

Citizen's Guide to the



# Proposed Budget

*Preserving the Future*



**Mayor** Steve Collier  
**CFO** Jason C. Fenwick

To ensure that our City truly works for all of us, our proposed budget must ensure that every member of our community feels **SAFE, WELCOME** and **INCLUDED** in Lawrence's prosperity and growth.

We share enormous dreams for our children, ourselves, our neighbors and so much more beyond that.

The ideals we have for our individual and collective potential are intertwined in our willingness to help each other.

Please help us take the next step forward with a budget that meets our needs today and gives all of us the chance to thrive in the future.

Steve Collier - Mayor, City of Lawrence

A handwritten signature in white ink, appearing to read "Steve Collier", is positioned to the right of the typed name. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

# — TABLE OF CONTENTS —

Elected Officials	4
Leadership Team	5
Financial Goals	6
COVID-19	8
Proposed Budget Highlights	10
Visit Lawrence, Indiana	14

# ELECTED OFFICIALS



**KATHY WALTON**  
CITY CLERK



**LISA CHAVIS**  
AT-LARGE / PRESIDENT



**TOM SHEVLOT**  
DISTRICT 5 / VICE PRESIDENT



**TYRRELL GILES**  
DISTRICT 1



**RICK WELLS**  
DISTRICT 2



**SHERRON FREEMAN**  
DISTRICT 3



**MARIA RUSOMAROFF**  
DISTRICT 4



**LAUREN RUSSEL**  
DISTRICT 6



**DEBORAH WHITFIELD**  
AT-LARGE



**SHAWN DENNEY**  
AT-LARGE

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# LEADERSHIP STAFF

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**STEVE COLLIER**  
MAYOR



**JASON FENWICK**  
DEPUTY MAYOR & CFO



**DAVID HOFMANN**  
POLICE CHIEF



**DINO BATALIS**  
FIRE CHIEF



**SCOTT SALSBERY**  
UTILITIES SUPERINTENDENT



**PAUL WANNER**  
UTILITIES DIRECTOR OF OPERATIONS



**SRI VENUGOPALAN**  
DIRECTOR OF ENGINEERING



**JIM HENEGHAN**  
STREETS & SOLID WASTE DIRECTOR



**ERIC MARTIN**  
PARKS & RECREATION DIRECTOR



**JANETTE JACKSON**  
HUMAN RESOURCES DIRECTOR  
DIRECTOR OF MINORITY & WOMEN BUSINESS DEVELOPMENT



**ASHLEY HOPPER**  
CITY ATTORNEY



**DAN ZUERNER**  
ECONOMIC DEVELOPMENT DIRECTOR



**DANIEL BEYER**  
MANAGER OF COMMUNICATIONS

# FINANCIAL GOALS

A little over four years ago, we set a priority to grow the City's reserved General Fund Operating Balance. The City's reserve was as low as \$60,000 in 2012 and around \$1.5 million at the beginning of 2016.

This operating reserve ("OR") is extremely important, as it provides a safety net against unexpected emergencies and potential shifts in revenue forecasts. It would also allow the City to discontinue interim borrowing with Tax Anticipation Notes for cash flow needs, providing substantial interest cost savings to the General Fund.

Our initial target was set at 10% of budgeted expenditures, which was the minimum level we should attain, but ultimately not the ideal reserve amount. The target was

subsequently raised to 15% in 2017 and then to 20% in 2018. 20% was the ultimate goal, and should be the minimum reserve the City maintains going forward.

We ended FY2019 with a 20% OR and a total General Fund Operating Balance of \$7.4 million, or approximately 32% of budgeted expenditures.

We are pleased to report, with the 2021 proposed budget, this will be our third consecutive year maintaining a 20% OR. By way of comparison, the State of Indiana's operating reserve is approximately 13% of expenditures.

## Our proposed 2021 General Fund budget is a balanced budget

### City of Lawrence 2021 Proposed General Fund Budget

#### Balanced Budget Proposal (in \$ millions)

<b>Projected 1/1/2021 Reserved Operating Fund Balance<sup>1</sup></b>	<b>\$ 4.67</b>
<b>Revenue:</b>	
Property Taxes	\$ 10.07
PILOT/FHRA	4.06
Trash Collection Fees	2.29
Local Income Taxes	3.74
Other	3.43
<u>Unreserved Fund Balance</u>	<u>1.78</u>
<b>Total Revenue</b>	<b>\$ 25.36</b>
<b>Expense<sup>2</sup>:</b>	
Public Safety	\$ 18.90
Trash Collection	1.95
Parks and Recreation	1.53
Other	2.98
<b>Total Expense</b>	<b>\$ 25.36</b>
<b>Projected 12/31/2021 Reserved Operating Fund Balance</b>	<b>\$ 4.68</b>

