

CITY OF MERRIAM, KANSAS

ANNUAL BUDGET

2019



The Werner Park pedestrian bridge connects the Turkey Creek Streamway Trail to the Merriam Farmers' Market.



9001 W. 62ND ST.; MERRIAM, KS 66202 // 913-322-5500 // merriam.org

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MISSION STATEMENT
CITY OF MERRIAM, KANSAS

To serve the public with transparent government focused on progress.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Merriam
Kansas**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrell

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Merriam, Kansas for its annual budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Merriam Governing Body



PHONE NUMBER

E-MAIL ADDRESS

Mayor:

Ken Sissom 913-523-5357 mayors@merriam.org

Ward One:

Scott Diebold 913-293-8457 1981stag@gmail.com
Robert Weems 913-209-4105 rweems@merriam.org

Ward Two:

Brian Knaff 913-362-9496 bkknaff@aol.com
Al Frisby 913-206-5354 alfrisbyformerriam@gmail.com

Ward Three:

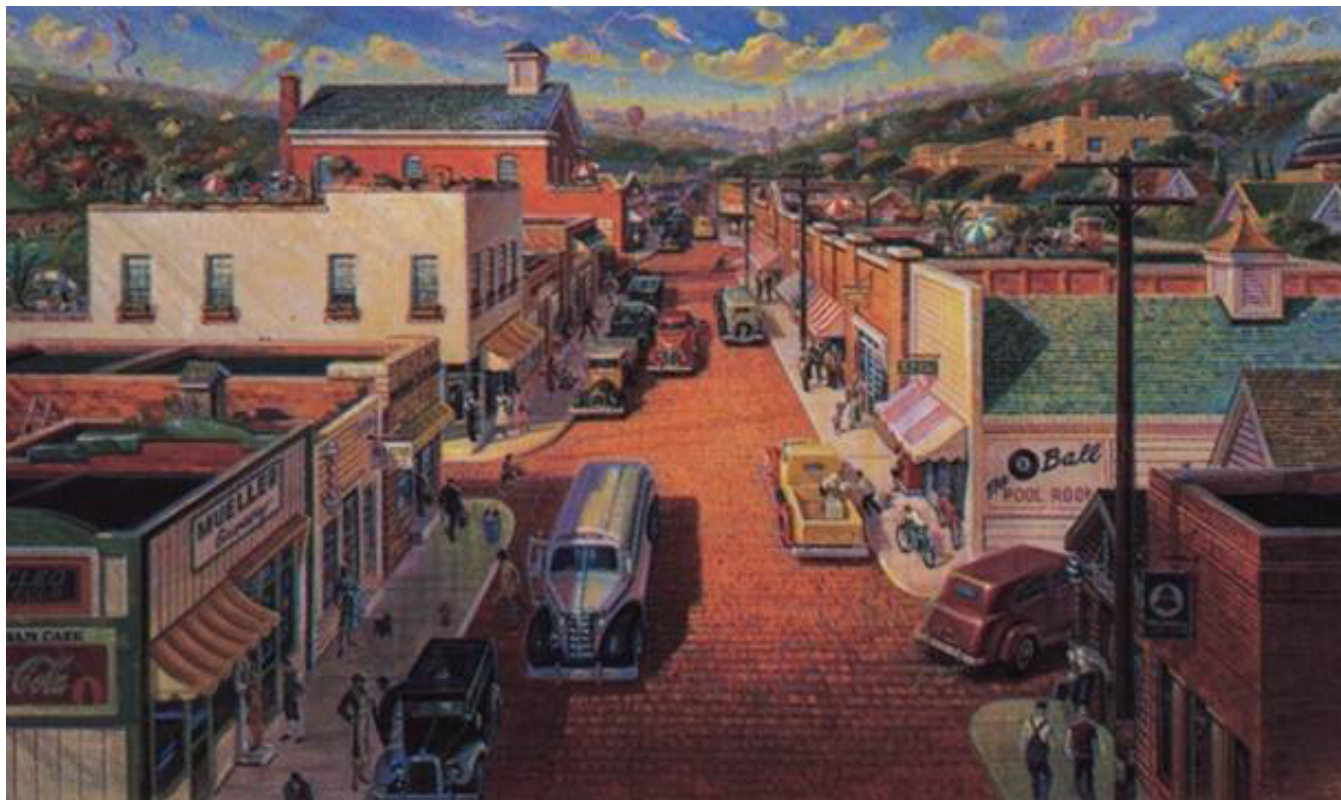
Nancy Hupp 913-831-4471 nancyh@merriam.org
Chris Hands 913-384-5340 chrish@merriam.org

Ward Four:

David Neal 913-219-8203 dneal@merriam.org
Bob Pape 913-384-0746 bpape@merriam.org



City Department Heads and Appointed Officials



City Department Heads

City Administrator
Assistant City Administrator
Public Works Director
Police Chief
Community Development Director
Finance Director/City Treasurer
Parks & Recreation Director

