000	1,000,000			
Grant (Next Level Trails)	4,155,938					
County Funding		1,000,000				
READI Grant	1,000,000	3,700,000				
Geist Park Phase 2 BAN				1,000,000	1,000,000	1,000,000
Annual GO Bonds	1,500,000	1,750,000	500,000			
Total Sources	8,730,938	8,525,000	2,750,000	2,350,000	2,100,000	1,875,000
CAPITAL USES						
Geist Park - Phase 1 Implementation	50,000	100,000				
Agri Park	50,000	150,000	50,000	50,000	50,000	50,000
Nickel Plate Trail	3,541,250	2,000,000				
White River Park - Initial Design & Phase I	700,000	4,000,000	500,000	500,000		
Trails (Hub & Spoke improvements)	250,000	250,000	250,000	250,000	250,000	
Holland Park Field Renovations	25,000	25,000			25,000	25,000
Cumberland Field Renovations	20,000	20,000			20,000	20,000
Back Stops - Olio Fields	20,000	25,000				
Trees/landscape Enhancements	25,000	25,000	25,000			
Park Entrance Signs	15,000	15,000	15,000			
Ritchey Woods Restoration	50,000	50,000	50,000	50,000	50,000	
Lighting controls at Mudsock Fields	45,000					
Urban Forestry Grants	100,000	150,000				
96th Street Vibrancy	1,000,000	1,000,000	1,000,000			
Cumberland Park Roof		40,000				
Trail Upgrades	1,200,000	500,000	500,000	500,000	500,000	500,000
Geist Park - Phase 2				1,000,000	1,000,000	1,000,000
Tectaline Screen for Amphitheater	50,000					
Total Uses	7,141,250	8,350,000	2,390,000	2,350,000	1,895,000	1,595,000

Capital Improvement Plan Fleet Management: 5 Years

	2024	2025	2026	2027	2028	2029
SOURCES						
Annual GO Bonds	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727	3,270,509
Total Sources	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727	3,270,509
USES						
Fire Department	1,200,000	800,000	750,000	900,000	900,000	1,000,000
Police Department	1,168,000	1,203,000	1,239,000	1,276,100	1,100,000	950,000
Community Development	-	-				
Parks and Recreation	25,000	25,000	50,000	50,000	50,000	75,000
Engineering	35,000	-	35,000			
Administration	-	50,000		50,000	50,000	120,000
Fleet Management		-				
IT	35,000			35,000		
Public Works	900,000	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509
Permitting & Inspection	40,000	-	40,000			
Total Uses	3,403,000	3,078,000	3,144,000	3,372,000	3,192,727	3,270,509

Capital Improvement Plan Information Technology: 5 Years

	2024	2025	2026	2027	2028	2029
CAPITAL SOURCES						
Cumulative Capital Development	250,000	200,000	150,000	150,000	200,000	250,000
Cumulative Capital Improvement	180,000	180,000	180,000	180,000	180,000	200,000
Total Sources	430,000	380,000	330,000	330,000	380,000	450,000
CAPITAL USES						
Servers	20,000	20,000	20,000	20,000	20,000	20,000
Storage (SAN- Storage Area Network)	60,000	45,000	30,000	30,000	30,000	50,000
Fiber - City owned "dark" fiber	150,000	150,000	150,000	150,000	150,000	175,000
Switches (distribution and core)	75,000	75,000	30,000	75,000	75,000	100,000
Wireless Controllers/AV	80,000					
Firewalls		50,000	50,000		75,000	
Replacing Access Systems			50,000	50,000	50,000	50,000
PD Server Room UPS	40,000	40,000				40,000
Total Uses	425,000	380,000	330,000	325,000	400,000	435,000

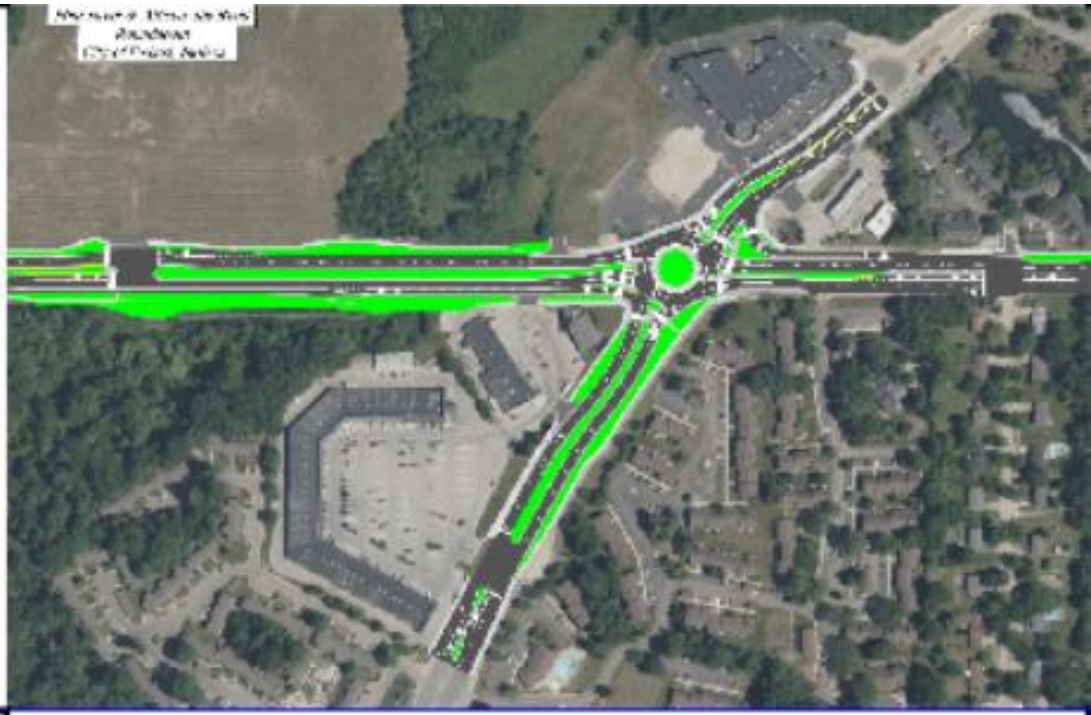
96th Street & Allisonville Road RAB

Description

A roundabout at 96th Street and Allisonville Road will replace the current intersection. The roundabout is open in all directions. There will be continuous lane restrictions in place while final construction items are being completed. Please continue to drive with caution.

Federal/Local Split
Local
Bid Amount
TBD - Spring 2023
Estimated Start
April 1, 2024

Contractor
Rieth-Riley
Actual Cost
TBD
Estimated End
TBD



96th Street Beautification

Description

Decorative streetlights have been installed along 96th Street from North by Northeast Blvd to Cumberland Road. New medians have also been installed along North by Northeast Blvd and Kincaid Blvd with streetlights.

Federal/Local Split

Local

Bid Amount

\$1,693,337.38

Estimated Start

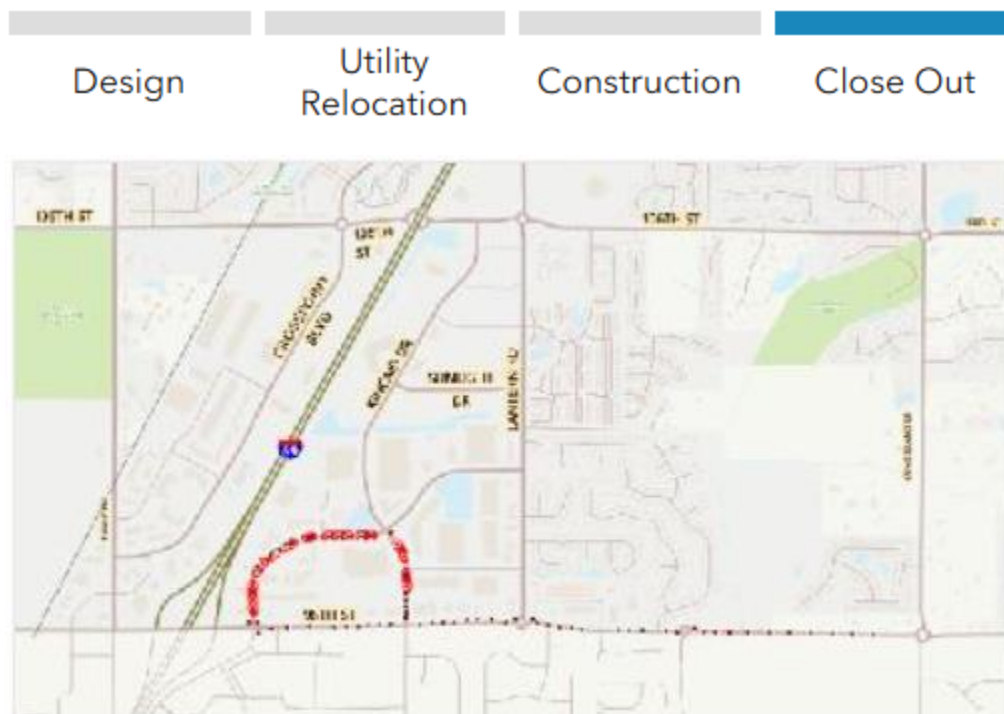
May 2024

Contractor

E&B Paving

Actual Cost

Estimated End



141st St and Prairie Lakes Roundabout

On Schedule

Description

The new roundabout at 141st and Prairie Lakes/Old Oak Drive is open to traffic. Use caution while driving through the area as construction is still going on.

Federal/Local Split

Local

Bid Amount

\$1,534,552.23

Estimated Start

July 2024

Contractor

E&B Paving

Actual Cost

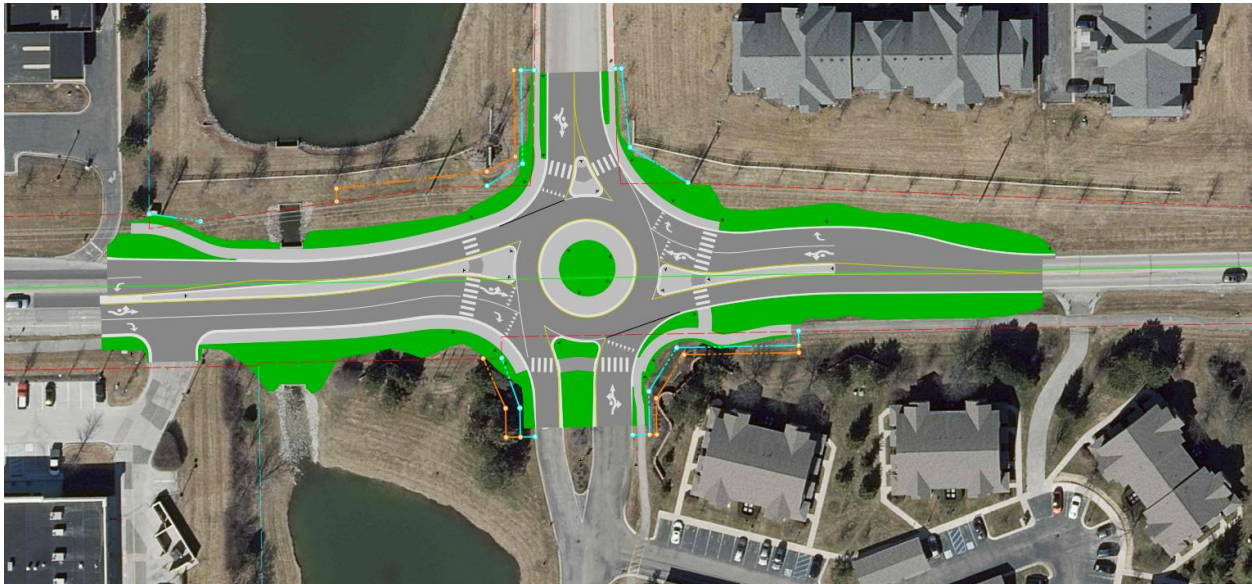
Estimated End

Design

Utility
Relocation

Construction

Close Out



116th Street & Allisonville Road RAB

On Schedule

Description

A roundabout at 116th Street and Allisonville Road is currently in the design phase to replace the current intersection.

Federal/Local Split

90/10

Contractor

TBD

Bid Amount

TBD

Actual Cost

TBD

Estimated Start

2025

Estimated End

TBD

Design

Utility
Relocation

Construction

Close Out



116th Street & Allisonville Road
Intersection
City of Evans, Indiana

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

On Schedule

Description

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

Federal/Local Split
80/20

Bid Amount
\$5,520,291.46

Estimated Start
Spring 2025

Contractor
E&B Paving

Actual Cost
TBD

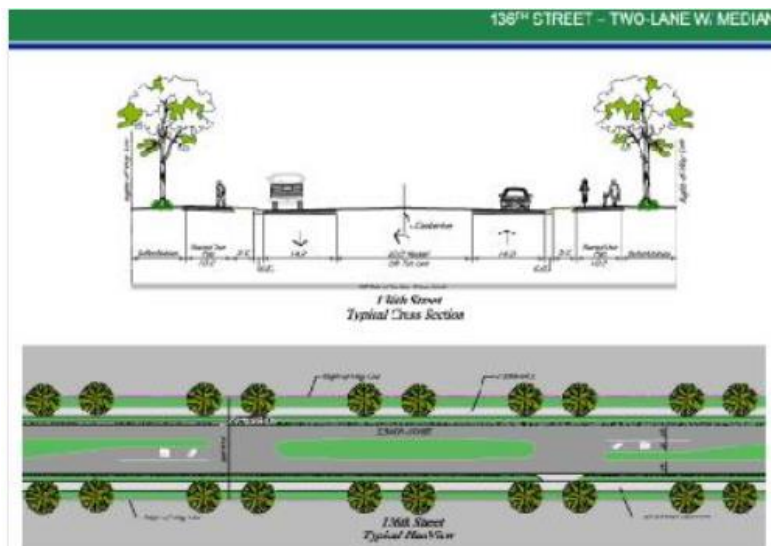
Estimated End
TBD

Design

Utility
Relocation

Construction

Close Out



136th Street Widening - Prairie Baptist Road to Cyntheanne Road

On Schedule

Description

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

Federal/Local Split

80/20

Bid Amount

\$6,083,071.86

Estimated Start

Spring 2025

Contractor

E&B Paving

Actual Cost

TBD

Estimated End

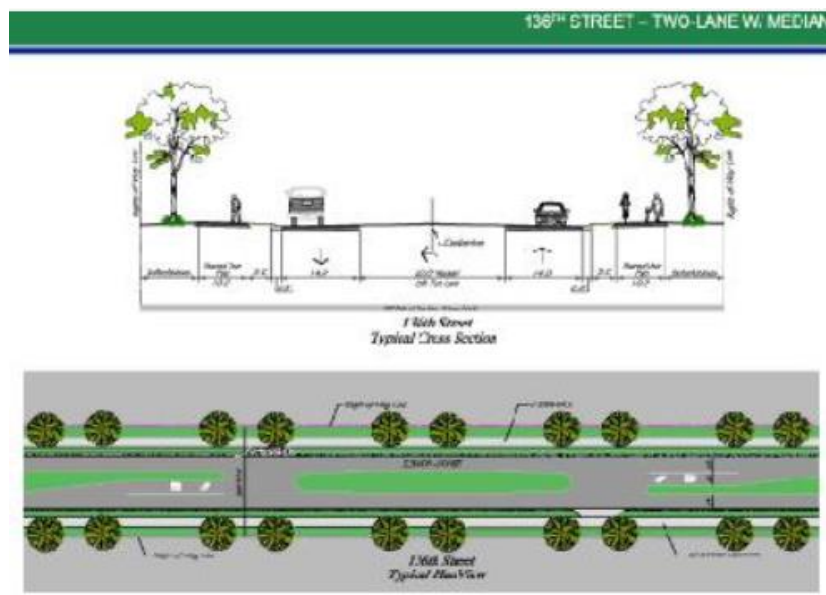
TBD

Design

Utility
Relocation

Construction

Close Out



126th Street & Southeastern Pky. RAB

On Schedule

Description

A single-lane roundabout at 126th Street and Southeastern Parkway is currently under construction. The new roundabout includes a connection to Hunters Run. The project has reconstructed the pavement, added curb and gutter with storm sewers, and multi-use paths. The roundabout and new roadway are open.

Federal/Local Split
80/20

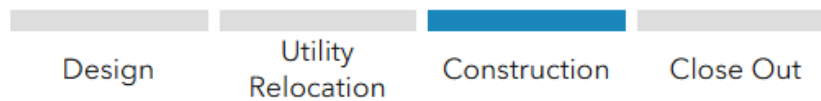
Bid Amount
\$3,964,564.03

Estimated Start
Spring 2024

Contractor
Gradex Inc.

Actual Cost
TBD

Estimated End
TBD



Olio Road & Southeastern Pky. RAB

On Schedule

Description

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

Federal/Local Split

90/10

Bid Amount

TBD

Estimated Start

TBD

Contractor

TBD

Actual Cost

TBD

Estimated End

TBD

Design

Utility
Relocation

Construction

Close Out



Nickel Plate Trail Bridge over 96th Street

Description

Nickel Plate Trail Bridge over 96th Street

Federal/Local Split
Next Level Trail Grant

Bid Amount
\$7,644,127.00

Estimated Start
Winter 2024

Contractor
Beaty Construction

Actual Cost
TBD

Estimated End
TBD

Design	Utility Relocation	Construction	Close Out



131st Street & Howe Road RAB

Description

A roundabout at 131st Street and Howe Road is currently in the design phase to replace the current intersection. This project is anticipated to bid in Winter 2024.

Federal/Local Split

90/10

Bid Amount

\$1,622,334.00

Estimated Start

Spring 2025

Contractor

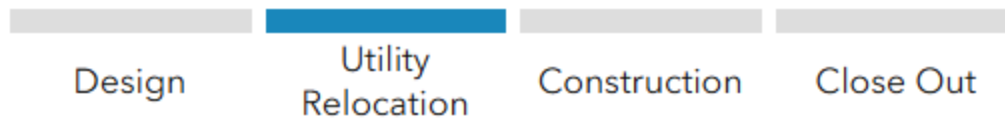
E&B Paving

Actual Cost

TBD

Estimated End

TBD



96th Street & Cyntheanne Road RAB

On Schedule

Description

A roundabout at 96th Street and Cyntheanne Road is currently in the design phase to replace the current intersection. This project is anticipated to bid in Winter 2025.