(1) Projected net balance as of August 19, 2020

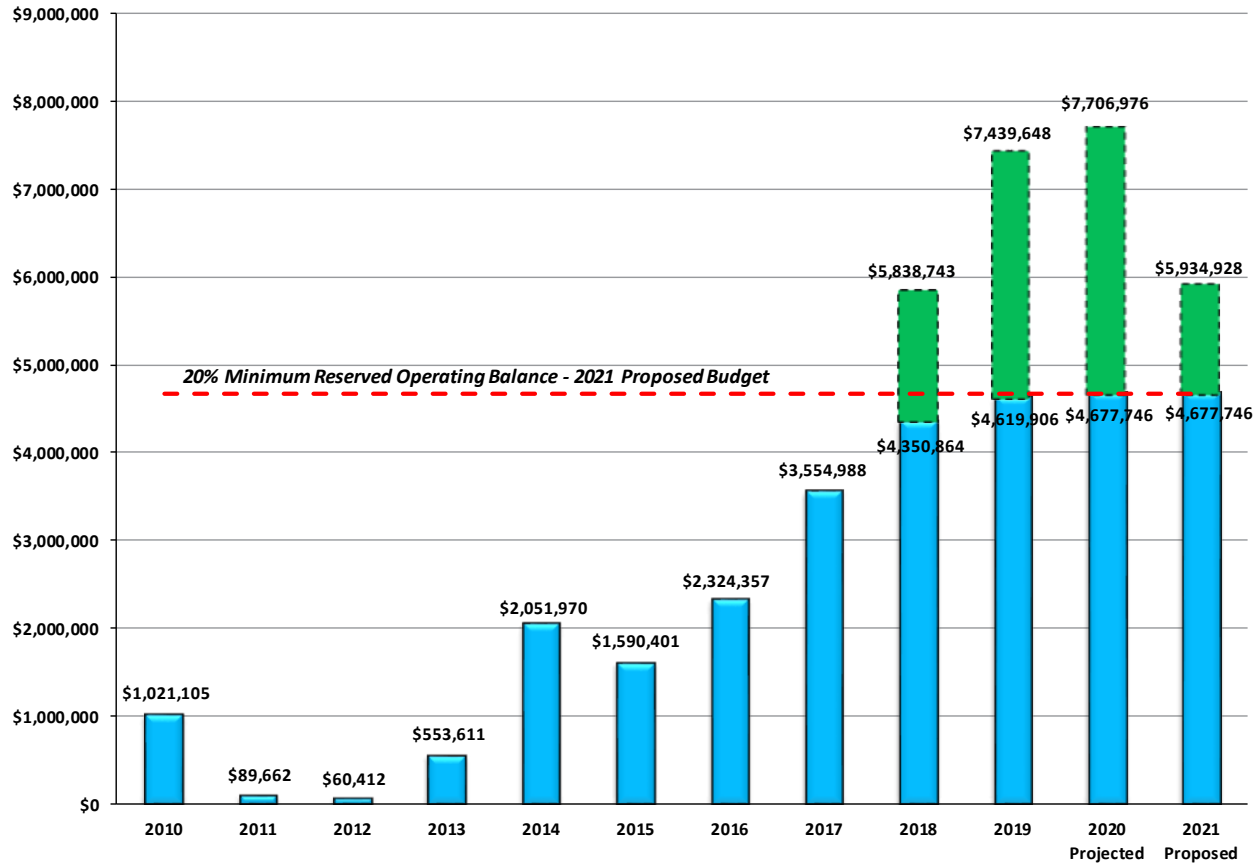
(2) Includes one-time expenditures of approximately \$1.78 million

(3) Reserved fund balance equal to 20% of operating budget; excluding one-time expenditures

(4) Projected total fund balance at the end of FY2021 is approximately \$5.9 million.