Chris Engel
Meredith Hauck
Kevin Bruemmer
Mike Daniels
Bryan Dyer
Cynthia Ehart
Anna Slocum

cengel@merriam.org
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kbruemmer@merriam.org
mdaniels@merriam.org
bdyer@merriam.org
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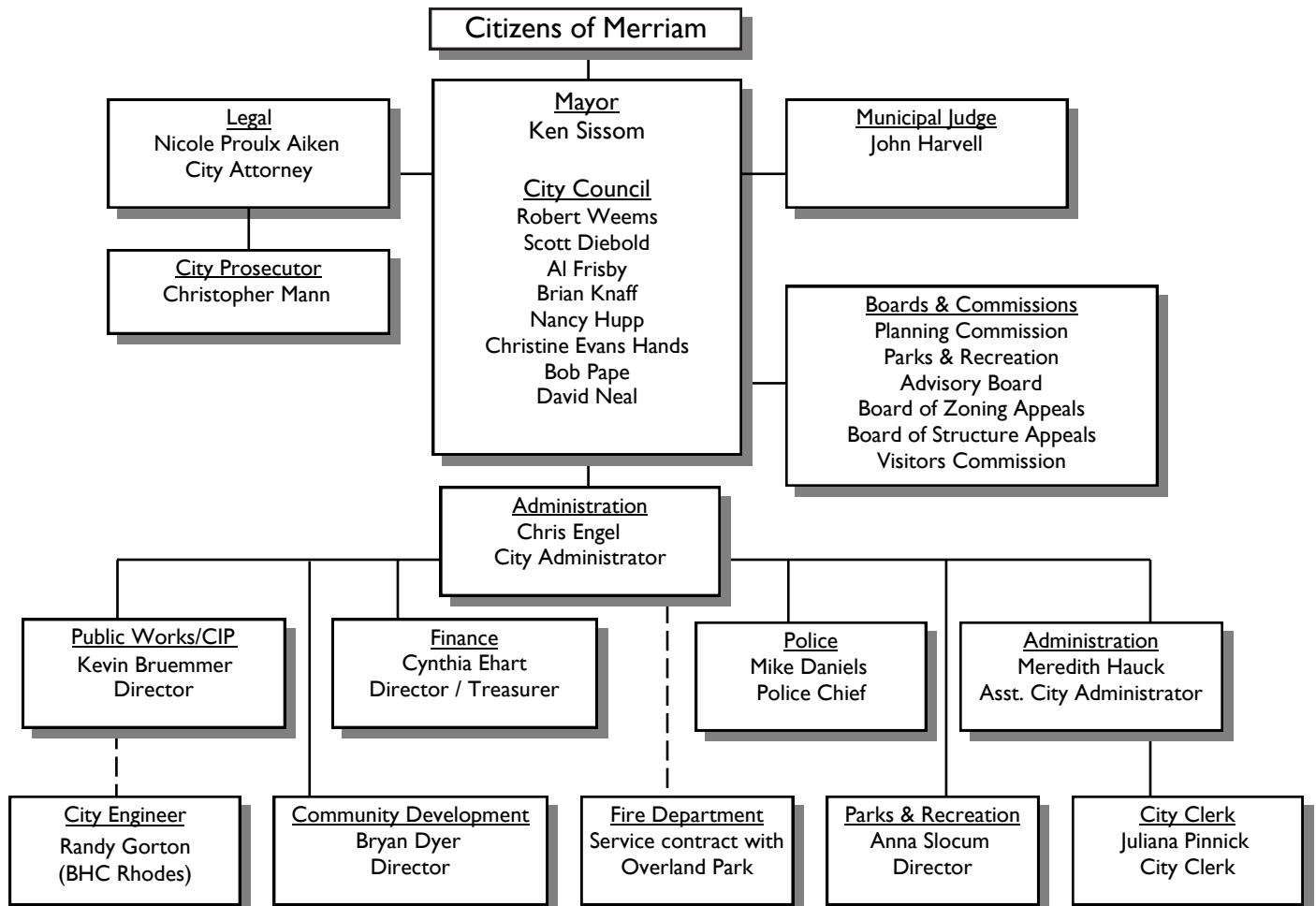
Appointed Officials

City Attorney
Municipal Judge
Prosecutor
City Engineer

Nicole Proulx Aiken
John Harvell
Christopher Mann
Randy Gorton (BHC Rhodes)



City Organizational Chart



CITY OF MERRIAM, KANSAS

EXECUTIVE SUMMARY

ANNUAL BUDGET
2019



Public meetings allowed for Q&A about the special election to fund a new community center. Voters approved the initiative by 67.5%.

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The Honorable Mayor and City Council of the City of Merriam, Kansas:

The City of Merriam is pleased to present the 2019 Budget. The budget cycle commenced on February 26, 2018, when City Council adopted the goals and objectives representing current priorities. City Administrator advised staff to develop departmental and capital budgets that align with approved goals and objectives or that sustain current programs, service levels, and staffing. Governing Body and City staff conducted several work sessions concluding with a public hearing in August. The following assumptions and priorities were identified and incorporated into the 2019 Budget:

- Sustain financial stability
- Hold the mill levy at the current level
- Sustain quality services
- Sustain infrastructure improvements that will preserve and enhance property values

Information on the Governing Body's long-term goals and objectives is outlined in the "Planning and Goal Setting" section beginning on page 29, with discussion of initiatives underway to reach these Citywide goals.

2019 Budget Considerations and Approach

The most significant initiative underway for 2019 is the design and construction of a new community center. The project is funded by \$24 million in proceeds from voter-approved, AAA-rated GO bonds and \$6 million in available capital improvement fund balances. The project supports a Governing Body goal to enhance community identity and connections by constructing a "uniquely-Merriam" facility. Voters also approved a 0.25% hike in the City sales tax rate to fund associated debt service. The increase in sales tax was chosen as a funding mechanism due to the City's high retail sales "pull factor" where non-residents shoppers outnumber resident shoppers by a ratio of more than 4 to 1.