Federal/Local Split
90/10

Bid Amount
TBD - Winter 2025

Estimated Start
Summer 2026

Contractor
TBD

Actual Cost
TBD

Estimated End
TBD

Design

Utility
Relocation

Construction

Close Out



Cumberland Road Reconstruction

Behind Schedule

Description

Reconstruction and improvements are currently in the design phase for Cumberland Rd. from 106th St. to approx. 0.83 miles south of 106th St. The improvements will consist of two 16-foot travel lanes, one in each direction bordered by curb and gutter, a 11-foot-wide grass 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. Long lead times for materials have caused utility relocation delays which are needed prior to road work beginning.

Federal/Local Split

80/20

Bid Amount

TBD

Estimated Start

TBD

Contractor

TBD

Actual Cost

TBD

Estimated End

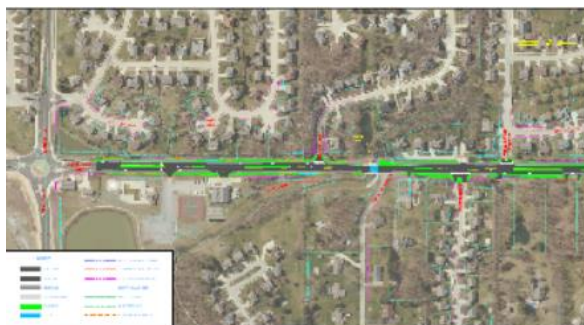
TBD

Design

Utility
Relocation

Construction

Close Out



Cumberland Road



Cumberland Road

SR 37 & 141st Street

On Schedule

Description

141st St. is closed on the west side of SR37. Access onto SR37 is from 146th Street or 135th Street. During this time all traffic will be transitioned to the eastside of SR37, with North and Southbound lanes of SR37 open. Motorists are able to access 141st Street from northbound SR37 and able to go northbound onto SR37.

Federal/Local Split

SR 37 Bond

Bid Amount

\$37,603,451.36

Estimated Start

June 2024

Contractor

Gradex

Actual Cost

TBD

Estimated End

TBD

Design

Utility
Relocation

Construction

Close Out



2024 Federal Grants

Project	CFDA/ALN	Grant location	Grantor	Expenses	Revenue
Energy Efficiency and Conservation Block Grants - Planning and Zoning	81.128		Department of Energy	\$0.00	\$0.00
MIH - Fire	93.354		Indiana Department of Homeland Security	\$3,186.60	
ICAC Reimbursement - Police	16.543		Indiana State Police	\$154,712.00	\$154,712.00
ICJI CHIRP - Police	20.600 and 20.608		Indiana Criminal Justice Institute		
Walmart - PR	NA		Walmart Foundation	\$0.00	\$500.00
CIRDA EPA			Environmental Protection Agency	\$684,911.11	-\$684,911.11
Safe Streets For All (SS4A) - Engineering	20.939		Department of Transportation	\$33,298.05	\$0.00
136th Widening Southeastern to Prairie Baptist	20.205		INDOT	\$235,979.54	-\$166,613.49
136th Widening Prairie Baptist to Cyntheanne	20.205		INDOT	\$299,564.00	-\$293,060.00
PHEP Grant	93.069		Indiana State Department of Health	\$27,690.61	-\$19,300.07
NEHA-FDA Standardization Grant	93.103		Food and Drug Administration	\$4,905.78	\$4,699.78
Crisis CoAg -School Liaison Grant	93.354		Indiana State Department of Health	\$0.00	\$247,500.00
COVID-19 Supplemental Workforce Sustainment	93.354		Indiana State Department of Health	\$45,079.58	-\$50,000.00
Health Issues & Challenges - Community Paramedicine - Health	21.027		Indiana State Department of Health	\$98,607.30	-\$153,282.35
VFC Immunization Grant 24-25 - Health	93.268		Indiana State Department of Health	\$148,563.68	\$99,448.15
TOTAL				\$1,736,498.25	-\$860,307.09

2024 Local Grants

Project	DES	Grantor	Expenses	Revenue
HCT Tourism - Planning and Zoning		Hamilton County Tourism	\$0.00	\$2,500.00
HCT Tourism - Parks		Hamilton County Tourism	\$0.00	\$2,500.00
Next Level Trails Grant		Indiana Department of Natural Resources	\$300,826.80	\$0.00
2024-1 Community Crossings	2400209	INDOT	\$1,411,141.53	-\$1,411,141.53
Lowry Grant-Pool & Hot Tub			\$3,197.19	-\$5,000.00
Health Dept. Survey Grant				-\$2,000.00
TOTAL			\$1,715,165.52	-\$1,413,141.53

DEBT SUMMARY

Due to a strong and healthy local economy, the City of Fishers maintains long term rating of AAA on outstanding general obligation bonds and redevelopment district and redevelopment authority bonds. The City also maintains a long term rating AA+ on outstanding local income tax revenue bonds, AA on outstanding sewage works revenue bonds, and a long term rating of BBB+ on outstanding bonds secured by tax increment revenues.

Long term obligations activity for the year ending December 31, 2023, was as follows:

	Governmental Activities		Business-Type Activities		Total	
General obligation bonds	\$ 550,804,093	\$ 468,895,182	\$ -	\$ -	\$ 550,804,093	\$ 468,895,182
Revenue bonds	-	-	117,721,975	120,629,176	117,721,975	120,629,176
Subtotal	<u>550,804,093</u>	<u>468,895,182</u>	<u>117,721,975</u>	<u>120,629,176</u>	<u>668,526,068</u>	<u>589,524,358</u>
Compensated absences	488,958	405,660	60,042	61,501	549,000	467,161
Retainage payable	253,344	-	-	-	253,344	-
Leases	6,704,150	8,259,598	-	-	6,704,150	8,259,598
Finance purchase agreements	6,005,502	7,447,907	-	107,258	6,005,502	7,555,165
SBITA	104,056	16,053	-	-	104,056	16,053
Other post employment benefits	5,382,270	5,514,592	660,919	838,625	6,043,189	6,353,217
Net pension liability	<u>26,541,074</u>	<u>17,313,649</u>	<u>1,869,758</u>	<u>2,442,621</u>	<u>28,410,832</u>	<u>19,756,270</u>
Subtotal	<u>45,479,354</u>	<u>38,957,459</u>	<u>2,590,719</u>	<u>3,450,005</u>	<u>48,070,073</u>	<u>42,407,464</u>
Less current portion	<u>(75,808,826)</u>	<u>(163,891,168)</u>	<u>(60,042)</u>	<u>(107,258)</u>	<u>(75,868,868)</u>	<u>(163,998,426)</u>
Total long-term obligations	<u>\$ 520,474,621</u>	<u>\$ 343,961,473</u>	<u>\$ 120,252,652</u>	<u>\$ 123,971,923</u>	<u>\$ 640,727,273</u>	<u>\$ 467,933,396</u>

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities and infrastructure. All general obligation notes and bonds payable are backed by the full faith and credit of the City. The bonds are generally issued as ten to twenty year serial bonds with varying amounts of principal maturing each year.

Name	Description	Statutory Debt Limit	Issue Date	Actual Repayment Source	Security	Original Issue Amount	Final Maturity	Amt Outstanding
Direct Debt								
General Obligation Bonds of 2007, Series A	2007 GO - Ambassador/Olio	Yes	6/27/2007	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	\$ 1,975,000	1/1/2027	\$ 290,000
General Obligation Bonds, Series 2009A	2009A - Park Improvements	Yes	5/29/2009	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	\$ 1,975,000	1/1/2029	\$ 550,000
General Obligation Refunding Bonds of 2021	2011A GO Refunding	Yes	12/15/2021	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	\$ 2,550,000	1/1/2031	\$ 1,635,000
General Obligation Bonds, Series 2018A	2018A GO	Yes	6/8/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 3,950,000	1/1/2038	\$ 3,755,000
General Obligation Bonds, Series 2018C - Fire Station 91	2018C GO	Yes	12/20/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 8,705,000	1/1/2029	\$ 3,900,000
Local Income Tax Revenue Refunding Bonds, Series 2019	2019 COIT Refunding	Yes	11/21/2019	RIF (Fund 2708)	LIT	\$ 3,425,000	1/15/2029	\$ 1,565,000
Taxable General Obligation Refunding Bonds, Series 2020A	2010A GO Refunding	Yes	6/18/2020	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	\$ 7,540,000	1/1/2030	\$ 3,940,000
General Obligation Bonds 2020B	2020B GO	Yes	7/1/2020	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 4,315,000	7/1/2035	\$ 3,930,000
General Obligation Bonds, 2024	2023 GO	Yes	12/11/2023	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 11,373,000	1/1/2025	\$ 13,765,000
								\$ 33,330,000
Building Corporation Obligations								
Fishers Town Hall Building Corp. First Mortgage Bonds of 2011	2011 Bldg Corp - FS		12/7/2011	Property Taxes (Fund 3316)	Ad Valorem Property Taxes	\$ 4,000,000	1/15/2031	\$ 1,620,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds, Series 2017	2017 Ampitheater	Yes	12/21/2017	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 6,640,000	1/15/2037	\$ 4,920,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds, Series 2018	Police Station	Yes	7/31/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 14,535,000	1/15/2038	\$ 11,200,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds, Series 2022A	Qty Hall	Yes	11/22/2022	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 16,195,000	1/15/2042	\$ 15,245,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds Series 2023A	Event Center	Yes	11/30/2023	FBT, PILOT, Sport Delegation Tax, CCD	LIT	\$ 160,000,000	1/15/2063	\$ 160,000,000
Fishers Town Hall Building Corp. Lease Rental Revenue Bonds Series 2023B	Event Center (10 year)	Yes	11/30/2023	FBT, PILOT, Sport Delegation Tax, CCD	LIT	\$ 10,000,000	1/15/2034	\$ 10,000,000
								\$ 202,985,000
Redevelopment Authority Obligations								
Lease Rental Revenue Bonds, Series 2015	96th and Allisonville BAN		12/8/2015	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 11,680,000	1/15/2035	\$ 6,945,000
Lease Rental Revenue Bonds Series 2020	Transportation BAN		9/28/2020	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 10,820,000	1/15/2040	\$ 9,200,000
Lease Rental Revenue Bonds, Series 2016A	2016A 116th & Oak Drive		6/8/2016	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 11,825,000	1/15/2036	\$ 7,445,000
Lease Rental Revenue Bonds, Series 2016B	2016B SR37		7/27/2016	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 11,140,000	1/15/2036	\$ 7,250,000
Lease Rental Revenue Bonds, Series 2018	Geist Park		6/27/2018	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 10,870,000	1/15/2038	\$ 8,380,000
Lease Rental Revenue Bonds, Series 2019	Nickel Plate Trail		10/24/2019	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 13,565,000	7/15/2029	\$ 10,990,000
Lease Rental Revenue Refunding Bonds of 2020, Series B	2011 and 2013 Refunding		10/29/2020	Property Taxes (Fund 3316)	Special Benefits Tax	\$ 17,155,000	1/15/2033	\$ 10,435,000
Lease Rental Revenue Bond Anticipation Notes, Series 2021	SR37 BAN		1/8/2021	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 6,460,000	1/15/2026	\$ 6,460,000
Lease Rental Revenue Bonds, Series 2024B	Geist Park BAN		12/17/2024	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 14,945,000	12/18/2024	\$ 14,945,000
Lease Rental Revenue Bonds, Series 2021	FS97		12/16/2021	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 7,155,000	1/15/2041	\$ 6,300,000
Lease Rental Revenue Bonds, Series 2024	2024 SR37		7/18/2024	Property Taxes (Fund 3319)	Special Benefits Tax	\$ 28,595,000	1/15/2044	\$ 28,595,000
								\$ 116,945,000
Redevelopment District Obligations								
Redevelopment District Bonds, Series 2011 - Geist Roads	2011- Geist Roads		12/22/2011	Property Taxes (Fund 3316)	Special Benefits Tax	\$ 4,000,000	1/15/2031	\$ 1,590,000
Redevelopment District Bonds, Series 2018 - Fire Station 93	2018 - FS 93	Yes	12/13/2018	Property Taxes (Fund 3319)	Ad Valorem Property Taxes	\$ 4,445,000	1/15/2029	\$ 2,050,000
								\$ 3,640,000
TOTAL Before TIF Supported Debt								\$ 356,900,000

Name	Description	Statutory Debt Limit	Issue Date	Actual Repayment Source	Security	Original Issue Amount	Final Maturity	Amt Outstanding
TIF SUPPORTED DEBT								
County Option Income Tax Revenue Bonds, Series 2016	2016 COIT Bonds - DI	Yes	12/4/2016	Fishers I-69 EDA TIF (Fund 4714)	COIT	\$ 7,155,000	1/15/2036	\$ 4,740,000
Taxable Lease Rental Revenue Bond Anticipation Notes, Series 2023	Stevanato		7/27/2023	Fishers I-69 EDA TIF (Fund 4714)	COIT	\$ 27,685,000	8/1/2026	\$ 27,685,000
Redevelopment Commission								
Taxable Economic Development Revenue Refunding Bonds, Series 2020 (Fishers Station Project)	2013 Station Refunding		11/12/2020	Fishers I-69 EDA TIF (Fund 4714)	COIT	\$ 14,620,000	1/15/2038	\$ 11,540,000
Taxable Economic Development Revenue Bonds, Series 2018C (North of North Project)	North of North		11/15/2018	Fishers I-69 EDA TIF (Fund 4714)	COIT for Bonds	\$ 21,905,000	1/15/2041	\$ 19,345,000
Taxable Economic Development Revenue Bonds, Series 2016A (Downtown Projects)	2016 EDC Bonds		11/10/2016	Fishers I-69 EDA TIF (Fund 4714)	Property Taxes	\$ 20,485,000	2/1/2036	\$ 13,585,000
Taxable Economic Development Revenue Bonds, Series 2019B	SPF15 B		6/25/2019	Fishers I-69 EDA TIF (Fund 4714)	Property Taxes	\$ 15,180,000	2/1/2044	\$ 14,890,000
Taxable Economic Development Revenue Bonds, Series 2019A	SPF15 A		12/4/2019	Fishers I-69 EDA TIF (Fund 4714)	TIF	\$ 17,525,000	2/1/2044	\$ 17,080,000
Taxable Economic Development Revenue Bonds, Series 2024	2024 Nickel Plate North		1/31/2023	Fishers I-69 EDA TIF (Fund 4714)	COIT for Bonds	\$ 27,700,000	2/1/2044	\$ 27,305,000
Taxable Economic Development Revenue Bonds, Series 2024B	District South		3/27/2024	Fishers I-69 EDA TIF (Fund 4714)	COIT for Bonds	\$ 10,515,000	2/1/2044	\$ 10,275,000
Taxable Economic Development Revenue Bond Anticipation Notes, Series 2024	Qtyview		12/18/2024	Fishers I-69 EDA TIF (Fund 4714)	Property Taxes	\$ 20,840,000	12/31/2025	\$ 20,840,000
								\$ 167,285,000
Redevelopment District Obligations								
Taxable Redevelopment District Refunding Bonds, Series 2020	SR 37 Refunding		7/21/2020	S.R. 37 TIF	TIF/Special Benefit Tax	\$ 5,170,000	2/1/2034	\$ 3,665,000
Redevelopment District Refunding Bonds, Series 2017A1	2017A1		9/13/2017	Saxony, Village, Commons/ Developer	TIF/ Developer/ Special Benefits Tax	\$ 9,685,000	7/15/2034	\$ 7,965,000
Redevelopment District Refunding Bonds, Series 2017C	2017C		9/13/2017	Town, Commons, Village, Saxony/Special Benefits Tax	TIF/ Special Benefits Tax	\$ 3,275,000	7/15/2034	\$ 2,300,000
Redevelopment District Refunding Bonds, Series 2017B	2017B		10/5/2017	Town, Commons, Village/Special Benefits Tax	TIF/ Special Benefits Tax	\$ 5,140,000	7/15/2034	\$ 3,555,000
								\$ 17,485,000
Economic Development Bonds								
Taxable Economic Development Revenue Bonds, Series 2006A	2006A - Britton Park		12/4/2006	75% of Britton Park TIF Revenues/Developer	TIF - Britton Park	\$ 9,600,000	8/1/2029	\$ 4,915,000
Taxable Economic Development Revenue Bonds, Series 2008	2008 - Crosspoint		11/14/2008	Crosspoint TIF/ Developer	TIF - Crosspoint	\$ 10,850,000	8/1/2033	\$ 965,064
Taxable Economic Development Revenue Bonds, Series 2008A	2008A - Geist Landing		6/19/2008	Geist Pointe TIF/Developer	TIF - Geist Pointe	\$ 2,100,000	8/1/2035	\$ 1,365,000
Midwestern Disaster Area Economic Development Revenue Bonds, Series 2011	Fishers Automotive		3/31/2011	Fishers Auto TIF/ Developer	TIF - Fishers Auto	\$ 2,350,000	2/1/2034	\$ 1,250,000
Economic Development Revenue Bonds, Series 2017A (CIO Project)	2017A - CIO		8/3/2017	Central Indiana Orthopedics TIF / Developer	TIF - Central Indiana Orthopedics	\$ 4,600,000	2/1/2041	\$ 4,495,000
Economic Development Revenue Bonds, Series 2017B (CIO Project)	2017B - CIO		8/3/2017	Central Indiana Orthopedics TIF / Developer	TIF - Central Indiana Orthopedics	\$ 1,900,000	8/1/2041	\$ 1,840,000
Taxable Economic Development Revenue Bonds, Series 2018A	2018A - Yard		7/5/2018	Yard TIF/Developer/15% Qty	TIF/Developer (up to 85% DS)/Special Benefits Tax (remainder)	\$ 9,200,000	2/1/2043	\$ 8,215,000
Taxable Economic Development Revenue Bonds, Series 2018B	2018B - Yard		8/21/2018	Yard TIF/Developer	TIF - Yard / Developer	\$ 7,230,000	2/1/2043	\$ 6,640,000
Taxable Economic Development Revenue Bonds, Series 2019C (The Stations Project)	2019C - Stations		12/18/2019	Stations TIF/Developer	TIF - Yard/Developer	\$ 5,000,000	2/1/2044	\$ 4,575,000
Economic Development Revenue Bonds, Series 2021A (Pullman Pointe Project)	Scannell		2/3/2021	Scannell/Developer	TIF - Scannell/Developer	\$ 7,000,000	2/1/2046	\$ 6,420,000
Taxable Economic Development Revenue Bonds, Series 2022 (The Highline Project)	Highline		9/28/2022	Highline TIF/ 85% Developer 15% Qty	TIF - Highline/Developer 85% Qty 15%	\$ 7,410,000	2/1/2047	\$ 7,410,000
Taxable Economic Development Revenue Bonds, Series 2023A River Place Flats LLC Project)	River Place		3/1/2023	96th & Allisonville TIF/Developer	TIF - 96th & Allisonville/Developer	\$ 21,196,000	2/1/2048	\$ 21,196,000
Taxable Economic Development Revenue Bonds, Series 2024C (Qtyview Tax Increment)	2024C Qtyview		11/20/2024	Qtyview TIF/Developer	TIF - Qtyview	\$ 7,680,000	8/1/2049	\$ 7,680,000
								\$ 76,966,064
TOTAL Before Sewer Bonds								\$ 618,636,064