**City of Lawrence General Fund Operating Balance Comparison**  
 2010-2019 Actual; 2020-2021 Projected



**Note:** 2010 - 2019 actual reported operating balance (including audit adjustments)

Unreserved Operating Balance

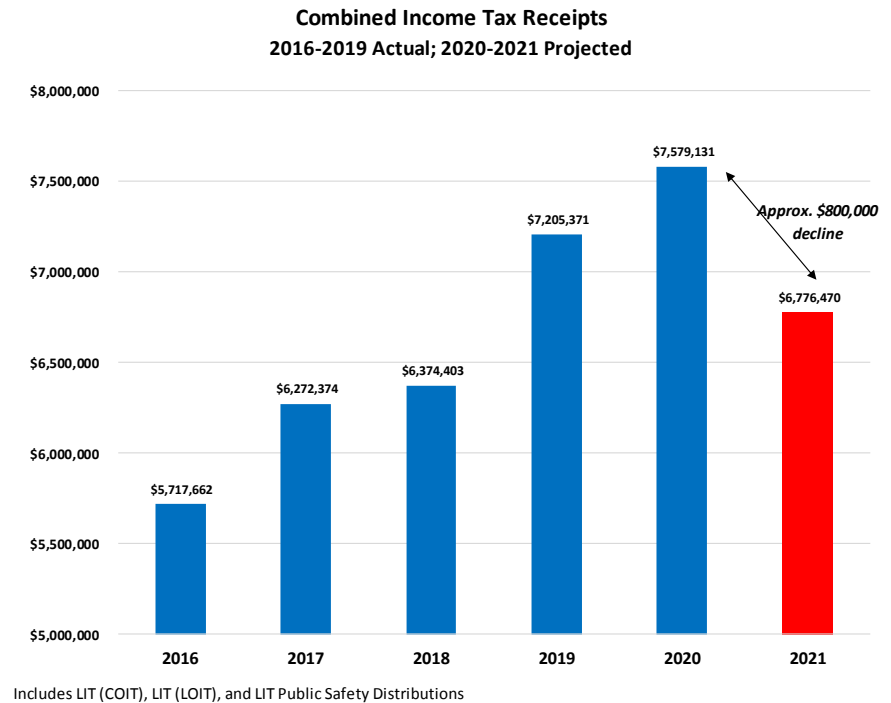
Reserved Operating Balance



# COVID 19

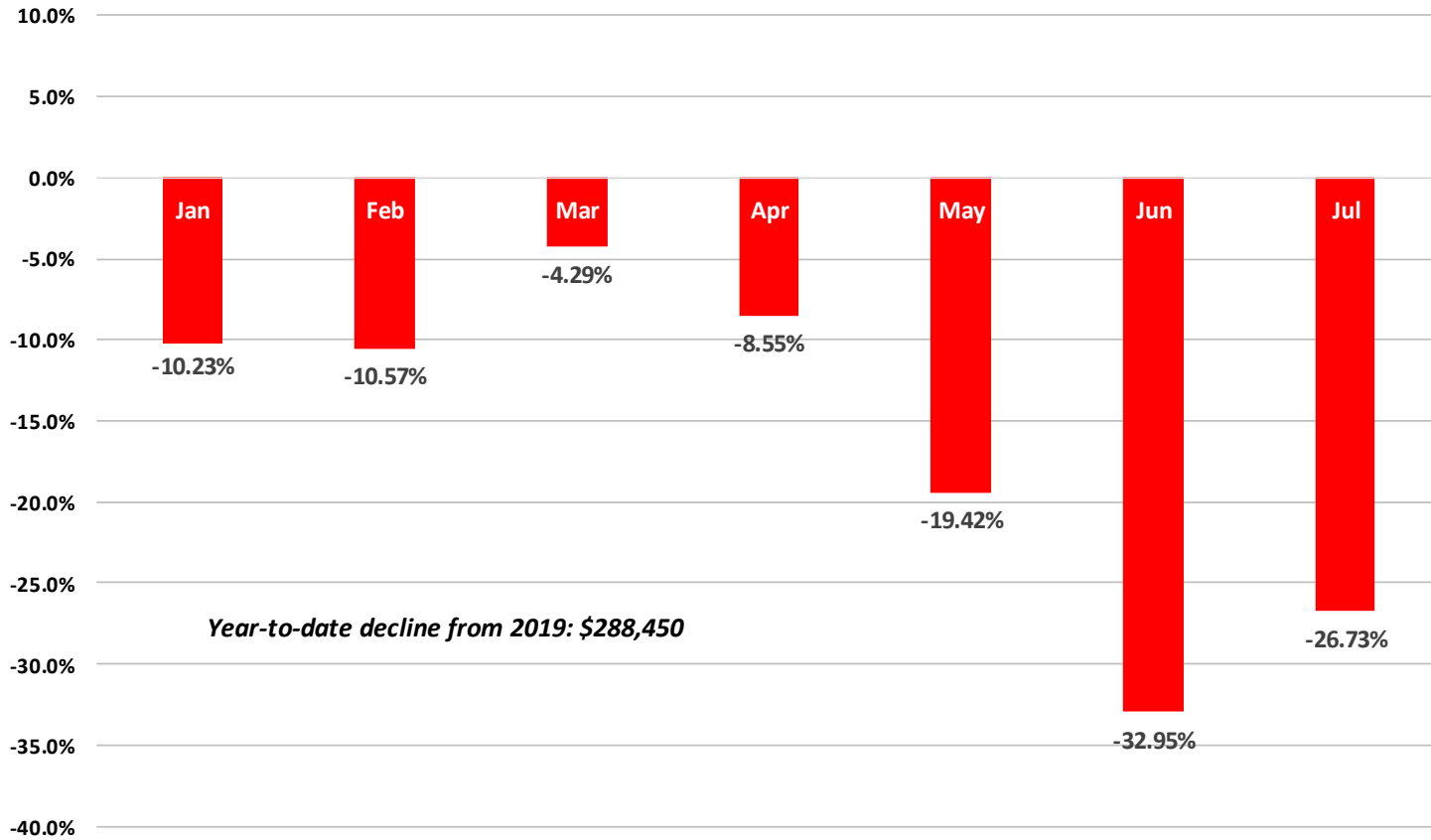
Thankfully, the City is in its strongest financial position in years. The COVID-19 pandemic that began earlier in the year has disrupted our everyday lives, including the operations of the City. Our strong financial position will ensure we can withstand the global pandemic without disrupting our workforce, unlike many other communities. However, it does present interim challenges from a funding standpoint, which have been addressed in our 2021 proposed budget:

- The terrific work done by our Street Department is funded by gasoline taxes, which are down substantially this year compared to 2019 as a result of reduced vehicle traffic since March
- Income tax revenue – Local Income Tax (“LIT”) and Public Safety LIT (“PS LIT”) – received in 2020 reflect collections from 2018
  - 2021 receipts should reflect collections from 2019, with 2022 receipts reflecting collections from 2020, the year of the pandemic, which should be materially less than current receipts
  - We have budgeted an approximate 10% decline for income taxes in 2021. Further guidance from the State is not expected until later in the year regarding income tax collections for 2020
- Our EMS operation has also experienced lost revenue of nearly \$200,000 through July





**Street Department Funding - Combined Gasoline Tax Receipts**  
**2020 Year-to-Date (through July 31)**  
*Monthly Change from 2019*



# — PROPOSED BUDGET HIGHLIGHTS —

Preserving the future, the Street Department budget will focus on strip patching, sidewalk repairs and replacements, and storm water repairs in 2021



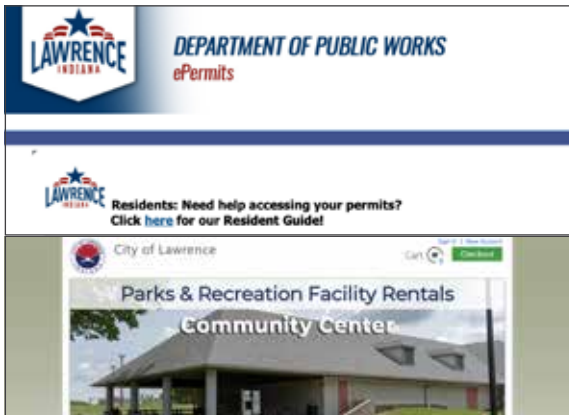


**Our Parks Department plans to purchase additional new playground equipment and mechanical upgrades to the Sterrett Center and will also be installing a state of the art synthetic ice skating rink to encompass more family activities in conjunction with Lawrence Christmas festivities**



# — PROPOSED BUDGET HIGHLIGHTS —

DPW will be investing in updating our licensing and permitting ordinances, as well as launching an online permitting platform, both expected at the beginning of 2021. The Parks Department also recently launched an online reservation platform, where facilities and activities can all be booked online



E-Permitting System & Parks Online Reservations



Self-Serve Utility Payment Kiosks



Funding for additional decorative crosswalks



**Maintain our commitment to Public Safety, including continued funding for body cameras for our police**



**Continued emphasis on funding for police officer training – in excess of over 400% increase since 2016**



**Long-term financing for the demolition and replacement of Fire Station 38**




*Visit*



**LAWRENCE**

INDIANA



Whether you'd rather relax in a re-creation of an underground salt mine, mountain bike down miles of trails, play 18 holes designed by a legendary golf course architect, or just take in some fall colors on a quiet walk, Lawrence has something for you.

Over 1700 acres of beautiful Indiana wilderness, award winning restaurants, historic military architecture, a budding arts destination - all within minutes of downtown Indianapolis.

Welcome to Lawrence, Indiana.

[visitlawrenceindiana.com](http://visitlawrenceindiana.com)



9001 E. 59th Street  
Lawrence, IN 46216

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[cityoflawrence.org](http://cityoflawrence.org)  
[visitlawrenceindiana.com](http://visitlawrenceindiana.com)

Citizens Guide to the

2021

**Proposed Budget**

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