Sales taxes are an important driver for Merriam's budget, providing 53% of Citywide revenue. The City's location along the highly visible Interstate-35 corridor in Kansas City is responsible for the strong sales enjoyed in a relatively small city. Actual collections for 2017 dipped 3.0%, weighed down by a decline in auto sales. Because industry analysts expect auto sales to drift lower, 2018 estimates were reduced to 96% of 2017 actual; 2019 estimates are 98% of projected 2018. Conservative revenue estimates will help protect the City's reserves as the automobile market resets after the peak demand of recent years.

Overall property values are up 5.7% for 2018, generating an additional \$271,692 in property taxes. The increase will defray projected declines in sales tax revenues. The property tax levy is subject to a computed, statutory limit or "tax lid" that requires a popular vote if exceeded. However, this levy did not require an election.

Personal service costs include salaries and benefits for the City's 111 full time equivalent employees (FTE's). No additional employees are requested for 2019. However, one new classification is proposed. Some current administrative assistants will qualify for the new "administrative clerk" classification due to their specialized skills. The immediate budget impact is estimated at \$8,000 for the change. Because the aquatic center will be closed for 2019, related positions are "authorized", but not budgeted. Parks and recreation will require additional personnel to prepare for the opening of the new community center. The budget includes \$82,000 for this purpose, but the authorized positions will not be requested until fall 2019.

Salary ranges for 2019 will be lifted by 1.9% to keep pace with higher Consumer Price Indexes. Range increases typically benefit long-time employees at the top of their salary ranges. Such employees may also receive a one-time benefit of up to \$1,000 for satisfactory performance. Other employees are eligible for performance-based merit increases that average 4.0%. Pension rates will exceed 20% of eligible salaries in 2019. Budget 2019 also

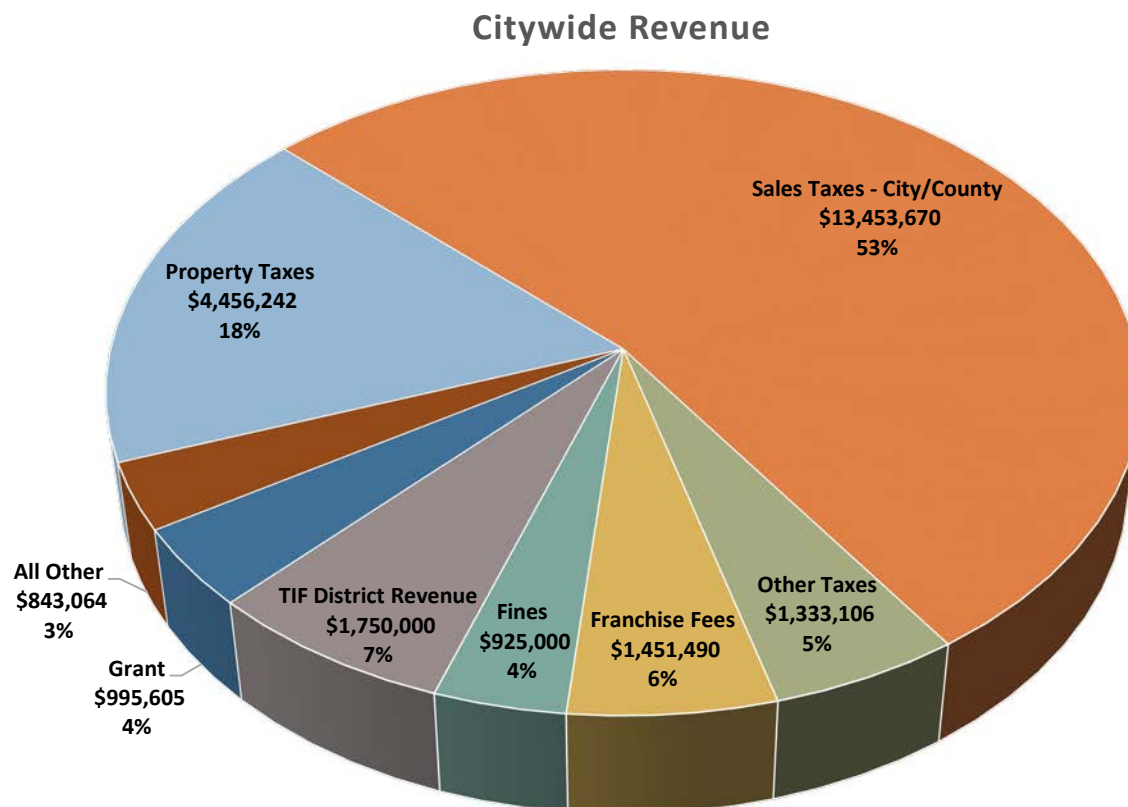
provides for medical insurance increases of 10% and for City contributions to health savings accounts (HSA's). The Governing Body has identified funding competitive compensation packages as a key initiative

The 2019 – 2023 Capital Improvement Program (CIP) estimates \$31.6 million in spending for 2019 projects including the new community center. The CIP will receive support from \$1.0 million in local grant assistance and \$4.0 million from General Fund transfers.

The 2019 Budget encompasses the stated priorities:

- Combined reserves for General Fund and Risk Management Fund are projected to remain at the policy level of 30% to 35% for the current five-year forecast
- The mill levy is set for 27.880
- Public safety and other services continue at existing high levels with 111 full time equivalent employees
- The five-year CIP is fully-funded based upon priorities established by residents, City Council, and staff

Revenue Highlights



Overall: Operating revenues for 2019 total \$25,208,177, a decrease of \$24,347,422 or 49.1% from Estimated 2018. Revenues for 2018 spiked due to issuance of the community center bonds which generated \$24,107,739 in proceeds. Budget 2018 did not originally include an estimate for bond proceeds or the new 0.25% City sales tax since voter approval occurred subsequent to passage of the 2018 Budget.