Name	Description	Statutory Debt Limit	Issue Date	Actual Repayment Source	Security	Original Issue Amount	Final Maturity	Amt Outstanding
Sewer Bonds								
Sewage Works Revenue Bonds of 2017	2017 Sewer Bonds		8/16/2017	Sewage Works Net Revenues	Sewage Works Net Revenues	\$ 12,665,000	1/1/2041	\$ 11,295,000
Sewage Works Refunding Revenue Bonds of 2016	2016 Sewer Bonds		7/27/2016	Sewage Works Net Revenues	Sewage Works Net Revenues	\$ 12,795,000	1/1/2035	\$ 8,380,000
Sewage Works Revenue Bonds Series 2021	2021 Sewer Bonds		12/22/2021	HSE Revenues	HSE Revenues	\$ 88,055,000	1/1/2052	\$ 84,240,000
								\$ 103,915,000
TOTAL Before Capital Leases								\$ 727,291,064
Capital Leases								
2016 Equipment Lease	2016 Equipment Lease		1/20/2016		Property Tax	\$ 2,807,319	8/15/2020	\$ -
2017 Equipment Lease	2017 Equipment Lease		5/30/2017		Sewer Revenues/Stormwater Revenues/ Property Tax	\$ 2,122,500	12/15/2021	\$ -
2018 Equipment Lease 1	2018 Lease 1		12/11/2017		Sewer Revenues/Stormwater Revenues/ Property Tax	\$ 2,635,000	7/15/2027	\$ 707,305
2023 SCBA	SCBA		8/25/2023		CCD	\$ 1,300,000	8/25/2028	\$ 779,385
								\$ 1,486,690
GRAND TOTAL								\$ 728,777,754

Notes are included within the current portion of long-term liabilities at December 31, 2023, as they mature during 2024. The outstanding general obligation bonds of the governmental funds will be retired by future property tax levies, tax increment revenues, income taxes or other revenues.

Net Position by Component

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Governmental Activities										
Net investment in capital assets	\$ 190,792,908	\$ 179,946,091	\$ 178,677,102	\$ 151,475,761	\$ 142,400,339	\$ 159,108,281	\$ 168,586,718	\$ 170,078,164	\$ 156,671,114	\$ 162,625,029
Restricted	36,045,024	26,617,655	53,114,175	50,113,231	51,743,818	41,296,663	44,709,192	25,469,210	48,225,702	43,989,521
Unrestricted	64,824,253	75,084,115	15,970,849	12,603,074	7,017,624	9,087,249	2,249,671	12,581,443	(1,937,208)	3,148,108
Total governmental activities net position	\$ 291,662,185	\$ 281,647,861	\$ 247,762,126	\$ 214,192,066	\$ 201,161,781	\$ 209,492,193	\$ 215,545,581	\$ 208,128,817	\$ 202,959,608	\$ 209,762,658
Business-Type Activities										
Net investment in capital assets	\$ 70,176,626	\$ 58,693,997	\$ 57,155,785	\$ 63,789,284	\$ 61,584,685	\$ 60,220,783	\$ 65,279,342	\$ 59,282,959	\$ 57,467,363	\$ 56,691,110
Unrestricted	13,343,511	17,303,100	15,474,331	4,123,441	7,188,966	7,389,599	2,861,363	8,302,643	8,237,742	9,187,984
Total business-type activities net position	\$ 83,520,137	\$ 75,997,097	\$ 72,630,116	\$ 67,912,725	\$ 68,773,651	\$ 67,610,382	\$ 68,140,705	\$ 67,585,602	\$ 65,705,105	\$ 65,879,094
Primary Government										
Net investment in capital assets	\$ 260,969,534	\$ 238,640,088	\$ 235,832,887	\$ 215,265,045	\$ 203,985,024	\$ 219,329,064	\$ 233,866,060	\$ 229,361,123	\$ 210,250,548	\$ 214,319,274
Restricted	36,045,024	26,617,655	53,114,175	50,113,231	51,743,818	41,296,663	44,709,192	25,469,210	52,113,631	48,986,386
Unrestricted	78,167,764	92,387,215	31,445,180	16,726,515	14,206,590	16,476,848	5,111,034	20,884,086	6,300,534	12,336,092
Total primary government net position	\$ 375,182,322	\$ 357,644,958	\$ 320,392,242	\$ 282,104,791	\$ 269,935,432	\$ 277,102,575	\$ 283,686,286	\$ 275,714,419	\$ 268,664,713	\$ 275,641,752

Ratios of Outstanding Debt by Type

Governmental Activities					
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS	
2023	\$ 32,588,162	\$ 7,435,875	\$ 25,337,868		
2022	\$ 28,727,931	\$ 25,600,453	\$ 53,205,927	\$ -	
2021	\$ 31,080,913	\$ 9,103,797	\$ 29,645,784	\$ -	
2020	\$ 34,945,546	\$ 10,433,661	\$ 31,549,885	\$ -	
2019	\$ 29,970,491	\$ 19,536,224	\$ 32,551,717	\$ -	
2018	\$ 28,682,645	\$ 13,148,496	\$ 33,534,972	\$ -	
2017	\$ 16,289,404	\$ 14,682,610	\$ 28,941,879	\$ -	
2016	\$ 17,660,000	\$ 15,210,000	\$ 28,800,000	\$ -	
2015	\$ 19,215,588	\$ 14,989,154	\$ 29,201,807	\$ 2,322,010	
Business Type Activities					
FISCAL YEAR	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	REDEVELOPMENT AUTHORITY BONDS	BUILDING CORPORATION BONDS	CAPITAL LEASES	
2023	\$ 136,986,650	\$ 131,404,045	\$ 217,051,493	\$ 6,704,150	
2022	\$ 115,710,753	\$ 224,490,019	\$ 21,160,199	\$ 8,259,599	
2021	\$ 131,069,355	\$ 142,053,752	\$ 22,328,595	\$ -	
2020	\$ 133,353,983	\$ 96,746,891	\$ 23,450,784	\$ -	
2019	\$ 118,461,101	\$ 94,127,681	\$ 24,554,350	\$ -	
2018	\$ 71,557,537	\$ 89,746,789	\$ 24,953,915	\$ -	
2017	\$ 52,679,042	\$ 83,601,084	\$ 10,195,438	\$ -	
2016	\$ 53,065,000	\$ 90,075,000	\$ 3,405,000	\$ -	
2015	\$ 34,357,009	\$ 73,756,608	\$ 3,585,000	\$ -	
Business Type Activities					
FISCAL YEAR	WASTEWATER WORKS REVENUE BONDS	FIANCE PURCHASE AGREEMENTS	TOTAL PRIMARY GOVERNMENT	DEBT TO PERSONAL INCOME	DEBT PER CAPITA
2023	\$ 117,721,975	\$ -	\$ 681,235,721	*	*
2022	\$ 120,629,176	\$ 107,258	\$ 605,339,123	*	*
2021	\$ 113,075,488	\$ 318,773	\$ 486,660,435	\$ 0	4,773
2020	\$ 23,614,496	\$ 526,347	\$ 361,070,810	\$ 0	3,643
2019	\$ 27,327,470	\$ 730,053	\$ 356,254,735	\$ 0	3,738
2018	\$ 25,426,269	\$ 929,962	\$ 296,479,512	\$ 0	3,228
2017	\$ 26,309,664	\$ 1,126,145	\$ 242,273,313	\$ 0	2,688
2016	\$ 14,315,000	\$ 1,318,672	\$ 229,750,266	\$ 0	2,591
2015	\$ 2,244,088	\$ 1,507,612	\$ 187,166,434	\$ 0	2,168

Note: * 2022 and 2023 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, 2022, as they mature during 2023. The outstanding general obligation bonds of the governmental funds will be retired by future property tax levies, tax increment revenues, income taxes or other revenues.

General Bonded Debt Outstanding

FISHERS RATIOS OF GENERAL BONDED DEBT OUTSTANDING					
GENERAL BONDED DEBT OUTSTANDING					
FISCAL YEAR	GENERAL OBLIGATION BONDS	COIT BONDS	REDEVELOPMENT DISTRICT BONDS	NO-OBLIGATION REVENUE BONDS	
2023	\$ 32,588,162	\$ 7,435,875	\$ 25,337,868	\$ -	
2022	\$ 28,727,931	\$ 25,600,453	\$ 53,205,927	\$ -	
2021	\$ 31,080,913	\$ 9,103,797	\$ 29,645,784	\$ -	
2020	\$ 34,945,546	\$ 10,433,661	\$ 31,459,885	\$ -	
2019	\$ 29,970,491	\$ 19,536,224	\$ 32,551,717	\$ -	
2018	\$ 28,682,645	\$ 13,148,596	\$ 33,534,972	\$ -	
2017	\$ 16,289,404	\$ 14,682,610	\$ 28,941,879	\$ -	
2016	\$ 17,660,000	\$ 15,210,000	\$ 28,800,000	\$ -	
2015	\$ 19,215,588	\$ 14,989,154	\$ 29,201,807	\$ 2,322,010	
FISCAL YEAR	REDEVELOPMENT AUTHORITY BONDS	TAXABLE ECONOMIC DEVELOPMENT REVENUE BONDS	BUILDING CORPORATION BONDS	TOTAL	
2023	\$ 131,404,045	\$ 136,986,650	\$ 217,051,493	\$ 550,804,093	
2022	\$ 224,490,019	\$ 115,710,753	\$ 21,160,099	\$ 468,895,182	
2021	\$ 142,053,752	\$ 131,069,355	\$ 22,328,595	\$ 365,282,196	
2020	\$ 96,746,891	\$ 133,353,983	\$ 23,450,784	\$ 330,390,750	
2019	\$ 94,127,681	\$ 118,461,101	\$ 24,554,350	\$ 319,201,563	
2018	\$ 89,746,789	\$ 71,557,537	\$ 24,953,915	\$ 261,624,454	
2017	\$ 83,601,084	\$ 52,679,042	\$ 10,195,438	\$ 214,837,504	
2016	\$ 90,075,000	\$ 53,065,000	\$ 3,405,000	\$ 208,215,000	
2015	\$ 73,756,608	\$ 34,357,009	\$ 3,585,000	\$ 177,427,176	
FISCAL YEAR	LESS DEBT SERVICE FUNDS	NET BONDED DEBT	PERCENTAGE OF ACTUAL TAXABLE VAL	DEBT PER CAPITA	POPULATION
2023	\$ 25,244,208	\$ 525,559,885	5.85%	5,154	101,966
2022	\$ 20,595,089	\$ 448,300,093	5.75%	4,397	101,966
2021	\$ 16,519,381	\$ 348,762,815	4.76%	3,420	101,966
2020	\$ 20,840,315	\$ 309,550,435	4.57%	3,123	99,116
2019	\$ 23,588,618	\$ 295,612,945	4.68%	1,302	95,310
2018	\$ 19,301,456	\$ 250,821,828	3.70%	2,342	91,832
2017	\$ 14,424,657	\$ 200,412,847	3.04%	2,168	90,127
2016	\$ 14,954,344	\$ 207,670,308	3.36%	2,311	88,658
2015	\$ 14,939,404	\$ 162,487,772	3.00%	1,763	86,325

Legal Debt Margin Information

FISHERS LEGAL DEBT MARGIN INFORMATION							
	2023	2022	2021	2020	2019	2018	2017
NAV as Certified for Tax Billing	\$ 8,632,558,856	\$ 7,426,589,881	\$ 6,982,879,825	\$ 6,677,218,728	\$ 6,329,194,829	\$ 6,012,706,472	\$ 5,800,730,882
Factored by 1/3**	\$ 2,877,519,619	\$ 2,475,529,960	\$ 2,327,626,608	\$ 2,225,739,576	\$ 2,109,731,610	\$ 2,004,235,490	\$ 1,933,576,961
Statutory Debt Limit Rate	2%	2%	2%	2%	2%	2%	2%
Debt Limit	\$ 57,550,395	\$ 49,510,599	\$ 46,552,532	\$ 44,514,792	\$ 42,194,632	\$ 40,084,710	\$ 38,671,539
Amount of Debt Applicable to Debt Limit	\$ 45,530,000	\$ 36,901,822	\$ 40,514,710	\$ 26,825,691	\$ 29,064,755	\$ 39,591,141	\$ 28,057,014
Legal Debt Margin	\$ 12,020,392	\$ 12,608,777	\$ 6,037,822	\$ 17,689,101	\$ 13,129,877	\$ 493,569	\$ 10,614,525
Legal Debt Margin as Percent of Debt Limit	20.89%	25.47%	12.97%	39.74%	31.12%	1.23%	27.45%
Note: Legal debt margin excludes lease rental bonds							

Debt service requirements to maturity are as follows:

Governmental Activities General Obligation Debt

FISCAL YEAR	PRINCIPAL	INTEREST
2024	\$ 51,580,000	\$ 14,187,188
2025	\$ 13,505,000	\$ 17,240,790
2026	\$ 42,911,818	\$ 18,204,737
2027	\$ 15,923,636	\$ 17,219,073
2028	\$ 16,423,636	\$ 16,612,184
2029-2033	\$ 79,383,182	\$ 73,647,867
2034-2038	\$ 72,133,182	\$ 57,928,018
2039-2043	\$ 43,103,182	\$ 44,689,824
2044-2063	\$ 131,496,364	\$ 87,258,568
Totals	\$ 466,460,000	\$ 346,988,249

Governmental Activities Notes from Direct Borrowing and Direct Placement

FISCAL YEAR	PRINCIPAL	INTEREST
2024	\$ 19,840,000	\$ 1,381,572
2025	\$ 3,765,000	\$ 1,237,386
2026	\$ 9,360,000	\$ 1,132,884
2027	\$ 3,000,000	\$ 1,034,064
2028	\$ 3,080,000	\$ 967,011
2029-2033	\$ 13,180,000	\$ 3,806,431
2034-2038	\$ 6,145,000	\$ 2,511,969
2039-2043	\$ 8,125,000	\$ 1,129,755
2044-2045	\$ 905,000	\$ 18,553
Totals	\$ 67,400,000	\$ 13,219,625

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

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2016. Proceeds from the bonds provided financing for capital improvements to the wastewater utility. The bonds are payable solely from net operating revenues and are payable through 2036. Annual principal and interest payments on the bonds are expected to require 10.68% of net revenues. The total principal and interest remaining to be paid on the bonds is \$10,537,560. Principal and interest paid for the current year and total customer net revenues were \$852,399 and \$7,918,251, respectively.

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2017. Proceeds from the bonds provided financing for capital improvements to the wastewater utility. The bonds are payable solely from net operating revenues and are payable through 2040. Annual principal and interest payments on the bonds are expected to require 8.70% of net revenues. The total principal and interest remaining to be paid on the bonds is \$15,951,361. Principal and interest paid for the current year and total customer net revenues were \$688,093 and \$7,918,251, respectively.

The Wastewater Utility has pledged future operating revenues, net of specified operating expenses, to repay revenue bonds issued in 2021. Proceeds from the bonds provided financing for the acquisition of the sewage works and related assets of Hamilton Southeastern Utilities, Inc. (HSE). The bonds are payable solely from net operating revenues and are payable through 2052. Annual principal and interest payments on the bonds are expected to require 14% of net revenues, after consideration of estimated new revenues to be generated from HSE customers. The total principal and interest remaining to be paid on the bonds is \$141,576,050. Principal and interest paid for the current year and total customer net revenues were \$4,459,925 and \$7,918,251, respectively.