Property Taxes and the Mill Levy: The final mill levy obtained from Johnson County is 27.880, an increase of 0.139 from the 2018 level. The annual bill for City real estate taxes on the average home valued at \$185,000 will

be \$593 or \$49 per month. Property tax receipts are budgeted at \$4,456,242 for the General Fund and Bond Funds, an increase of 6.5%. Property taxes comprise 17.7% of Citywide revenue.

Sales and Use Taxes: Budget 2019 includes \$13,453,670, the largest category of Citywide revenues at 53.4%. Receipts include \$7,147,612 from the 1% City sales tax, \$1,864,529 from the 0.25% City sales tax for streets/stormwater improvements, \$1,864,529 from the 0.25% City sales tax for recreational facilities, \$520,000 from City use tax, and \$2,057,000 from County sales taxes. Budget 2019 is \$201,974 or 1.5% less than Estimated 2018 due to expected lower automobile sales.

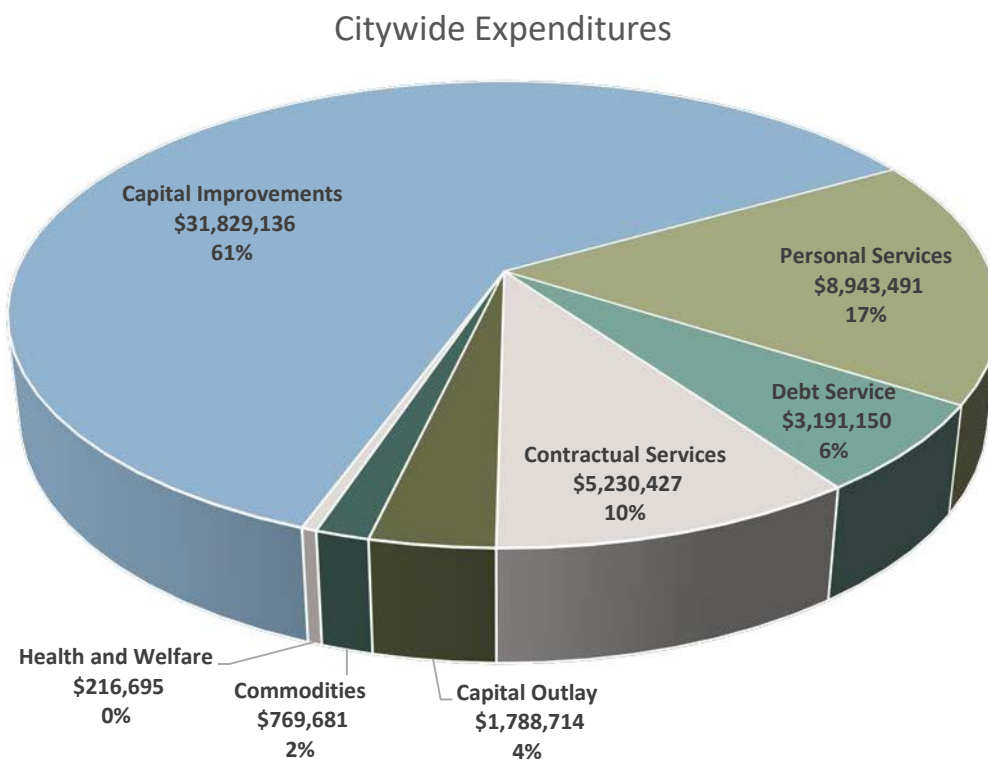
Miscellaneous Revenues: Budget 2019 includes \$995,605 from an intergovernmental grant on the 67th Street Reconstruction project and \$1,750,000 from tax increment financing (TIF) revenues available for eligible projects within a designated TIF area. Revenues vary from year-to-year based upon availability of grant funds and upon TIF contractual obligations.

Franchise Fees: Budget 2019 includes \$1,451,490, or 5.8% of Citywide revenue, from franchise fees on electricity, natural gas, cable television, trash, and some telephone services. Water, internet service, and cellular phones are not subject to franchise fees. Unseasonably hot or cold weather can impact collections associated with electricity and natural gas usage.

Court Fines: Budget 2019 includes \$925,000 or 3.7% of Citywide revenue. Collections can vary due to the availability of police officers for traffic duty.

Transfers: Budget 2019 includes \$5,821,806 for transfers both to and from funds. Most activity occurs between the General, Capital Improvement, Bond, and Equipment Reserve Funds. While interfund transfers are not operating revenues they provide resources where needed. Amounts vary according to the needs of the five-year CIP and the ten-year Major Equipment Replacement Schedule.

Expenditure Highlights



Overall: Operating expenditures for 2019 total \$51,969,294, including \$33,617,850 for capital outlay and improvements. Budget 2019 is \$22,134,018 or 74.2% more than Estimated 2018, primarily due to construction of the new community center and purchase of a new fire apparatus. While expenditures exceed revenues for 2019, this is due to planned spending of fund balances and is not due to a structural imbalance of the budget.

Personal Services: Citywide employee salary and benefits comprise 17.2% of operating expenditures. Budget 2019 includes \$5,871,551 for salaries and \$3,071,940 for benefits, a combined increase of \$442,038 or 5.2% more than Estimated 2018. The increase is attributable to merit raises averaging 4.0%, and a 1.9% increase in salary ranges. Additionally, pension costs increased by 6.7% and medical insurance is projected to rise 10.0%.

Contractual Services: Expenditures for 2019 are budgeted at \$5,230,427 which is \$389,767 or 8.1% over Estimated 2018. The increase is largely due to the higher cost of labor associated with fire services. The City of Overland Park provides fire services for the City through an inter-local agreement. Budgets also provide for increases to property/casualty insurance, utilities and information technology costs.

Commodities: Expenditures for 2019 are budgeted at \$769,681 or 16.1% over Estimated 2018. The increase is primarily due to an allowance for rising gasoline costs plus increases for salt, sand, and concrete.

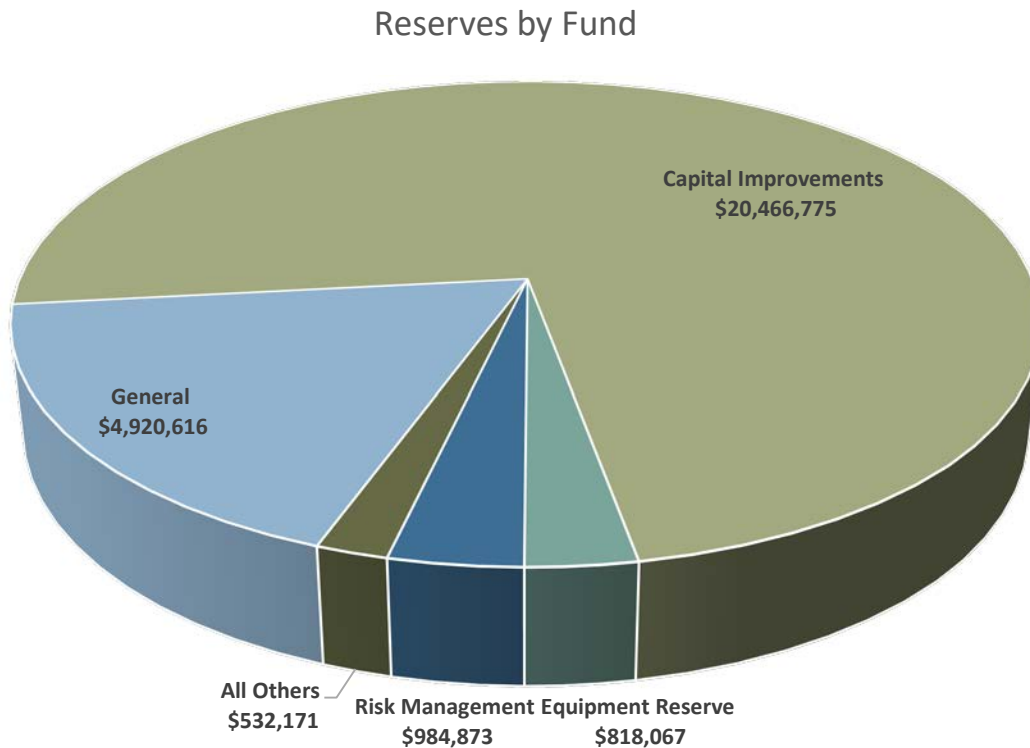
Capital Equipment: Expenditures for 2019 are budgeted at \$1,788,714 or 3.4% of operating expenditures. Purchases will include a new fire apparatus, four police vehicles, new body and in-car cameras for the police department. Additionally, funds are earmarked for emergency repairs to the current Community Center while awaiting construction of the new community center.

Capital Improvements: Expenditures for 2019 are budgeted at \$31,829,136, which is \$20,751,868 more than Estimated 2018. The increase is due to planned construction for the \$30 million community center. This budget varies according to the five-year CIP and the availability of federal or local grant funds. Other project expenditures for 2019 include: \$4,000,000 for the Vavra Parking project associated with the new community center; \$550,000 for phase three of the Sidewalk Infill project; and \$2,306,209 for the 67th Street Reconstruction project. The projects support Citywide goals to sustain capital improvement efforts, complete the sidewalk system, and construct a "uniquely-Merriam Community Center and Aquatic Center".

Debt Service: Principal and interest payments are budgeted at \$3,191,150 or 6.1% of operating expenditures. As of October 1, 2018 outstanding general obligation debt is \$21,585,000, up \$18,045,000 due to the 2018 bond issue for the new community center. Debt service for the new issue is supported by the 0.25% sales tax for recreational facilities also approved by voters.

Health & Welfare: Budget 2019 includes \$216,695 for health and welfare programs and special community events. The City continues its commitment to the Franchise Fee Rebate Program, Johnson County Human Resources Emergency Assistance Program, Johnson County HOME Program, and Johnson County's Drug and Alcoholism Council. For 2019 the City's home exterior grant program will be increased by \$20,000 to \$50,000 due to the success of the 2018 program.

Reserves and Contingency



Maintaining adequate reserve funds (fund balance) is vital to the City's ability to mitigate risks and ensure stable tax rates. Reserves provide funding for unexpected operating or capital expenditures and cover unanticipated revenue shortfalls or sales tax fluctuations. Furthermore, rating agencies monitor fund balance levels to evaluate a government's continued credit worthiness. Ending 2019 reserves for General Fund plus Risk Management Fund are projected at 33.6% of General Fund revenues, which meets the City's fund balance policy target of 30% to 35%.

Future Budget Considerations

Several issues will bear watching. A strong economy is expected to keep automobile sales above average, but Kansas City area dealers are projecting 2018 sales to decline by 1.5% from the prior year. Pressure from rising interest rates and negative fallout from international tariffs may add uncertainty to the market.