Revenue debt payable at December 31, 2023, consists of the following:

Business Type Activities Revenue Debt

WASTEWATER UTILITY	DATE OF ISSUE	FINAL MATURITY	INTEREST RATES	ORIGINAL INDEBTEDNESS	BALANCE
2016 Revenue Bonds	7/27/2016	1/1/2036	2% to 2.63%	\$ 12,795,000	\$ 9,025,000
2017 Revenue Bonds	8/16/2017	12/31/2040	2% to 3.25%	\$ 12,655,000	\$ 11,625,000
Sewage Works Revenue	12/9/2021	1/1/2052	2.5% to 4%	\$ 88,055,000	\$ 85,590,000
		Total Wastewater Utility		\$ 113,505,000	\$ 106,240,000
		Less: Current Portion			\$ -
		Net Unamortized Premium			\$ 11,481,975
		Total Long Term Portion			\$ 117,721,975

Debt service requirements to maturity are as follows:

FISCAL YEAR	PRINCIPAL	INTEREST
2024	\$ -	\$ 1,839,758
2025	\$ 2,325,000	\$ 3,642,767
2026	\$ 2,395,000	\$ 3,566,392
2027	\$ 2,475,000	\$ 3,485,743
2028	\$ 2,560,000	\$ 3,402,218
2029-2033	\$ 14,145,000	\$ 15,627,541
2034-2038	\$ 16,710,000	\$ 13,030,722
2039-2043	\$ 21,710,000	\$ 10,931,956
2044-2048	\$ 24,105,000	\$ 5,100,838
2049-2053	\$ 19,815,000	\$ 1,197,038
Totals	\$ 106,240,000	\$ 61,824,973

Capital Leases

The City has entered into various capital leases for information technology, fire equipment, police vehicles and other equipment that are reported in governmental activities. The Wastewater Utility has entered into a capital lease to fund an improvement project for the utility. The gross amount of these assets under capital leases is \$20,607,168, which are included in capital assets in the governmental activities. Depreciation on the leased assets totals \$12,906,412. The future minimum lease obligations and the net present value on these minimum lease payments as of December 31, 2023, are as follows:

	GOVERNMENTAL ACTIVITIES				BUSINESS-TYPE ACTIVITIES		
FISCAL YEAR	PRINCIPAL	INTEREST	TOTALS		PRINCIPAL	INTEREST	TOTALS
2024	\$ 1,255,089	\$ 131,605	\$ 1,386,694		\$ -	\$ -	\$ -
2025	\$ 1,284,574	\$ 104,458	\$ 1,389,032		\$ -	\$ -	\$ -
2026	\$ 1,334,170	\$ 76,476	\$ 1,410,646		\$ -	\$ -	\$ -
2027	\$ 1,340,004	\$ 47,331	\$ 1,387,335		\$ -	\$ -	\$ -
2028	\$ 1,247,871	\$ 19,702	\$ 1,277,573		\$ -	\$ -	\$ -
2029	\$ 232,442	\$ 870	\$ 233,312		\$ -	\$ -	\$ -
TOTAL	\$ 6,694,150	\$380,442	\$ 7,084,592		\$ -	\$ -	\$ -

Fishers Redevelopment Commission (FRDC)

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

As mentioned, five citizens are appointed to be members of the FRDC. Two members are appointed by the City Council and the remaining three members are appointed by the Mayor. There is an additional non-voting member that is appointed by the Hamilton Southeastern School Board. Each member’s term is one year in length and expires on January 1 of each year. The following are the 2023 members of the FRDC:

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

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

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

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

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

City of Fishers Development and Redevelopment

Overall Successes

New Jobs: 712

Average Wage of New Jobs: \$81,086

Capital Investment: \$229,193,885

CityWalk

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

District South

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

CityView

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

Life Science

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

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

DEPARTMENTAL INFORMATION



SUMMARY OF PERSONNEL AND POSITIONS

2025 Salary Ordinance

	2025 Maximum Bi- Weekly Salary	Annual Hours	Status
<u>ADMINISTRATION</u>			
Administrative Assistant	\$2,317.28	1820	NE
Assistant City Attorney	\$4,341.66	N/A	EX
Assistant Director	\$4,194.10	N/A	EX
Corporation Counsel	\$7,701.25	N/A	EX
Chief of Staff	\$5,237.62	N/A	EX
Clerk/Receptionist	\$2,109.45	1820	NE
Customer Support Specialist	\$2,317.28	1820	NE
Deputy Clerk	\$2,799.00	1820	NE
Deputy Mayor	\$7,701.25	N/A	EX
Director of Economic and Community Development	\$7,701.25	N/A	EX
Director of Employee and Customer Success	\$4,194.10	N/A	EX
Director of Human Resources	\$4,729.11	N/A	EX
Director of Recreation and Wellness	\$7,701.25	N/A	EX
Economic Development Specialist	\$3,295.61	1820	NE
Human Resources Assistant	\$2,799.00	1820	NE
Human Resources Manager	\$3,457.68	1820	NE
Mayor's Executive Assistant	\$2,934.87	1820	NE
Office Manager	\$2,799.00	1820	NE
Paralegal	\$2,934.87	1820	NE
Training Manager	\$3,457.68	1820	NE
<u>BUSINESS SOLUTIONS GROUP</u>			
Application & Process Coordinator	\$3,457.68	1820	NE
Business Analyst	\$3,628.48	1820	NE
Chief Information Officer	\$5,237.62	N/A	EX
Director of Business Solutions Group	\$4,194.10	N/A	EX
Program Manager	\$4,015.72	N/A	EX
Project Manager	\$2,546.35	1820	NE
<u>COMMUNITY AND PUBLIC RELATIONS</u>			
Assistant Director	\$4,194.10	N/A	EX
Community Outreach Manager	\$2,799.00	1820	NE
Community Engagement Coordinator	\$2,669.59	1820	NE
Director of Community and Public Relations	\$4,961.51	N/A	EX
Marketing and Public Relations Manager	\$3,079.60	1820	NE
Volunteer Coordinator	\$2,669.59	1820	NE
Marketing and PR Coordinator	\$2,317.28	1820	NE

INFORMATION TECHNOLOGY

Application & Process Coordinator	\$3,457.68	1820	NE
Assistant Director	\$4,194.10	N/A	EX
Chief Information Security Officer	\$4,194.10	N/A	EX
Director of Information Technology	\$5,497.38	N/A	EX
GIS Analyst	\$2,934.87	1820	NE
GIS Coordinator	\$3,628.48	1820	NE
Help Desk Technician I	\$2,669.59	1820	NE
Help Desk Technician II	\$2,934.87	1820	NE
Help Desk Technician Coordinator	\$3,079.60	1820	NE
Network Engineer	\$4,015.72	1820	NE
Senior System Administrator	\$3,907.29	1820	NE
System Administrator	\$3,295.61	1820	NE

ENGINEERING

Asset Manager	\$3,457.68	1820	NE
Assistant Engineer	\$3,628.48	1820	NE
Chief Infrastructure Inspector	\$3,457.68	1820	NE
Director of Engineering	\$7,701.25	N/A	EX
Engineering Assistant Director	\$4,729.11	N/A	EX
GIS Analyst	\$2,934.87	1820	NE
Infrastructure Inspector	\$2,799.00	1820	NE
Office Manager	\$2,799.00	1820	NE
Senior Infrastructure Inspector	\$3,079.60	1820	NE
Clothing Allowance	\$370/year max.		

CONTROLLER'S OFFICE

Budget Analyst I	\$2,429.05	1820	NE
Budget Analyst II	\$2,799.00	1820	NE
Budget Manager	\$3,295.61	1820	NE
Business Process Coordinator	\$2,799.00	1820	NE
City Controller	\$7,701.25	N/A	EX
Controller Staff I	\$2,317.28	1820	NE
Controller Staff II	\$2,546.35	1820	NE
Deputy Controller	\$4,194.10	N/A	EX
Revenue Analyst	\$3,295.61	1820	NE
Senior Controller Staff	\$4,015.72	1820	NE
Utility Manager	\$3,457.68	1820	NE

COMMUNITY CENTER

Aquatics Manager	\$3,457.68	1820	NE
Director of Community Center	\$4,729.11	N/A	EX
Community Center Assistant Manager	\$2,934.87	1820	NE
Community Center Manager	\$3,457.68	1820	NE
Facilities Manager	\$3,628.48	1820	NE
Fitness Coach	\$2,317.28	1820	NE

FIRE AND EMERGENCY SERVICES

Administrative Services Manager	\$3,457.68	1820	NE
Battalion Chief	\$4,979.43	2904	NE
Captain	\$4,671.28	2904	NE
Chief of Fire	\$7,701.25	N/A	EX
Community Risk Reduction Specialist	\$3,079.60	1820	NE
Deputy Chief	\$5,022.67	N/A	EX
Division Chief	\$4,569.08	N/A	EX
External Affairs Officer	\$3,628.48	1820	NE
Fire Inspector	\$3,079.60	1820	NE
Firefighter	\$3,878.32	2904	NE
Firefighter/Medic	\$4,147.73	2904	NE
Lieutenant	\$4,371.77	2904	NE
Project Manager	\$2,546.35	1820	NE
Staff Captain	\$3,968.44	1820	NE
Clothing Allowance	\$1300/year		

PERMITTING & INSPECTIONS

Building Commissioner & Environmental Health Services Coor	\$4,961.51	N/A	EX
Assistant Building Commissioner	\$3,295.61	1820	NE
Building Inspector I	\$2,669.59	1820	NE
Building Inspector II	\$3,079.60	1820	NE
Code Enforcer	\$2,429.05	1820	NE
Office Manager	\$2,799.00	1820	NE
Permits Manager	\$2,546.35	1820	NE
Residential Plans Examiner	\$2,669.59	1820	NE
Utility Locator	\$2,669.59	1820	NE
Clothing Allowance	\$370/year max.		

HEALTH DEPARTMENT

Administrative Assistant	\$2,317.28	1820	NE
Community Health Advocate	\$2,317.28	1820	NE
Culture of Health Ambassador	\$2,669.59	1820	NE
Environmental Health Supervisor	\$3,295.61	1820	NE
Epidemiologist	\$3,628.48	N/A	EX
Deputy Director of Finance and Operations	\$4,194.10	N/A	EX
Health Educator	\$2,934.87	1820	NE
Medical Assistant	\$2,317.28	1820	NE
Nurse	\$3,295.61	1820	NE
Operations and Administration Manager	\$3,628.48	1820	NE
Project Manager	\$2,546.35	1820	NE
Public Health Director	\$7,701.25	N/A	EX
Social Worker	\$3,457.68	1820	NE

PARKS & RECREATION

AgriPark Manager	\$4,015.72	1820	NE
Aquatics Manager	\$3,457.68	1820	NE
Assistant Director	\$4,194.10	N/A	EX
Director of Parks & Recreation	\$4,729.11	N/A	EX
Naturalist	\$2,669.59	1820	NE
Office Manager	\$2,799.00	1820	NE
Operations and Administration Manager	\$3,628.48	1820	NE
Parks & Recreation Coordinator	\$2,669.59	1820	NE
Parks & Recreation Manager	\$3,079.60	1820	NE
Clothing Allowance	\$250/year max.		

FLEET

Director of Fleet and Inventory Control	\$4,507.92	N/A	EX
Fleet Technician I	\$2,109.45	1820	NE
Fleet Technician II	\$2,669.59	1820	NE
Fleet Technician III	\$3,295.61	1820	NE
Office Manager	\$2,799.00	1820	NE
Superintendent	\$3,628.48	1820	NE
Clothing Allowance	\$345/year max.		

PLANNING AND ZONING

Administrative Assistant	\$2,317.28	1820	NE
Assistant Director	\$4,194.10	N/A	EX
Director of Planning & Zoning	\$5,237.62	N/A	EX
Office Manager	\$2,799.00	1820	NE
Planner	\$2,429.05	1820	NE
Senior Planner	\$3,295.61	1820	NE
Project Analyst	\$2,799.00	1820	NE

COURT

Deputy Clerk of the Court	\$2,799.00	1820	NE
Clothing Allowance	\$50/year max.		

ELECTED

Council Member	\$990.15	N/A	N/A
City Clerk	\$3,009.50	N/A	N/A
Judge	\$3,512.31	N/A	N/A
Mayor	\$6,640.50	N/A	N/A

POLICE

Accreditation Manager	\$3,628.48	1820	NE
Administrative Assistant	\$2,317.28	1820	NE
Assistant Records Manager	\$3,079.60	1820	NE
Assistant Chief	\$5,022.67	N/A	EX
Captain	\$4,569.08	N/A	EX
Chief of Police	\$7,701.25	N/A	EX
Criminal Forensics Investigator	\$3,295.61	2080	NE
Community Services Officer	\$2,429.05	1820	NE

<u>POLICE - Continued</u>				
Detective	\$3,356.76	2080	NE	
Humane Officer	\$3,356.76	1820	NE	
Intelligence Analyst I	\$2,934.87	1820	NE	
Intelligence Analyst II	\$3,295.61	1820	NE	
Lieutenant	\$4,076.87	2080	NE	
Major	\$4,790.26	N/A	EX	
Office Manager	\$2,799.00	1820	NE	
Police Officer	\$3,356.76	2080	NE	
Property Room Manager	\$2,799.00	1820	NE	
Records Clerk	\$2,109.45	1820	NE	
Records Quality Assurance Technician	\$2,799.00	1820	NE	
Records Manager	\$3,628.48	1820	NE	
Sergeant	\$3,689.64	2080	NE	
Clothing Allowance	\$1300/year			
<u>PUBLIC WORKS</u>				
Asset Management Coordinator	\$2,669.59	1820	NE	
Assistant Director	\$4,194.10	N/A	EX	
Assistant Superintendent - Maintenance	\$3,457.68	1820	NE	
Director of Public Works	\$5,497.38	N/A	EX	
Director of Water Quality	\$4,507.92	N/A	EX	
Engineer	\$4,015.72	1820	NE	
Foreman	\$2,934.87	1820	NE	
HVAC Technician	\$2,934.87	1820	NE	
Inspector	\$2,429.05	1820	NE	
Inspector - Water Quality	\$2,546.35	1820	NE	
Inventory Control Assistant Manager	\$3,079.60	1820	NE	
Inventory Control Manager	\$3,457.68	1820	NE	
Inventory Control Specialist	\$2,546.35	1820	NE	
Laboratory Manager	\$3,457.68	1820	NE	
Laboratory Technician	\$2,546.35	1820	NE	
Laborer	\$2,109.45	1820	NE	
Maintenance Technician I	\$2,109.45	1820	NE	
Maintenance Technician II	\$2,934.87	1820	NE	
Safety Director	\$3,907.29	1820	NE	
Senior Laborer	\$2,546.35	1820	NE	
Senior Maintenance Technician	\$3,457.68	1820	NE	
Stormwater Technician	\$2,669.59	1820	NE	
Superintendent	\$3,628.48	1820	NE	
Utility Analyst	\$3,457.68	1820	NE	
Wastewater Plant Operator	\$2,669.59	1820	NE	
Water Quality Engineer	\$3,628.48	1820	NE	
Clothing Allowance	\$340/year max.			

Part-Time and Temporary Miscellaneous Positions

Part-Time Office Support	UP TO \$30.00/HOUR	N/A	NE
Part-Time Field Support	UP TO \$35.00/HOUR	N/A	NE
Part-Time Health Department Support	UP TO \$45.00/HOUR	N/A	NE
Part-Time Bailiff	UP TO \$35.00/HOUR	N/A	NE
Part-Time School Resource Officer	UP TO \$50.00/HOUR	N/A	NE

Incentive/Specialty Pays

Annual Amount

Certified Network Engineer	\$500
Bilingual (Police)	\$1,500
Data Base Administrator	\$500
Detective	\$1,500
Dive Team (Police)	\$1,750
Emergency Response Team (ERT) - PD Only	\$1,750
Evidence Technician (ET)	\$1,000
Field Training Officer (FTO)	\$80/shift
Master ASE	\$1,000
On-call (Police)	\$1,500
On-call (Crime Reconstruction)	\$1,000
Paramedic (Fire)	\$4,500
Paramedic (Police)	\$2,250

In 2025 the City will still bring in a balanced budget while making significant investments in our Employees and Community and decreasing the tax rate.

- 6% raise for employees and elected officials
- Increase of \$1,000 to City's match for 457 retirement contributions from \$1,500 to \$2,500 per employee
- 2 New School Resource Officers
- 1 Police Community Services Officer
- 1 New AgriPark Manager
- Hiring of remaining full-time positions for the Community Center opening in October 2025

City Authorized Personnel List

	Budget		Approved		Approved		Approved	
Position	2025		2024		2023		2022	
<i>Administration</i>	FT	PT	FT	PT	FT	PT	FT	PT
Mayor	1		1		1		1	
Deputy Mayor	1		1		1		1	
City Attorney	1		1		1		1	
Chief of Staff	1							
Legal Assistant	1							
Executive Assistant to the Mayor	1		1		1		1	
Director of Employee & Customer Success	1		1		1		1	
Administration Assistant-Customer Exp	5		5		5		5	
Director of Public Relations	1		1		1		1	
Assistant Director of Public Relations	1		1		1		1	
Marketing and Public Relations Manager	1		1		1		1	
Community Engagement & Volunteer Coordinator	1		1		1		1	
Community Outreach Manager	1		1		1		1	
Office Support		3		2		2		2
Human Resources Director	1		1		1		1	
Human Resources Assistant	3		3		3		3	
Director of Economic Development	1		1		1		1	
Assistant Director of Economic Development	1		1		1		1	
BSG Director	1							
Business Analyst	2		4		4		5	
Application and Process Coordinator	1							
Interns		5		5				6
Total	27	8	25	7	25	2	26	8
<i>City Clerk</i>								
City Clerk (Formerly Clerk-Treasurer)	1		1		1		1	
Deputy Clerk of the Court	1		1		1		1	
Total	2		2		2		2	
<i>Controller's Office</i>								
Controller	1		1		1		1	
Deputy Controller	3		3		3		3	
Senior Controller Staff	2		2		3		3	
Controller Staff I	2	1	2	1	2		2	
Controller Staff II	2		2		1		1	
Controller Staff III	1							
Budget Analyst II	1		1		1		1	
Revenue Specialist	1		1					
Business Process Coordinator	1		1		1		1	
Intern								
Total	14	1	13	1	12	0	12	0