Rulings by the Kansas Board of Tax Appeals (BOTA) are an area of concern for the City. The "dark store" theory for valuation of commercial properties is gaining traction and could result in lost revenues if appeals are granted. If accepted, the theory allows for valuation of a fully-operational retail store at the same value as a vacant retail store. A recent estimate from Johnson County indicates that Merriam could lose \$160,000+ on pending cases.

While the 2019 Budget was not subject to a popular vote, the Kansas "tax lid" statute remains in effect. The statute limits the City's ability to increase property taxes beyond the Consumer Price Index (CPI), plus certain exceptions, without a popular vote. One exception is for the increased cost of police and fire expenditures, which comprise 37% of Merriam's General Fund budget. Increased taxes used for such expenditures are exempt from the popular vote requirement. This exception provides the City with some limited relief.

If sales taxes or property taxes should falter, "General Projects" in the City's 5-year Capital Improvement Plan would be subject to cancellation or postponement in order to protect General Fund reserves and maintain the City's core services.

Conclusion

City sales tax collections will rise and fall with the economic health of the nation and region. The Federal Reserve Open Market Committee believes that the economy is currently strong and that growth will continue. This is evidenced by low unemployment and increased wages. Inflation has returned, but is considered to be low and stable at approximately 2%. A recent "Beige Book" release by the Federal Reserve indicates that economic activity in the Kansas City area has grown modestly and will continue to grow in most sectors, including retail, auto, and restaurant sales.

Merriam's location will continue to attract retailers and developers to the City. Audi is currently constructing a new 26,000 sq. ft. dealership along I-35 that will open in 2019. Site work has begun on a TIF-incentivized project to transform a vacant drainage parcel into a new, 45,000 sq. ft. auto dealership. Additionally, major expansion and renovations are underway for two existing auto dealers. Shawnee Mission Health, which occupies a 54-acre campus in Merriam, is constructing a new medical office building and parking garage.

New retail openings and conservative budgeting will preserve the City's reserves and provide a cushion against economic "surprises". Five-year projections indicate the City can sustain current programs and projects while maintaining reserves at the target level.

We wish to thank Mayor Ken Sissom and City Councilmembers for providing a positive vision and direction for preparation of the 2019 Budget. Also, we wish to acknowledge the department directors, Accountant Trish Wertz, and Communication Specialist Lauren Bunch for their contributions and commitment to this process.

Respectfully Submitted,



Christopher Engel
City Administrator



Cynthia Ehart
Finance Director

Budget Overview - All Funds Combined

	<u>Actual 2017</u>	<u>Budget 2018</u>	<u>Estimated 2018</u>	<u>Budget 2019</u>
Beginning Fund Balance	\$ 32,762,577	\$ 29,602,571	\$ 34,813,296	\$ 54,483,619
Revenues				
Property Taxes	4,117,954	4,184,550	4,184,550	4,456,242
City Sales/Use Taxes	10,119,317	10,619,930	11,598,644	11,396,670
County Sales Taxes	1,989,107	2,010,137	2,057,000	2,057,000
Other Taxes	1,843,666	1,727,320	1,727,320	1,333,106
Franchise Fees	1,451,265	1,453,286	1,453,286	1,451,490
Licenses/Permits/Fees	622,519	693,902	753,902	502,305
Fines	851,682	925,000	900,000	925,000
Interest Income	184,780	111,000	158,000	148,023
Bond Proceeds	-	-	24,107,739	-
Miscellaneous	3,038,503	2,523,105	2,615,158	2,938,341
Total Revenues	24,218,793	24,248,230	49,555,599	25,208,177
Transfers In	5,305,681	5,399,378	5,040,741	5,821,806
Total Resources*	<u>\$ 62,287,051</u>	<u>\$ 59,250,179</u>	<u>\$ 89,409,636</u>	<u>\$ 85,513,602</u>
Expenditures				
Personal Services	\$ 7,998,113	\$ 8,773,453	\$ 8,501,453	\$ 8,943,491
Contractual Services	4,388,169	5,035,660	4,840,660	5,230,427
Commodities	557,148	786,902	662,902	769,681
Capital Outlay	817,426	806,500	874,000	1,788,714
Capital Improvements	7,342,076	10,193,123	11,077,268	31,829,136
Debt Service	903,250	916,650	3,578,289	3,191,150
Bond Issuance Costs	-	-	113,849	-
Health & Welfare	141,765	186,855	186,855	216,695
Total Expenditures	22,147,947	26,699,143	29,835,276	51,969,294
Contingency	20,127	-	50,000	-
Transfers Out	5,305,681	5,399,378	5,040,741	5,821,806
Total Uses	<u>\$ 27,473,755</u>	<u>\$ 32,098,521</u>	<u>\$ 34,926,017</u>	<u>\$ 57,791,100</u>
Ending Fund Balance	<u>\$ 34,813,296</u>	<u>\$ 27,151,658</u>	<u>\$ 54,483,619</u>	<u>\$ 27,722,502</u>
Uses + Ending Fund Balance*	<u>\$ 62,287,051</u>	<u>\$ 59,250,179</u>	<u>\$ 89,409,636</u>	<u>\$ 85,513,602</u>

* Appropriations plus ending fund balance equal resources in accordance with state law