	Budget		Approved		Approved		Approved	
Position	2025		2024		2023		2022	
<i>Planning & Zoning</i>	FT	PT	FT	PT	FT	PT	FT	PT
Director	1		1		1		1	
Assistant Director of Planning	1		1		1		1	
Office Manager	1		1		1		1	
Planner I	1		2		2		2	
Planner II	2		2		2		2	
Administrative Assistant		1		1		1		1
Intern		3		3		1		1
Total	6	4	7	4	7	2	7	2
<i>Permitting & Inspections</i>								
Residential Plan Examiner	1		1		1		1	
Code Enforcement Inspector	2		2		2		2	
Environmental Health Inspector			1		1	1	1	1
Building Commissioner	1		1		1		1	
Assistant Building Commission	1		1		1		1	
Permits Manager	1		1		1		1	
Building Inspector I	3		4		4		4	
Building Inspector II	1		1		1		1	
Utility Locator	2		2		2		2	
Office Manager	1		1		1		1	
Fire Inspectors	4		4		2		2	
Total	17	0	19	0	17	1	17	1
<i>City Court</i>								
Judge	1		1			1		1
Court Bailiff	1		1			1		1
Total	2	0	2	0	0	2	0	2
<i>Engineering</i>								
Director	1		1		1		1	
Assistant Director	1		1		1		1	
Engineer	1							
Assistant Engineer	1		3		3		3	
Asset Manager	1							
Chief Inspector	1		1		1		1	
Infrastructure Inspector	5	1	3	1	3	1	3	1
Traffic Technician	1		1		1		1	
Office Manager	1		1		1		1	
Deputy Controller-Engineering	1		1		1		1	
GIS Analyst	1		1		1		1	
Intern		4		4		3		3
Total	15	5	13	5	13	4	13	4

	Budget		Budget		Approved		Approved	
Position	2025		2024		2023		2022	
<i>Fire & Emergency Services</i>								
Chief	1		1		1		1	
Deputy Fire Chief	1		1		1		1	
Fire Marshal								
Division Chief	2		3		2		2	
Staff Captain	2		3		3		3	
Staff Lieutenant								
Station Captain/Captain	7		9		9		9	
Battalion Chief	6		3		3		3	
Lieutenant/Shift Lieutenant/Station Lieutenant	26		25		25		25	
Firefighter / Medic	115		120		111		105	
Project Manager	1		2		2		2	
Office Manager	1		1		1		1	
Administrative Asst								
Public Educator	1					1		
Community Risk Reduction Specialist	1				1		1	
Laborer		1				1		1
Total	164	1	168	0	159	2	153	1
<i>Health Department</i>								
Public Health Director	1		1		1		1	
Food Inspector	3	1	2	1	1		1	
Health Educator	1		1		1		1	
Public Health Nurse	1		1		1		1	
Operations and Administration Manager	1							
Epidemiologist-Assistant Director	1		1		1		1	
Public Health Nurse & Preparedness Coordinator <i>*Grant Funded</i>	2		2		1		1	
Project Manager <i>*Grant Funded</i>	1		1		1		1	
Nurse <i>*Grant Funded</i>	5		1	1	1	1	1	1
Social Worker - Nurse <i>*Grant Funded</i>	1		1					
Grant Manager <i>*Grant Funded</i>	1		1					
Community Health Advocate <i>*Grant Funded</i>	1		1		1		1	
Culture of Health Manager	1		1		1			
Vital Records Clerk	1		1		1			
Total	21	1	15	2	11	1	9	1

	Budget		Budget		Approved		Approved	
Position	2025		2024		2023		2022	
<i>Fleet Management</i>								
Director of Fleet Management	1		1		1		1	
Assistant Director								
Office Manager	1		1		1		1	
Mechanic III	3		2		2		2	
Mechanic II	4		5		5		5	
Mechanic I								
Intern		1		1		1		1
Laborers		2		2		2		2
Superintendent	1		1		1		1	
Fleet Technician I								
Inventory Control Specialist	1							
Inventory Control Manger	2				1			
Total	13	3	10	3	11	3	10	3
<i>Information Technology</i>								
Director of Information Technology	1		1		1		1	
Assistant Director	1		1		1		1	
Business Analyst	1				1			
Senior System Administrator	2		3		1		1	
System Administrator	2		4		4		4	
Network Engineer * <i>contract employee moved to FTE</i>	1		2		1		1	
GIS Coordinator	2		2		2		2	
Chief Security Officer	1		1		1		1	
Help Desk Coordinator	1							
Help Desk Technician	3							
Inter/Office Support		1		1		1		1
Total	15	1	14	1	12	1	11	1

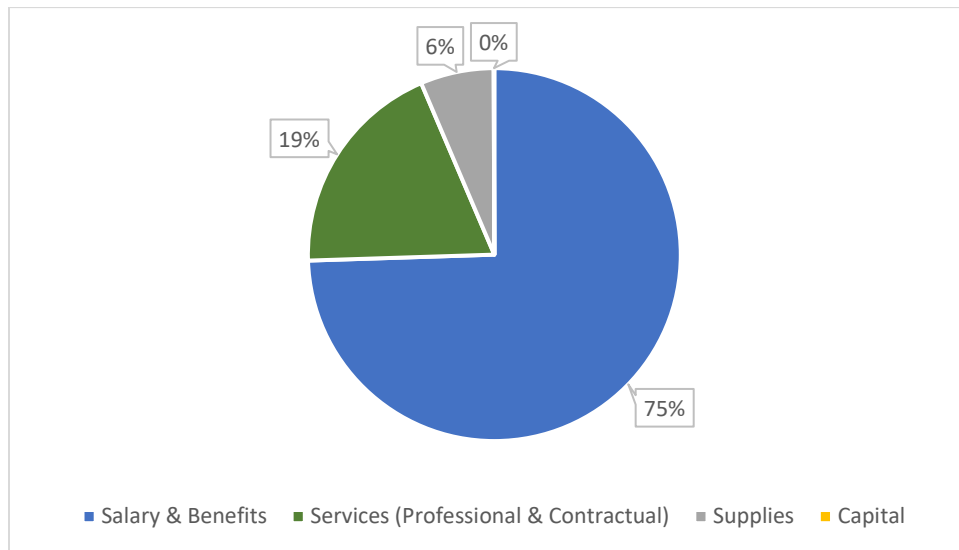
	Budget		Budget		Approved		Approved	
Position	2025		2024		2023		2022	
<i>Parks & Recreation</i>								
Director of Parks & Recreation	2		2		1		1	
Assistant Director of Parks & Recreation	1		1		1		1	
Administration and Operations Manager			1		1		1	
Administrative Assistant	1		1		1		1	
Coordinator Agri Park	1							
Maker Space Manager	1		1		1	1	1	1
Recreation Program Coordinator			1		1		1	
Intern/Field Support		7		7				5
Agri Park Manager	1		1		1	1	1	1
Experience Coordinator	3	11	6	11	4	4	4	4
GWF/ Agri Park Seasonal Staff		5		5				
Head Summer Camp Counselors		5		5				
Summer Camp Counselors		65		65		62		62
Marketing Coordinator	1							
Marketing Assistant	1	1		1	1	1		2
Facilities Coordinator	1							
Head Lifeguards * new in 2023		5		5		5		
Lifeguards * new in 2023		50		50		35		
Camp Manager - * new in 2024	1		1					
Total	14	149	15	149	12	109	11	75
<i>Community Center</i>								
Director	1							
Aquatics Manager	1							
Membership Manager	1							
Marketing Manager	1							
Asst Membership Manager	1							
Business Manager	1							
Building and Grounds Manager	1							
Wellness Manager	1							
Youth and Family Manager	1							
Asst Aquatics Manager	1							
HR Coord	1							
Sports Coord	1							
Asst Building and Grounds Manager	1							
Asst Wellness Manager	1							
Wellness Coach	1							
Admin Asst	1							
Part Time Staff								
Total	16	0	0	0	0	0	0	0

	Budget		Budget		Approved		Approved	
Position	2025		2024		2023		2022	
Police Department								
Support Division								
Chief	1		1		1		1	
Assistant Chief	2		2		2		2	
Major	1		1		1		1	
Lieutenant	2		2		2		2	
Sergeant	1		1		1		1	
Patrol Division								
Major	1		1		1		1	
Lieutenant	6		6		6		6	
Sergeant	13		13		13		13	
Officers	77		77		74		74	
Investigations Division								
Major	1		1		1		1	
Lieutenant	2		2		2		2	
Sergeant	3		3		3		3	
Detectives	13		13		13		13	
Operations								
Captain								
Lieutenant	1		1		1		1	
Detectives								
Sergeant	3		3		2		2	
Civilian								
Office Manager	1		1		1		1	
Administrative Assistant	2		2		2		2	
Records Manager	1		1		1		1	
Assistant Records Manager	1		1		1		1	
Clerk	3		3		3		3	
Records Quality Assurance Technician								
Accreditation Coordinator	1		1		1		1	
Marketing and Public Relations	1							
Property Officer	1		1		1		1	
Civilian Intelligence Analyst *1 partial funded through INDY								
Crime Gun Task Force	4		4		6		6	
Criminal Forensics Investigator	3		3					
Community Outreach Coordinator	1		1					
Humane Officer	1		1		1		1	
SSOs	5							
Body Worn Camera Manager								
Intern		2		2				2
Total	152	2	146	2	140	0	140	2

Position	Budget		Budget		Approved		Approved	
<i>Public Works</i>	2025		2024		2023		2022	
Director	1		1		1		1	
Assistant Director	1		1		1		1	
Safety Coordinator	1		1		1		1	
Project Manager					1		1	
Superintendent Asset Management					1		1	
Inventory Control Assistant Manager					1		1	
Office Support	2		2					2
STREETS Superintendent	1		1		1		1	
STREETS Foreman	8		8		8		8	
STREETS Laborer	15	4	14	4	16	6	14	4
STREETS Senior Laborer	7		7		7		7	
STREETS Seasonal Laborers		15		15		15		15
STREETS Seasonal Snow Plow Personnel		15		15		18		18
STREETS Seasonal Snow Backhoe operators		10		10		10		10
PARKS Superintendent	1		1		1		1	
PARKS Foreman	6		6		6		6	
PARKS Laborer	16	4	15	4	17	3	15	3
PARKS Senior Laborer	2		2		2		2	
PARKS Seasonal Laborers		22		22		14		14
FACILITIES MAINTENANCE Superintendent	1		1		1		1	
FACILITIES MAINTENANCE Assistant Superintendent	1		1					
FACILITIES MAINTENANCE Maintenance Tech II	2		2		2		1	
FACILITIES MAINTENANCE Maintenance Tech I	3		3		1			
FACILITIES MAINTENANCE Senior Building Maintenance Tech	3		3		4		4	
FACILITIES MAINTENANCE Laborers		1		1	3		3	
WATER QUALITY Director of Water Quality	1		1		1		1	
WATER QUALITY Superintendent	3		3		3		3	
WATER QUALITY Senior Wastewater Plant Operator					1		1	
WATER QUALITY Laboratory Mgr.	1		1		1		1	
WATER QUALITY Laboratory Tech.	1		1		1		1	
WATER QUALITY Wastewater Plant Operator	3		3		3		3	
WATER QUALITY Laborer	8	3	7	3	9	4	9	4
WATER QUALITY Senior Laborers	4		4		2		2	
WATER QUALITY Senior Maintenance Tech	4		4		3		3	
WATER QUALITY Foreman	2		2		2		2	
WATER QUALITY Inspector	2		2		1		1	
WATER QUALITY Seasonal Laborers (PT)		3		3				
WATER QUALITY Assistant Engineer	1		1		1		1	
WATER QUALITY Stormwater Technician	1		1		1			
WATER QUALITY Office Support		1		1		1		1
WATER QUALITY Intern		2		2		1		1
Total	102	80	99	80	104	72	97	72
	Budget		Budget		Approved		Approved	
	2025		2024		2023		2022	
TOTAL FOR ORGANIZATION	580	255	548	254	525	199	508	172

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, are the biggest cost drivers within the budget.



The 2025 budget makes a significant investment in the personnel of the City and for additional staff.

- 6% raise to all non-elected & elected employees.
- The City will increase the match to the 457 retirement account for employees by \$1,000 to make the match \$2,500.

Public Safety Investment:

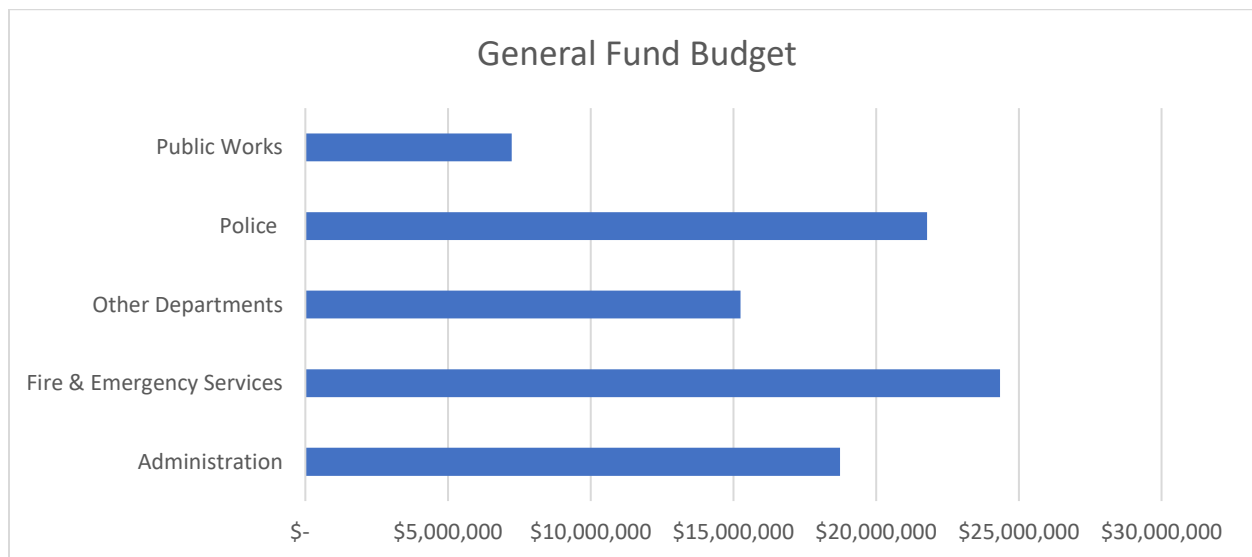
- A new ladder truck will be put in service.
- A new engine/medic will be put in service.
- The Fire Department will take over Project Lifesaver from Hamilton County.
- The Police Department will hire a Community Service Officer.
- The City will hire 2 new School Resources Officers for the school district.
- The Health Department will implement a new vaccine program.

Additional City Staff:

- Hire 13 full time staff needed for the Community Center operations.
- A manager will be hired for the new AgriPark.
- 2 additional full time employees for Customer Service and the Controller's Office will be hired to assist with the new Citywide trash and recycling contract beginning in 2025.

Within the General Fund, Public Safety constitutes 52.8% of the overall 2025 approved budget. The Administration Department is made up of multiple divisions including:

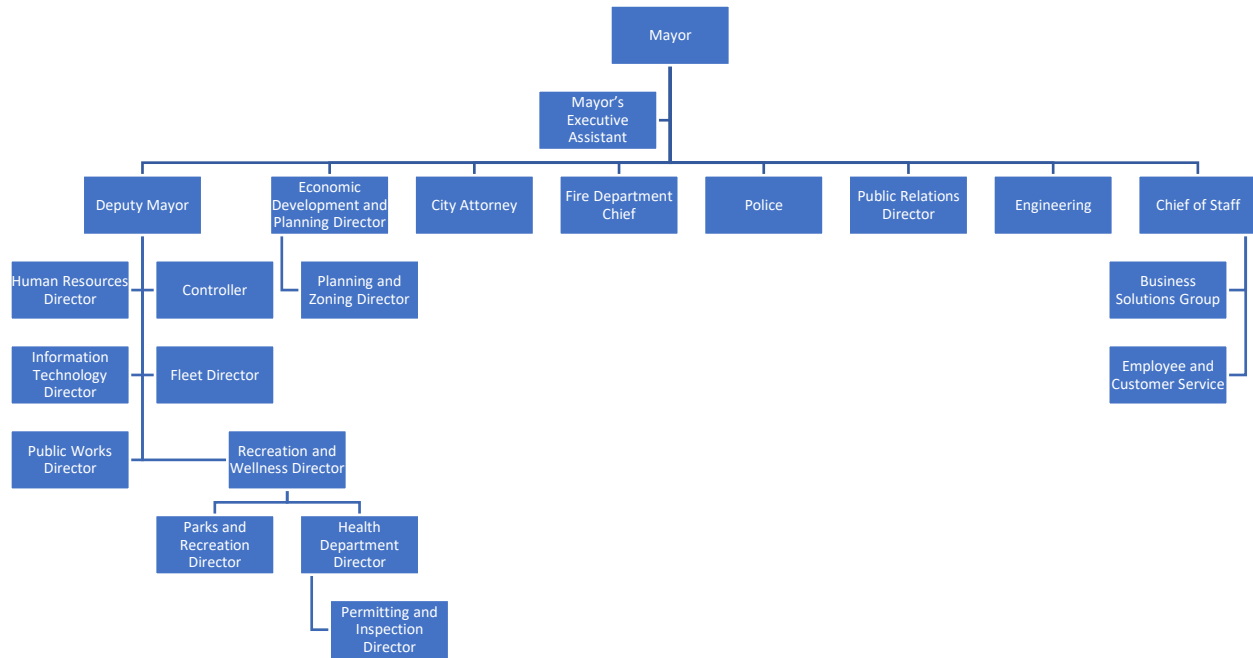
- Mayor's Office
- Human Resources
- Customer Service
- Legal Department
- Public Relations
- Business Solutions Group
- Controller's Office
- Economic Development



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

- General Fund
- Motor Vehicle Highway Fund
- Local Roads and Streets
- Sewer Fund
- Stormwater Fund

Administration - Mayor's Office



The City of Fishers Administration Department, led by the Mayor, is responsible for all operations of the City. While most of the City's leadership reports directly to the Mayor, the Deputy Mayor and the Chief of Staff manage the operational services departments of the City. Included in the operating budget are several city-wide provided costs, including a legal services retainer, insurance costs, and other operating expenses. Many unbudgeted, unplanned major expenses that arise throughout the year are paid by the Administration Department.