Fund Overview - 2019 Budget

	General	Special Highway	Special Alcohol	Special Parks and Recreation	Transient Guest Tax	Risk Management Reserve	Equipment Reserve	Capital Improvements	Bond and Interest	Totals
Beginning Fund Balance	\$ 6,189,800	\$ 286,413	\$ 14,658	\$ 9,517	\$ 594,873	\$ 1,007,873	\$ 1,827,581	\$ 44,531,216	\$ 21,688	\$ 54,483,619
Revenues										
Property Taxes	4,289,471					-	-		166,771	4,456,242
City Sales/Use Taxes	7,667,612							1,864,529	1,864,529	11,396,670
County Sales Taxes	2,057,000									2,057,000
Other Taxes	549,771	304,870	24,944	24,944	408,165				20,412	1,333,106
Franchise Fees	1,451,490	-	-	-	-	-	-	-	-	1,451,490
Licenses/Permits/Fees	502,305	-	-	-	-	-	-	-	-	502,305
Fines	925,000	-	-	-	-	-	-	-	-	925,000
Interest Income	35,000	-	-	-	-	7,000	5,000	100,000	1,023	148,023
Miscellaneous	91,751	-	-	-	65,985	-	35,000	2,745,605		2,938,341
Total Revenues	17,569,400	304,870	24,944	24,944	474,150	7,000	40,000	4,710,134	2,052,735	25,208,177
Transfers In	-	-	-	-	-	-	700,000	3,971,806	1,150,000	5,821,806
Total Resources*	\$ 23,759,200	\$ 591,283	\$ 39,602	\$ 34,461	\$ 1,069,023	\$ 1,014,873	\$ 2,567,581	\$ 53,213,156	\$ 3,224,423	\$ 85,513,602
Expenditures										
Personal Services	\$ 8,331,805	\$ -	\$ -	\$ -	\$ 376,701	\$ -	\$ -	\$ 234,985	\$ -	\$ 8,943,491
Contractual Services	5,002,997	-	-	-	140,170	30,000	-	57,260	-	5,230,427
Commodities	716,676	40,000	-	-	13,005	-	-	-	-	769,681
Capital Outlay	6,200	-	-	33,000	-	-	1,749,514	-	-	1,788,714
Capital Improvements	-	525,000	-	-	-	-	-	31,304,136	-	31,829,136
Debt Service	-	-	-	-	-	-	-	-	3,191,150	3,191,150
Health & Welfare	109,100	-	27,000	-	80,595	-	-	-	-	216,695
Total Expenditures	14,166,778	565,000	27,000	33,000	610,471	30,000	1,749,514	31,596,381	3,191,150	51,969,294
Contingency	-	-	-	-	-	-	-	-	-	-
Transfers Out	4,671,806	-	-	-	-	-	-	1,150,000	-	5,821,806
Total Uses	\$ 18,838,584	\$ 565,000	\$ 27,000	\$ 33,000	\$ 610,471	\$ 30,000	\$ 1,749,514	\$ 32,746,381	\$ 3,191,150	\$ 57,791,100
Ending Fund Balance	\$ 4,920,616	\$ 26,283	\$ 12,602	\$ 1,461	\$ 458,552	\$ 984,873	\$ 818,067	\$ 20,466,775	\$ 33,273	\$ 27,722,502
Uses + Ending Fund Bal*	\$ 23,759,200	\$ 591,283	\$ 39,602	\$ 34,461	\$ 1,069,023	\$ 1,014,873	\$ 2,567,581	\$ 53,213,156	\$ 3,224,423	\$ 85,513,602

* Appropriations plus ending fund balance equal resources in accordance with state law

2019 Revenue Overview - By Fund and Source

	General	Special Highway	Special Alcohol	Special Parks and Recreation	Transient Guest Tax	Risk Management Reserve	Equipment Reserve	Capital Improvements	Bond and Interest	Totals
Beginning Fund Balance	\$ 6,189,800	\$ 286,413	\$ 14,658	\$ 9,517	\$ 594,873	\$ 1,007,873	\$ 1,827,581	\$ 44,531,216	\$ 21,688	\$ 54,483,619
Revenues										
Taxes:										
Property	4,289,471	-	-	-	-	-	-	-	166,771	4,456,242
City Sales/Use	7,667,612	-	-	-	-	-	-	1,864,529	1,864,529	11,396,670
County Sales	2,057,000	-	-	-	-	-	-	-	-	2,057,000
Motor Vehicle	524,827	-	-	-	-	-	-	-	20,412	545,239
Alcohol	24,944	-	24,944	24,944	-	-	-	-	-	74,832
Transient Guest	-	-	-	-	474,150	-	-	-	-	474,150
Fuel	-	304,870	-	-	-	-	-	-	-	304,870
Total Taxes	14,563,854	304,870	24,944	24,944	474,150	-	-	1,864,529	2,051,712	19,309,003
Franchise Fees:										
Electric	950,000	-	-	-	-	-	-	-	-	950,000
Gas	225,000	-	-	-	-	-	-	-	-	225,000
Phone	50,040	-	-	-	-	-	-	-	-	50,040
Cable	109,000	-	-	-	-	-	-	-	-	109,000
Waste haulers	117,450	-	-	-	-	-	-	-	-	117,450
Total Franchise Fees	1,451,490	-	-	-	-	-	-	-	-	1,451,490
Lic/Pmts/Fees:										
Occupational Licenses	160,000	-	-	-	-	-	-	-	-	160,000
Other Licenses	11,350	-	-	-	-	-	-	-	-	11,350
Construction Permits	164,000	-	-	-	-	-	-	-	-	164,000
Pool Fees	39,015	-	-	-	-	-	-	-	-	39,015
Community Center Fees	107,856	-	-	-	-	-	-	-	-	107,856
Other Fees	20,084	-	-	-	-	-	-	-	-	20,084
Total Lic/Pmts/Fees	502,305	-	-	-	-	-	-	-	-	502,305
Fines	925,000	-	-	-	-	-	-	-	-	925,000
Intergovernmental	-	-	-	-	-	-	-	995,605	-	995,605
Interest Income	35,000	-	-	-	-	7,000	5,000	100,000	1,023	148,023
Miscellaneous	91,751	-	-	-	-	-	35,000	-	-	126,751
Transfers In	-	-	-	-	-	-	700,000	5,721,806	1,150,000	7,571,806
Total Revenues	\$ 17,569,400	\$ 304,870	\$ 24,944	\$ 24,944	\$ 474,150	\$ 7,000	\$ 740,000	\$ 8,681,940	\$ 3,202,735	\$ 31,029,983
Total Funds Available	\$ 23,759,200	\$ 591,283	\$ 39,602	\$ 34,461	\$ 1,069,023	\$ 1,014,873	\$ 2,567,581	\$ 53,213,156	\$ 3,224,423	\$ 85,513,602