Fund	General	Sewer	Stormwater	Other	Total
Total	\$ 8,431,717	\$ 1,206,874	\$ 545,349	\$ 15,509,337	\$ 25,693,277

Object	Description	Amount
41113	FT Salaries	\$ 2,567,658
41114	PT Salaries	\$ 395,349
41300	Employee Benefits	\$ 689,835
42200	Operating Supplies	\$ 204,580
43100	Professional Services	\$ 5,764,954
43101	Legal Services	\$ 367,500
43200	Comms & Transportation	\$ 88,300
43202	Postage	\$ 113,250
43300	Printing and Advertising	\$ 138,450
43804	Lease Payment	\$ 10,291,000
44905	Capital Lease Payment	\$ 2,082,000
45200	Interfund Operating Transfers	\$ 2,990,401
	TOTAL	\$ 25,693,277

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

Vision

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

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

The Administration – Mayor’s Office is ultimately responsible for all the goals, objectives and performance indicators of the City.

Performance Measures

Strategic Priority				
Future Land Use				
Action Item				
Area Planning and Topics for Future Study				
Tactic	Responsible Department		Economic Development	
Identify future redevelopment areas for special study.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Conduct corridor studies in specific areas around the city.	In-Process	In Process	In Process	On Going
Assess opportunities for redevelopment at 131st and Brooks School Rd.	In-Process	In Process	In Process	On Going
Assess opportunities for redevelopment at 126th and St. Rd. 37.	In-Process	In Process	In Process	On Going
Plan for the airport property for increase opportunities for employment.	In-Process	In Process	In Process	On Going
Tactic	Responsible Department		Economic Development	
Study new land use opportunities.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Study land uses along trails and natural resources	2	2	4	2
Create a plan for the underdeveloped land at 96th St. & Allisonville Rd.	-	In Process	Completed	-
Tactic	Responsible Department		Mayor	
Assess opportunities for future redevelopment.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Identify 2 future redevelopment opportunities.	0	3	4	6

Strategic Priority				
Housing and Neighborhoods				
Action Item				
Revitalization and Upkeep of Existing Neighborhoods				
Tactic	Responsible Department		Mayor	
Create resources for maintenance and revitalization of neighborhoods				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Meeting with neighborhoods and landlords to identify needs.	0	1	1	Complete
Provide grant funds for neighborhood revitalization.	-	In Process	On Going	On Going
Action Item				
UDO Updates				
Tactic	Responsible Department		Mayor	
Revise UDO standards to allow for art installation payment in lieu of in regards to open space.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	0	0	1	1
Art installations completed.	5	10	15	17
Tactic	Responsible Department		Mayor	
Create a committee to review architectural standards for residential new construction.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	0	0	0	0

Strategic Priority				
Transportation				
Action Item				
UDO Updates and Standards				
Tactic		Responsible Department		Mayor
Update UDO to require connected bicycle, pedestrian and automotive networks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	0	1	1	1
Tactic		Responsible Department		Mayor
Require roadway designs that reduce the speed of traffic.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	0	1	1	1
Action Item				
Infrastructure - Pedestrian, Bicycle and Trails				
Tactic		Responsible Department		Mayor
Fill the gaps in the trail networks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Complete a trail gap analysis.	0	1	1	1
Identify funding opportunities to support the effort.	0	1	1	1
Tactic		Responsible Department		Mayor
Create development nodes that provide bicycle and pedestrian connectivity.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Completed nodes	0	2	2	2
Tactic		Responsible Department		Mayor
Study pedestrian connectivity in key locations across the city.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Locations identified.	0	1	1	3
Tactic		Responsible Department		Mayor
Investigate safety measures needed for high traffic pedestrian travel is expected.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Safety measures installed.	0	2	2	3

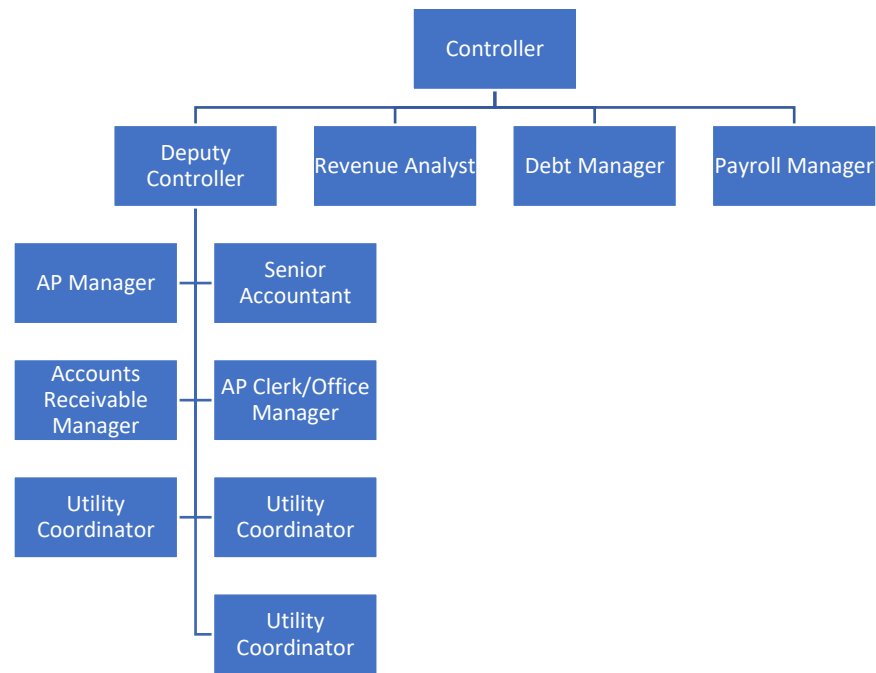
Strategic Priority				
Parks				
Action Item				
Area Planning and Topics for Future Study				
Tactic		Responsible Department		Mayor
Identify potential updates to land use policies.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Review policies that would improve environmental sustainability.	0	1	2	1
Action Item				
Improvements and Upgrades to Existing Parks and Trails				
Tactic		Responsible Department		Mayor
Build new facilities as listed in the Park Impact Fee Study.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
New facilities built.	2	1	1	2
Tactic		Responsible Department		Mayor
Continue to implement phase one of the ADA transition plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
ADA updates to existing trail and sidewalk infrastructure.	5	5	5	7
Action Item				
New Parks, Trails and Amenities				
Tactic		Responsible Department		Mayor
Construct greenways and trail connections to create a network to the city's natural amenities.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Connections constructed.	0	1	2	2
Action Item				
Land Acquisition				
Tactic		Responsible Department		Mayor
Acquire additional land for future parks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Land acquisitions completed for new parks.	1	1	1	1
Land acquisitions completed for new pocket parks.	0	0	2	1
Tactic		Responsible Department		Mayor
Update UDO to require residential developments to connect to adjacent parks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards updated.	0	0	1	1
Action Item				
Event Spaces and Programming				
Tactic		Responsible Department		Mayor
Create additional civic spaces within parks for events, festivals and other community gatherings.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Civic spaces created/updated.	1	1	1	1
Tactic		Responsible Department		Mayor
Identify indoor community recreation and event facilities.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Locations identified.	0	1	1	0
Tactic		Responsible Department		Mayor
Implement priorities identified in the Art and Culture master plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Projects implemented	1	1	2	2
Action Item				
Partnerships				
Tactic		Responsible Department		Mayor
Consider the feasibility of a citywide or regional bike share program				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Meetings with partners to determine feasibility.	0	1	1	1
Tactic		Responsible Department		Mayor
Design and construct regional connections identified in the Bicycle and Pedestrian Master Plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Connections constructed.	0	1	1	

Strategic Priority				
Future Land Use				
Action Item				
Zoning Map Updates				
Tactic	Responsible Department		Planning and Zoning	
Update zoning maps to create mixed use nodes to align with future land use maps.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Update zoning maps.	-	-	Not Started	Not Started
Tactic	Responsible Department		Planning and Zoning	
Develop a strategy to align the zoning map with the future land use map.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Work with IT to create new maps.	-	-	Not Started	Not Started
Tactic	Responsible Department		Planning and Zoning	
Develop policy for sunset dates in the PUD so land reverts back to future land use when not used in a specific amount of time.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Create a working group to develop and implement new policy.	-	Not Started	Completed	-
Action Item				
UDO Updates				
Tactic	Responsible Department		Planning and Zoning	
Update the UDO to define updated land use categories.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Research, develop and implement new definitions.	-	-	Not Started	Not Started
Tactic	Responsible Department		Planning and Zoning	
Update UDO to include protections for land designated as open space.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Define protections and implement	-	-	Not Started	Not Started
Tactic	Responsible Department		Planning and Zoning	
Revise open space standards to promote innovative open spaces.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Update Section 7 of the UDO with new standards and implement.	-	Not Started	Completed	-
Action Item				
Area Planning and Topics for Future Study				
Tactic	Responsible Department		Planning and Zoning	
Identify future redevelopment areas and areas for special study.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Complete the Allisonville Road Corridor Study.	-	Not Started	In Progress	In Progress
Create a plan for the I-69 and Olivo Rd corridor for redevelopment	-	Not Started	In Progress	In Progress
Tactic	Responsible Department		Planning and Zoning	
Study new land use opportunities along with Nickel Plate Trail.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Identify 5 locations to study.	-	Not Started	In Progress	In Progress
Tactic	Responsible Department		Planning and Zoning	
Study new land use opportunities along with Nickel Plate Trail.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Identify 5 locations to study.	-	Not Started	In Progress	In Progress
Tactic	Responsible Department		Planning and Zoning	
Study new land use opportunities along with Nickel Plate Trail.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Identify 5 locations to study.	-	Not Started	In Progress	In Progress

Strategic Priority				
Housing and Neighborhoods				
Action Item				
Housing and Neighborhood Desing Innovation				
Tactic	Responsible Department		Planning and Zoning	
Report on the housing needs and trends for the City.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Encourage housing innovations through the plan review process.	-	-	In Process	On Going
Action Item				
UDO Updates				
Tactic	Responsible Department		Planning and Zoning	
Ensure trail and sidewalk connections throughout the City.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Update UDO to require developers to install sidewalks	In Process	Complete	-	-
Update UDO to require open spaces to fulfill purposeful functions.	In Process	Complete	-	-
Tactic	Responsible Department		Mayor	
Revise UDO standards to require purposeful elements such as stormwater, gardens, art, etc.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	0	1	1	1
Tactic	Responsible Department		Mayor	
Achieve high quality, long lasting new buildings in the City.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Create a review committee to architecture standards for construction.	-	Complete	On Going	On Going
Update City ordinances to include sustainable material use.	-	On Going	On Going	On Going

Strategic Priority				
Transportation				
Action Item				
Communication and Education				
Tactic	Responsible Department		Engineering	
Keep residents updated about infrastructure projects.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Create, implement and maintain a projects dashboard for the public.	-	Completed	On Going	On Going
Publicize the availability of Drive Fishers alerts.	In Process	On Going	On Going	On Going
Tactic	Responsible Department		Engineering	
Education drivers and pedestrians of their responsibilities while using the City's roadways and trail systems.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Create and install signage to alert everyone to shared roadway spaces.	-	In Process	In Process	In Process
Action Item				
UDO Updates and Standards				
Tactic	Responsible Department		Engineering	
Keep residents updated about infrastructure projects.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Create, implement and maintain a projects dashboard for the public.	-	Completed	On Going	On Going
Action Item				
Infrastructure - Pedestrian, Bicycle and Trails				
Tactic	Responsible Department		Engineering	
Fill the gaps in the trail networks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Complete a trail gap analysis.	1	1	1	1

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 that the Controller's Office is responsible for appropriating all monies to all funds and ensuring the accuracy of financial records. The Controller's Office manages the financial aspects of payroll and benefits, utilizing funds specific to salaries and benefits.

Fund	General	Sewer	Stormwater	Other	Total
Total	\$ 10,308,843	\$ 3,622,226	\$ 843,541	\$ 200,000	\$14,974,610

Object	Description	Amount
41113	FT Salaries	\$ 967,268
41114	PT Salaries	\$ 27,984
41300	Employee Benefits	\$ 248,108
41400	Self-Funded Insurance	\$ 10,510,750
42200	Operating Supplies	\$ 28,500
43100	Profession Services	\$ 2,797,500
43200	Comms & Transportation	\$ 42,000
43901	Refunds Awards Indemnities	\$ 2,500
44400	Improve't Other than Building	\$ 150,000
44920	Capital Expense	\$ 200,000
	TOTAL	\$ 14,974,610

Performance Measures

Strategic Priority				
Resilient				
Action Item				
Maintaining vibrancy through reinvestment and maintenance.				
Tactic	Responsible Department		Controller	
Pursue grants to leverage local dollars for larger improvement and implement new programming.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Grants applications submitted	33	30	22	30
Grants application awarded	30	25	20	28
Tactic	Responsible Department		Controller	
Collect outstanding revenue for utilities services provided.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Amount of outstanding revenue collected	42,000	60,000	200,000	80,000

City Clerk and City Court

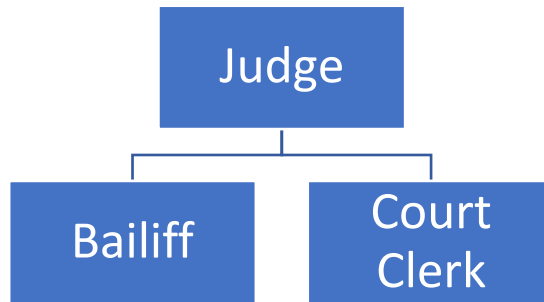
City Clerk

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	\$ 109,425	\$ 109,425

Object	Description	Amount
41113	FT Salaries	\$ 78,249
41300	Employee Benefits	\$ 20,176
42200	Operating Supplies	\$ 1,500
43100	Profession Services	\$ 8,000
43200	Comms & Transportation	\$ 1,500
	TOTAL	\$ 109,425



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.

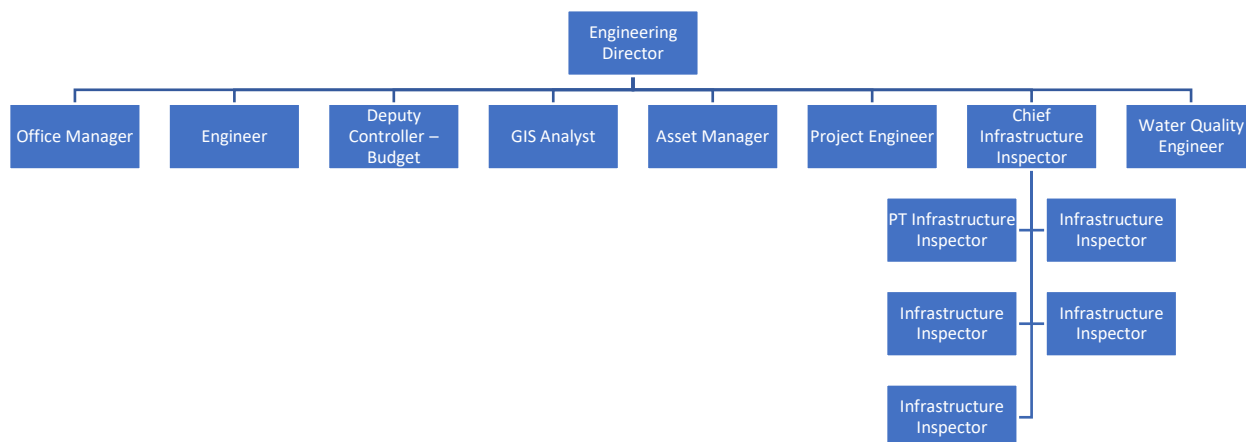
Fund	General	Total
Total	\$ 127,145	\$ 127,145

Object	Description	Amount
41114	PT Salaries	\$ 105,789
41300	Employee Benefits	\$ 11,356
42200	Operating Supplies	\$ 5,000
43100	Professional Services	\$ 4,500
43202	Postage	\$ 500
	TOTAL	\$ 127,145

Performance Measures

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

Engineering



The Engineering Department is focused on designing, managing, and inspecting the infrastructure that powers daily life in the City. This includes meticulous planning of streets and sewers, the operation of traffic systems, and the creation of detailed GIS maps. Every project meets the high standards of quality and efficiency in shaping a well-connected Fishers. The Department is responsible for:

- Designing and managing street, sewer, building, and other infrastructure projects
- Design, review, and inspection of city projects
- Construction field inspections
- Contract project bidding and grant compliance
- Operating and maintaining traffic signals, signs, and lights
- Right of Way permitting activities
- GIS and mapping services

The Engineering Department also works on [Drive Fishers](#), the City of Fishers' initiative to increase travel efficiency, improve connectivity, and maintain the sanitary sewer and water infrastructure via innovative projects and a proactive approach to construction and maintenance.

Fund	GENERAL	MVH	Sewer	Stormwater	Combined Other	Total
Total	\$ 323,717	\$ 794,760.00	\$ 1,025,620	\$ 43,048	\$ 3,988,720	\$ 6,175,865

Object	Description	Amount
41113	FT Salaries	\$ 1,310,636.00
41114	PT Salaries	\$ 51,120.00
41300	Employee Benefits	\$ 408,771.00
42200	Operating Supplies	\$ 43,250.00
43100	Profession Services	\$ 522,418.00
43200	Comms & Transportation	\$ 10,950.00
44100	Land	\$ 310,000.00
44200	Infrastructure	\$ 3,320,000.00
44500	Machinery and Equipment	\$ 45,000.00
44920	Capital Expense	\$ 153,720.00
	TOTAL	\$ 6,175,865.00

Areas of Focus – 2025

- Continue and complete 5 current road projects.
- Continue and complete 2 current trail projects.
- Complete the annual road resurfacing project.

Areas of Focus – Future Years

- 9 road projects currently in the preconstruction phase is set to begin in 2025 or later.
- 2 road projects currently in the design phase with construction is set to begin in 2026 or later.
- Continue local road resurfacing projects.

Performance Measures

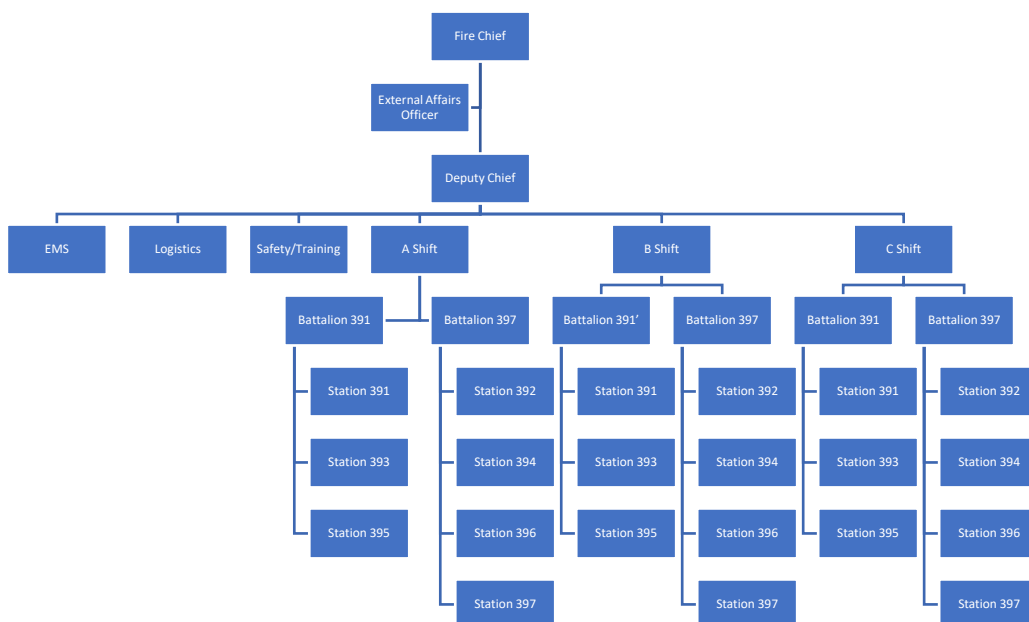
Strategic Priority				
Future Land Use				
Action Item				
Area Planning and Topics for Future Study				
Tactic	Responsible Department		Engineering	
Identify future redevelopment areas for special study.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Conduct corridor studies in specific areas around the city.	Not started	Started	Started	In Process
Tactic	Responsible Department		Engineering	
Study new land use opportunities.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Study land uses along trails and natural resources	0	0	2	2
Tactic	Responsible Department		Engineering	
Assess opportunities for future redevelopment.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Identify 2 future redevelopment opportunities.	0	2	3	6
Action Item				
Infrastructure - Streets and Traffic				
Tactic	Responsible Department		Engineering	
Properly light all intersections.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Lighting projects completed.	0	5	4	6

Strategic Priority				
Parks				
Action Item				
Improvements and Upgrades to Existing Parks and Trails				
Tactic	Responsible Department		Engineering	
Continue to implement phase one of the ADA transition plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
ADA updates to existing trail and sidewalk infrastructure.	5	5	5	7
Tactic	Responsible Department		Engineering	
Continue implementation of the Park Impact Fee Study.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Build additional parks facilities.	5	5	5	7
Action Item				
New Parks, Trails and Amenities				
Tactic	Responsible Department		Engineering	
Construct greenways and trail connections to create a network to the city's natural amenities.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Connections constructed.	0	1	2	2
Action Item				
Partnerships				
Tactic	Responsible Department		Engineering	
Create partnerships with existing businesses near natural amenities to provide better access.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Partnerships established.	0	0	1	2
Tactic	Responsible Department		Engineering	
Design and construct regional connections identified in the Bicycle and Pedestrian Master Plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Connections constructed.	0	1	1	2

Strategic Priority				
Transportation				
Action Item				
Communication and Education				
Tactic	Responsible Department		Engineering	
Keep residents updated about infrastructure projects.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Number of communications to residents.	4	4	4	12
Create, implement and maintain a projects dashboard for the public.	-	Completed	On Going	On Going
Tactic	Responsible Department		Engineering	
Education drivers and pedestrians of their responsibilities while using the City's roadways and trail systems.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Install signage at trail crossing.	2	2	2	3
Create and install parking signage for urban spaces.	In Process	On Going	On Going	On Going
Action Item				
UDO Updates and Standards				
Tactic	Responsible Department		Engineering	
Update UDO to require connected bicycle, pedestrian and automotive networks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	1	1	1	1
Tactic	Responsible Department		Engineering	
Require roadway designs that reduce the speed of traffic.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	0	1	1	1
Tactic	Responsible Department		Engineering	
Update UDO to require connected bicycle, pedestrian and automotive networks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards revised.	0	0	1	1
Action Item				
Infrastructure - Pedestrian, Bicycle and Trails				
Tactic	Responsible Department		Engineering	
Fill the gaps in the trail networks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Complete a trail gap analysis.	1	1	1	1
identify funding opportunities to support the effort.		In Process	On Going	On Going
Tactic	Responsible Department		Engineering	
Create development nodes that provide bicycle and pedestrian connectivity.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Completed nodes	2	2	2	2
Tactic	Responsible Department		Engineering	
Study pedestrian connectivity in key locations across the city.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Locations identified.	1	1	3	2
Tactic	Responsible Department		Engineering	
Investigate safety measures needed for high traffic pedestrian travel is expected.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Safety measures installed.	2	2	3	3

Strategic Priority				
Transportation				
Action Item				
Infrastructure - Streets and Traffic				
Tactic	Responsible Department		Engineering	
Ensure all primary and secondary arterial intersections are properly lit.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Intersections properly lit.	10	12	15	15
Tactic	Responsible Department		Engineering	
Expand on the signal modernization at the city's major corridors to address congestion.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Motorization activities completed	0	1	1	1
Tactic	Responsible Department		Engineering	
Update trail crossing with lights and pedestrian signals.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Updates made to trails.	0	2	2	2
Action Item				
Area Planning and Focused Investments				
Tactic	Responsible Department		Engineering	
Identify locations around the City of planning updates				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Identify locations and prepare small area plans.	-	-	4	4
Update Nickel Plate Master Plan	-	-	On Going	On Going

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	\$ 24,343,134	\$ 24,343,134

Object	Description	Amount
41113	FT Salaries	\$17,040,586.00
41114	PT Salaries	\$39,390.00
41300	Employee Benefits	\$5,081,548.00
42200	Operating Supplies	\$931,820.00
42231	Uniforms	\$418,200.00
43100	Professional Services	\$658,890.00
43200	Comms & Transportation	\$148,200.00
43202	Postage	\$1,000.00
43300	Printing and Advertising	\$8,500.00
43901	Refunds Awards Indemnities	\$15,000.00
	TOTAL	\$24,343,134

Areas of Focus – 2025

- Identify and define a sustainable special operations capability.
- Increase the number of paramedics on staff through training opportunities.
- Redefine 21st century entry level requirement for personnel.

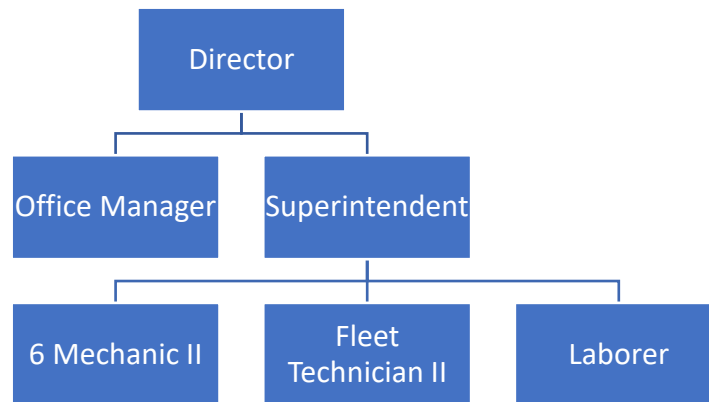
Areas of Focus – Future Years

- Assess the increase in our transient population.
- Use data, analytics, and technology to drive service.
- Increase the department's value proposition to the community.

Performance Measures

Strategic Priority				
Accessible				
Action Item				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
Tactic	Responsible Department		Fire	
Provide fast and accurate responses to all calls dispatched to the department.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Emergency responses.	8,067	7,976	8,000	8,200
Tactic	Responsible Department		Fire	
Staff the department with properly trained staff.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Training hours.	10,100	23,390	30,000	31,000
Tactic	Responsible Department		Fire	
Provide communication and education to residents.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Programs participated in.	18	17	18	20
Total number of people educated.	75,933	55,655	60,000	62,000
Total number of social media views.	6,234,057	6,442,130	6,500,000	6,600,000

Fleet Management



The City's Fleet Management Department oversees the maintenance of all City owned vehicles and large equipment. This department runs a fully functioning maintenance garage with 6 full time technicians and 2 laborers. 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.

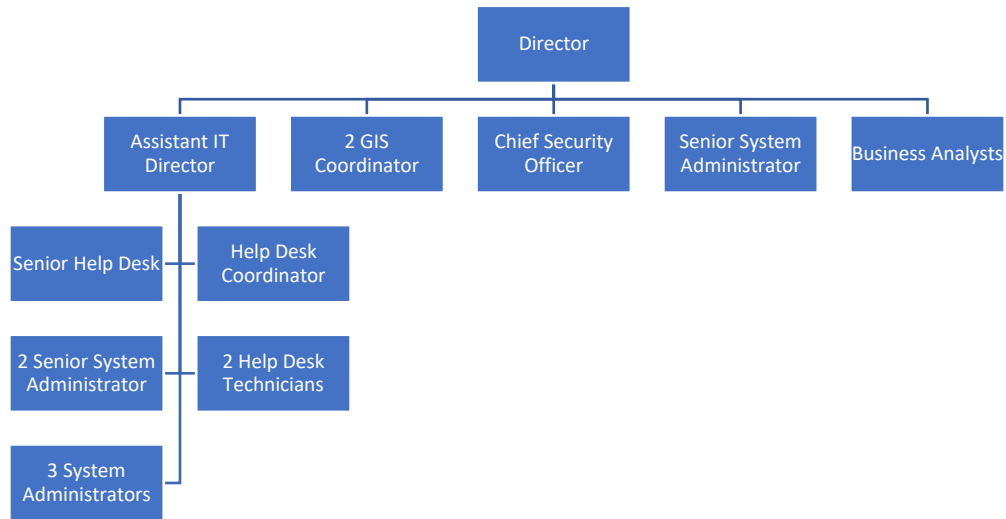
Fund	General	MVH	Sewer	Stormwater	Total
Total	\$ 2,836,825	\$ 953,915	\$ 476,263	\$ 191,257	\$ 4,458,260

Object	Description	Amount
41113	FT Salaries	\$1,052,067.00
41114	PT Salaries	\$61,491.00
41300	Employee Benefits	\$275,261.00
42200	Operating Supplies	\$1,461,971.00
42221	Fuel	\$1,136,540.00
43100	Professional Services	\$464,230.00
43200	Comms & Transportation	\$6,700.00
	TOTAL	\$4,458,260

Performance Measures

Strategic Priority				
Sustainable				
Action Item				
Provide a sustainable community through diverse land use, quality construction and proactive maintenance strategies.				
Tactic		Responsible Department	Fleet	
Keep the city fleet functional through regular maintenance and high quality repair services.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Work orders completed	4268	4381	4400	4600

Information Technology



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

Fund	General	Sewer	Stormwater	Other	Total
Total	\$ 3,913,183	\$ 675,757	\$ 434,247	\$ 29,000	\$ 5,052,187

Object	Description	Amount
41113	FT Salaries	\$1,277,154.00
41114	PT Salaries	\$7,950.00
41300	Employee Benefits	\$325,849.00
42200	Operating Supplies	\$399,913.00
43100	Profession Services	\$3,001,320.98
43200	Comms & Transportation	\$40,000.00
	TOTAL	\$5,052,187

Areas of Focus – 2025

- Licensing changes for Microsoft and VMWare.
- VPN change and update.
- Central Firewall Replacement.
- New software tools for PD.
- New equipment, software and services used for Fishers Municipal Center.
- Activate and support the Fishers Community Center.

Areas of Focus – Future Year

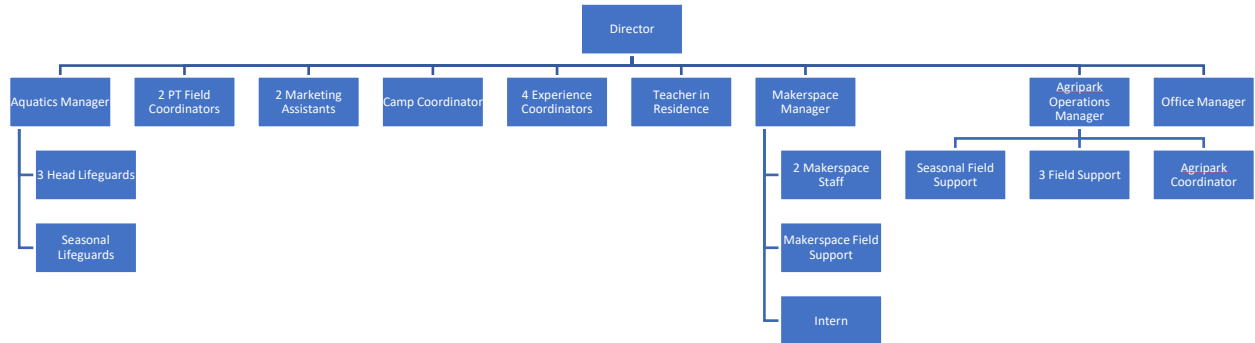
- Determine services and staff needed for citizen and regional initiatives.
- Continual auditing and testing of environment and staff.
- Adapt and evolve policy as needed for best proactive and cyber insurance eligibility.
- Determine a long term fiber and conduit infrastructure strategy.

Performance Measures

Strategic Priority				
Transportation				
Action Item				
Communication and Education				
Tactic		Responsible Department		IT
Provide update to date interactive maps for bicycle and pedestrian uses.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Map updates.	1	1	1	1

Strategic Priority				
Accessible				
Action Item				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
Tactic		Responsible Department		IT
Provide helpdesk support to city staff to allow them to conduct their jobs at the high level of service to the community.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Helpdesk work orders completed.	5951	5855	5950	6100
Tactic		Responsible Department		IT
Support city departments with selection and implementation of software.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Software implementations completed.	3	2	3	3

Parks and Recreation



Fishers Parks offers a variety of recreational areas and parks to play in our vibrant city. From splash pads at Billerica and Holland Park to the sledding hill at Flat Fork Creek Park and the Nickel Plate District Amphitheater. Along with more than 591 acres of public recreational area, Fishers Parks offers shelters and building rentals for both small and large private events. Fishers Parks is proud to offer 26 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 Giest Waterfront Parks which is a 70 acre waterfront property with a beach, playground, shelters, trails, green space and so much more.

Fund	General	Total
Total	\$ 4,272,408	\$ 4,272,408

Object	Description	Amount
41113	FT Salaries	\$1,139,729.00
41114	PT Salaries	\$864,368.00
41300	Employee Benefits	\$361,911.00
42200	Operating Supplies	\$359,500.00
42303	Small Tools and Equipment	\$20,000.00
43100	Profession Services	\$1,491,400.00
43200	Comms & Transportation	\$22,000.00
43202	Postage	\$1,000.00
43901	Refunds Awards Indemnities	\$12,500.00
	TOTAL	\$4,272,408

Areas of Focus – 2025

- Hire and implement new full time position for AgriPark 2.0.
- Purchase and install equipment at the AgriPark 2.0 site.
- Begin construction and installation of restrooms, county store, and indoor program space at the original AgriPark.
- Increase offering for the summer camp program.

Areas of Focus – Future Years

- Continue to investigate the culture of health and wellness in the City and provide programs accordingly.
- Continue to implement infrastructure and programming that factors mental health, accessibility and equity into planning and implementation.
- Build community and connections through events and experiences.
- Continue to evaluation, increase and implement new camp offerings.

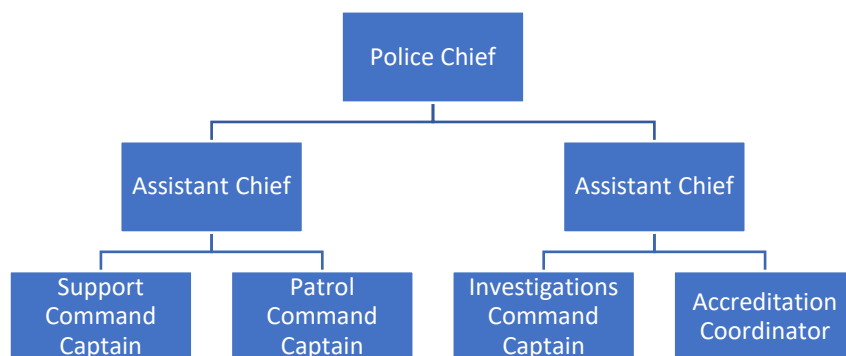
Performance Measures

Strategic Priority					
Future Land Use					
Action Item					
Area Planning and Topics for Future Study					
Tactic		Responsible Department		Parks	
Identify potential changes to land use policies that would improve environmental sustainability and public health.					
Performance Measure		2022 Actual	2023 Actual	2024 Budget	2025 Budget
Identify 3 potential strategies for improvement and implement 2.		-	In Progress	1	1

Strategic Priority					
Parks					
Action Item					
Improvements and Upgrades to Existing Parks and Trails					
Tactic		Responsible Department		Parks	
Build new facilities as listed in the Park Impact Fee Study.					
Performance Measure		2022 Actual	2023 Actual	2024 Budget	2025 Budget
New facilities built.		1	1	1	2
Assess feasibility of a dog park.		-	-	Complete	
Tactic		Responsible Department		Parks	
Determine feasibility of installing wi-fi connections at parks indoor and outdoor spaces.					
Performance Measure		2022 Actual	2023 Actual	2024 Budget	2025 Budget
Updates made to parks spaces.		0	0	2	2
Tactic		Responsible Department		Parks	
Continue to implement phase one of the ADA transition plan.					
Performance Measure		2022 Actual	2023 Actual	2024 Budget	2025 Budget
ADA updates to existing trail and sidewalk infrastructure.		5	5	5	7
Tactic		Responsible Department		Parks	
Plant indigenous plantings in parks to reduce costs and increase natural area in the parks system.					
Performance Measure		2022 Actual	2023 Actual	2024 Budget	2025 Budget
Parks updated with indigenous plantings.		1	1	1	1

Strategic Priority				
Parks				
Action Item				
New Parks, Trails and Amenities				
Tactic	Responsible Department		Parks	
Construct greenways and trail connections to create a network to the city's natural amenities.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Connections constructed.	1	2	2	2
Action Item				
Communication, Wayfinding and Promotion				
Tactic	Responsible Department		Parks	
Improvements and Upgrades to Existing Parks and Trails				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Materials created.	2	2	2	2
Tactic	Responsible Department		Parks	
Provide creative wayfinding for the City.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Create and install signage along greenways.	In Process	In Process	Complete	-
Action Item				
Land Acquisition				
Tactic	Responsible Department		Parks	
Acquire additional land for future parks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Land acquisitions completed for new parks.	1	1	1	1
Land acquisitions completed for new pocket parks.	0	1	1	2
Tactic	Responsible Department		Parks	
Update UDO to require residential developments to connect to adjacent parks.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Standards updated.	0	1	1	Complete
Strategic Priority				
Parks				
Action Item				
Event Spaces and Programming				
Tactic	Responsible Department		Parks	
Identify indoor community recreation and event facilities.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Locations identified.	0	1	1	0
Tactic	Responsible Department		Parks	
Implement priorities identified in the Art and Culture master plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Projects implemented	1	1	2	2
Create a grant program for community arts.	In Process	On Going	On Going	On Going
Action Item				
Partnerships				
Tactic	Responsible Department		Parks	
Consider the feasibility of a citywide or regional bike share program				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Meetings with partners to determine feasibility.	0	1	1	1
Tactic	Responsible Department		Parks	
Design and construct regional connections identified in the Bicycle and Pedestrian Master Plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Connections constructed.	0	0	1	2
Tactic	Responsible Department		Parks	
Identify other potential partners in the region to enhance the overall parks system.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Partners identified.	0	1	1	2
Pursue creating a bike share programs with selected partners.	-	-	In Process	On Going

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.

Support

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	\$ 21,784,119	\$ 118,120	\$ 21,902,239

Object	Description	Amount
41113	FT Salaries	\$15,216,151.00
41300	Employee Benefits	\$4,519,951.00
42200	Operating Supplies	\$642,500.00
43100	Profession Services	\$1,281,537.00
43200	Comms & Transportation	\$242,100.00
	TOTAL	\$21,902,239

Areas of Focus – 2025

- Hire, train and implement three new school safety officers.
- Hire one new civilian community service officer.
- Continue to utilize FLOCK at various intersections to reduce crime and traffic incidents.

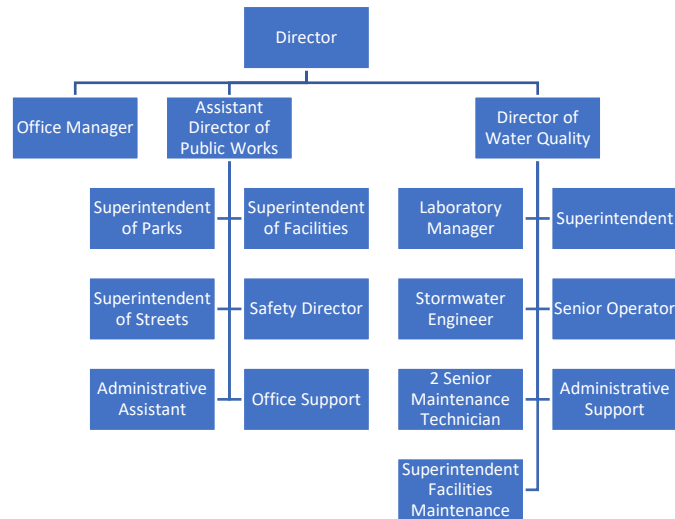
Areas of Focus – Future Years

- Maintain an awareness of future costs of growing technology to enhance the departments effectiveness.
- Utilize a new community service officer to provide a presence for the growing community around the municipal circle, including trails.
- Continue to train, equip and support staff in the best way possible.

Performance Measures

Strategic Priority				
Accessible				
Action Item				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
Tactic		Responsible Department	PD	
Provide fast and accurate responses to all calls dispatched to the department.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Patrol division emergency responses.	51708	55909	56500	57000
K-9 responses	313	308	350	400
Criminal Investigation division responses.	576	610	675	700
Emergency response team responses.	36	22	30	35
Tactic		Responsible Department	PD	
Provide safe installation of car seats in the community.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Installations performed.	94	100	110	125
Tactic		Responsible Department	PD	
Process forensic services and discovery requests.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Services provided.	3267	4925	5000	5200
Tactic		Responsible Department	PD	
Provide school resource officers to the local school community.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
School resource officers.	9	9	11	13
Tactic		Responsible Department	PD	
Provide communication and education to residents.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Programs participated in.	4	7	13	18

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	\$ 7,231,892	\$ 2,194,674	\$ 1,102,500	\$ 2,046,580	\$ 9,676,725	\$ 2,987,376	\$ 25,239,747

Object	Description	Amount
41113	FT Salaries	\$6,736,326.00
41114	PT Salaries	\$759,627.00
41300	Employee Benefits	\$1,858,612.00
41400	Self-Funded Insurance	\$316,303.00
42200	Operating Supplies	\$2,667,742.69
43100	Professional Services	\$7,816,209.98
43101	Legal Services	\$708,344.40
43151	Sludge Removal	\$54,700.00
43200	Comms & Transportation	\$400.00
43202	Postage	\$600.00
43300	Printing and Advertising	\$1,174,302.11
43500	Utility Services	\$897,000.00
44200	Infrastructure	\$613,580.00
44500	Machinery and Equipment	\$50,000.00
44910	Non Infrastructure Rltd Assets	\$1,586,000.00
	TOTAL	\$25,239,747

Areas of Focus – 2025

- Continue the replacement and repair of sidewalks.
- Assist in installing trail gap connections around the City.
- Continue the concrete joint repair program on the City's concrete roads.
- Implement solar panels at strategic locations around the City to address rising costs and energy consumption.
- Continue and grow the Stormwater Matching Grant program.
- Implement several departmental promotions.
- Continue phased sewer and manhole lining project.

Areas of Focus – Future Years

- Continue to evaluate our operations for cost savings across the department.
- Begin identifying individuals for training to address the need for staff to fill gaps left by retiring staff.
- Phased lift station rehabilitation and control panel replacement.
- Implement efficient aeration blowers.
- Continued phases of the inflow/infiltration reduction program.

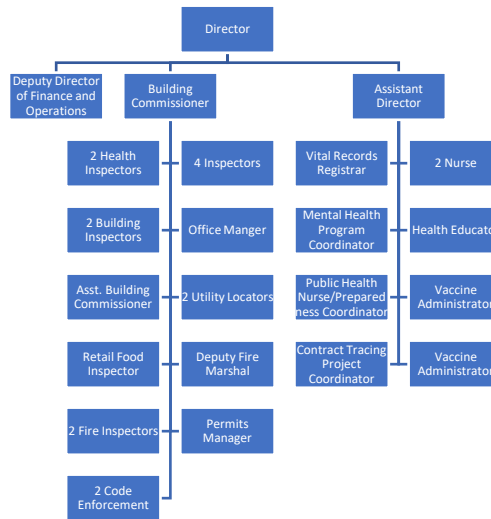
Performance Measures

Strategic Priority				
Transportation				
Action Item				
Infrastructure - Pedestrian, Bicycle and Trails				
Tactic		Responsible Department		DPW
Investigate safety measures needed for high traffic pedestrian travel is expected.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Safety measures installed.	2	2	3	4
Action Item				
Infrastructure - Streets and Traffic				
Tactic		Responsible Department		DPW
Ensure all primary and secondary arterial intersections are properly lit.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Intersections properly lit.	5	5	6	8

Strategic Priority				
Parks				
Action Item				
Improvements and Upgrades to Existing Parks and Trails				
Tactic		Responsible Department		DPW
Build new facilities as listed in the Park Impact Fee Study.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
New facilities built.	1	1	2	1
Tactic		Responsible Department		DPW
Determine feasibility of installing wi-fi connections at parks indoor and outdoor spaces.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Updates made to parks spaces.	0	0	2	2
Tactic		Responsible Department		DPW
Continue to implement phase one of the ADA transition plan.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
ADA updates to existing trail and sidewalk infrastructure.	5	5	7	9
Tactic		Responsible Department		DPW
Plant indigenous plantings in parks to reduce costs and increase natural area in the parks system.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Parks updated with indigenous plantings.	1	1	1	1

Strategic Priority				
Sustainable				
Action Item				
Provide a sustainable community through diverse land use, quality construction and proactive maintenance strategies.				
Tactic		Responsible Department		DPW
Maintain current city buildings and structures.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Work orders completed	10541	13875	10000	10500
Tactic		Responsible Department		DPW
Maintain current stormwater infrastructure.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Completed inspections.	2587	2654	2700	2800
Completed plan reviews.	2350	2400	2495	2590
Tactic		Responsible Department		Planning and Zoning
Conserve and protect the City's natural systems.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Create best practices for conservation.		Complete	-	-

Health Department



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

Fund	Health Department Fund	Municipal Health Fund	Total
Total	\$ 1,859,719	\$ 1,323,985	\$ 3,183,704

Object	Description	Amount
41113	FT Salaries	\$1,465,131.05
41114	PT Salaries	\$26,650.00
41300	Employee Benefits	\$361,219.00
42200	Operating Supplies	\$420,367.00
42303	Small Tools and Equipment	\$270,172.45
43100	Professional Services	\$14,000.00
43200	Comms & Transportation	\$586,664.00
43202	Postage	\$25,700.00
43300	Printing and Advertising	\$3,500.00
43901	Refunds Awards Indemnities	\$9,300.00
44920	Capital Expenses	\$1,000.00
	TOTAL	\$ 3,183,704

Areas of Focus – 2025

- Expansion of clinical services and community based health education.
- Move into new permanent home at the Fishers Community Center.
- Review and manage the City's mental health consultant contract.

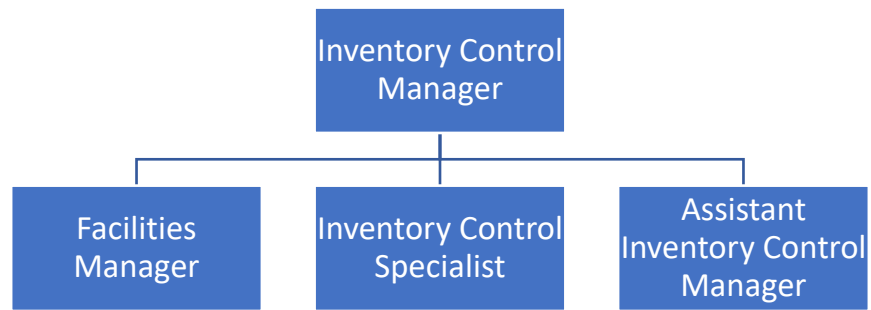
Areas of Focus – Future Years

- Develop school and community partnerships and support.
- Increase communication and collaborative efforts with the City's Culture of Health program.
- Continue to develop preventative mental health initiatives.
- Work to achieve public health accreditation.

Performance Measures

Strategic Priority				
Accessible				
Action Item				
Provide a city of opportunity and quality for all ages, stage and abilities of life.				
Tactic	Responsible Department		HD	
Provide vital records services to city residents.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Vital records issued.	6106	5379	5500	5700
Tactic	Responsible Department		HD	
Provide retail food establishment inspecting and permitting.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Inspections completed.	678	659	700	775
Permits issued.	495	498	550	600
Tactic	Responsible Department		HD	
Provide public health education programs to city residents.				
Performance Measure	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Programs provided.	78	86	95	110
Number of people participating in programs.	1583	7000	7500	8000

Inventory Control



In 2024 Inventory Control was moved from the Department of Public Works to an independent department that assists DPW with inventory management and control. As a new department in 2024, inventory control did not have any performance measures for the year. Performance measures have been established for 2025.

Fund	General	MVH	LRS	Total
Total	\$ 1,122,035.00	\$ 339,500.00	\$ 974,000.00	\$ 2,435,535.00

Object	Description	Amount
42200	Operating Supplies	\$ 2,435,535.00
	TOTAL	\$ 2,435,535.00

Performance Measures (to begin in 2025)

Strategic Priority					
Accessible					
Action Item					
Provide a city of opportunity and quality for all ages, stage and abilities of life.					
Tactic		Responsible Department		Inventory Control	
Implement policies to establish a functioning inventory control department.					
Performance Measure		2022 Actual	2023 Actual	2024 Budget	2025 Budget
Implement inventory control software.		-	-	Completed	-
Develop a plan for cost control.		-	-	In Process	On Going

Community Center



The Fishers Community Center is scheduled to open in the fall of 2025. The mission of the community center is to champion a healthy, vibrant, and inclusive community through fun, recreation, and social activities. This will be accomplished through a dynamic, year round destination where everyone can thrive physically, socially, and emotionally in a place of support and inspiration. The center will offer a free indoor playground and walking/running track, as well as a café and community rooms. With a paid membership members can access an aquatics center, sauna, indoor sports courts/facilities and childcare. Outside the physical building, Fishers first dog park will be available for anyone with a membership. The Community Center will also be the new permanent home for the Fishers Health Department and Clinic, where residents can access vaccines, testing and treatments.

Fund	Community Center	Total
Total	\$ 2,665,500	\$ 2,665,500

Object	Description	Amount
41113	FT Salaries	\$ 1,805,500
42200	Operating Supplies	\$ 50,000
43100	Professional Services	\$ 310,000
44920	Capital Expense	\$ 500,000
	TOTAL	\$ 2,665,500

Areas of Focus – 2025

- Open the Community Center with excellence.
- Move the Aquatics Manager from the Parks Department to the Community Center.
- Hire 5 full time staff in the 1st quarter, 4 full time staff in the 2nd quarter, 2 full time staff in the 3rd quarter, and 2 full time staff in the 4th quarter.
- Hire all part time support staff in the 4th quarter.
- Continue to work on revenue recovery goals focused on memberships, programs, dog park and sponsorships.

Areas of Focus – Future Years

- Continue to build a membership base by focusing on engagement.
- Development vibrant program offerings for the entire community.
- Create and epicenter of community and connection.
- Foster a culture of health throughout Fishers.
- Explore outdoor aquatic amenity capital improvement project.

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.

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

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

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

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

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

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

-B-

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

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

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

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

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

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

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

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

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

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

-C-

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

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

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

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

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

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

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

-D-

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

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

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

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

Disbursement—The expenditure of monies from an account.

-E-

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

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

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

Expenditure—The use of appropriated funds to purchase an item, service, or other object.

Note: Expenditures are not considered encumbrances.

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

-F-

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

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

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

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

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

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

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

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

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

-G-

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

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

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

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

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

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

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

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

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

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

-H-

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

-I-

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

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

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

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

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

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

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

-L-

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

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

-M-

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

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

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

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

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

-N-

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

-O-

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

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

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

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

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

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

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

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

-P-

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

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

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

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

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

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

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

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

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

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

-R-

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

Receipts—Actual cash received.

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

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

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

Referendum—A vote by the people.

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

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

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

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

-S-

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

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

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

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

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

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

-T-

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

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

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

Tax Increment Financing (TIF)—An economic development mechanism available to local governments to finance public infrastructure improvements and, in certain circumstances, residential rehabilitation. A TIF works by locking in the taxable worth of real property at the

value it holds at the time the authorizing legislation was approved. Payments derived from the increased assessed value of any improvement to real property beyond that amount are directed towards a separate fund to finance the construction of public infrastructure defined within the TIF legislation.

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

Transfers—Involves the movement of money between City funds.

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

-U-

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

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

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

ABBREVIATIONS AND ACRONYMS

ACFR	Annual Comprehensive Financial Report
AV	Assessed Value Growth
BIF	Bridge Impact Fees
BSG	Business Solutions Group
CCD	Cumulative Capital Development Fund
CCI	Cumulative Capital Improvement Fund
CDBG	Community Development Block Grant
CEDIT	County Economic Development Income Tax
CFDA	Catalog of Federal Domestic Assistance
CIP	Capital Improvement Program
COBRA	Consolidated Omnibus Budget Reconciliation Act
COIT	County Option Income Tax
CVET	Commercial Vehicle Excise Tax
DPW	Department of Public Works
DRC	Development Review Committee
ED	Economic Development
EFT	Electronic Funds Transfer
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
FD	Fire Department
FHD	Fishers Health Department
FIT	Financial Institutions Tax
FTE	Full Time Equivalent
FRDC	Fishers Redevelopment Commission
FY	Fiscal Year

GAAP	Generally Accepted Accounting Principles
GASB	General Accounting Standards Board
GO	General Obligation (Bond)
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
HD	Health Department
HR	Human Resources
HSE	Hamilton Southeastern Utilities
HSE Schools	Hamilton Southeastern Schools
HSIP	Highway Safety Improvement Program
HUD	Housing and Urban Development
IACT	Indiana Association of Cities and Towns
IC	Indiana Code
IDEM	Indiana Department of Environmental Management
INDOT	Indiana Department of Transportation
IT	Information Technology
LIT	Local Income Tax
LOIT	Local Option Income Tax
LRS	Local Roads and Streets Fund
MGD	Millions Gallons per Day
MOU	Memorandum of Understanding
MVH	Motor Vehicle Highway Fund
NASRO	National Association of School Resource Officers
NPC	Nickel Plate Code
NPT	Nickel Plate Trail
PASER	Pavement, Surface, Evaluation and Rating
PD	Police Department

PIF	Park Impact Fees
PR	Public Relations
P&I	Permitting and Inspections
P&Z	Planning and Zoning
PTE	Part Time Equivalent
RFP	Request for Proposal
RFQ	Request for Quote
RIF	Road Impact Fees
ROI	Return on Investment
ROW	Right of Way
SBOA	State Board of Accounts
SCBA	Self Contained Breathing Apparatus
STP	Surface Transportation Program
TIF	Tax Increment Financing
UDO	Unified Development Ordinance
WWTP	Wastewater Treatment Plant