BUDGET QUICK FACTS

- Total Adopted Budget: \$85,513,602
- Total General Fund Budget: \$23,759,200
- Major Source of Revenue: 1% Regular City Sales Tax \$7,147,612
- Real and Personal Property Tax provides 27.40% of the operating revenues in the General Fund (excluding transfers in)
- City and County Sales and Use Tax provides 55.35% of the operating revenues in the General Fund (excluding transfers in)
- Total Budget Reserves in the General Fund: \$4,920,616
- Assessed Valuation for the City of Merriam in 2018 is \$200,819,865
- The 2018 Mill Rate for the City of Merriam is 27.880 an increase of 0.139 over last year
- The largest General Fund department budget is General Overhead: \$5,835,977
- The smallest General Fund department budget is City Council: \$84,020

Value of Your City of Merriam Tax Dollars (Average Merriam Home)

Example:

Market Value of Home: \$185,000
Current Mill Rate: 27.880

Assessed Valuation: \$21,275
To determine assessed valuation multiply market value by 11.5%:
 $185,000 \times 11.5\% = \$21,275$

Annual Tax Liability for City Services: \$593.15

To calculate the annual tax bill, multiply the assessed valuation by the mill rate and divide the result by 1,000.
 $21,275 \times 27.880 = 593,147$; $593,147 \div 1,000 = \$593.15$

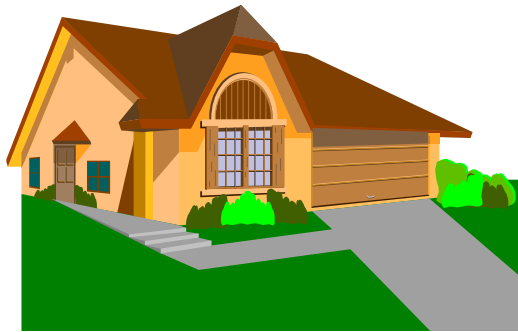
Monthly Expenses for City Services: \$49.43

To determine the monthly tax expenses for City services, divide the tax liability by 12 months:
 $593.15 \div 12 = \$49.43$

VALUE OF YOUR CITY OF MERRIAM TAX DOLLARS

The following list is a representative sampling of the City Services provided for \$49.43 per month.

- ✓ Police Protection
- ✓ Municipal Court
- ✓ Snow Removal
- ✓ Street Repairs
- ✓ Community Center



- ✓ Fire Protection
- ✓ Animal Control
- ✓ Code Enforcement
- ✓ Parks, Playgrounds, Swimming Pool
- ✓ Capital Improvements

For comparative purposes, the following are common monthly expenses for a Merriam Family:

One twelve-gallon tank of unleaded self-service fuel at \$2.75 per gallon would cost \$33.00.

A family of four could eat one large pizza twice a month at \$16.00 for about \$32.00.

Monthly basic cable service costs about \$49.99.

Standard monthly internet service costs about \$29.99.

Basic cellular telephone service fee with unlimited minutes is about \$40.00, excluding taxes and long-distance charges.

A family could purchase a 24-pack of Coke/Pepsi once each week at \$6.99 or \$27.96 per month.

A homeowner could receive weekly lawn service at \$30.00 per visit or \$120.00 per month.

Effective Tax Rate - Residential Property

Fair Market Value Of Home	Assessed Value 11.50%	Annual City Tax With Mill of 27.880	Total Overlapping Ad Valorem Tax With Mill of 118.786
\$80,000	\$9,200	\$256.50	\$1,092.83
90,000	10,350	288.56	1,229.44
100,000	11,500	320.62	1,366.04
110,000	12,650	352.68	1,502.64
120,000	13,800	384.74	1,639.25
130,000	14,950	416.81	1,775.85
140,000	16,100	448.87	1,912.45
150,000	17,250	480.93	2,049.06
160,000	18,400	512.99	2,185.66
170,000	19,550	545.05	2,322.27
180,000	20,700	577.12	2,458.87
190,000	21,850	609.18	2,595.47
200,000	23,000	641.24	2,732.08
210,000	24,150	673.30	2,868.68
220,000	25,300	705.36	3,005.29
230,000	26,450	737.43	3,141.89
240,000	27,600	769.49	3,278.49
250,000	28,750	801.55	3,415.10

Each tax bill reflects a tax per \$1,000 of fair market value of \$3.21 city tax and \$13.66 total overlapping ad valorem property tax

11.50% is the rate of assessment of residential property in Kansas.

27.880 is the mill levy rate for the city portion of the real estate tax bill.

118.786 is the total overlapping mill levy rate for city, county, state board of education, community college, and drainage board ad valorem real estate tax bill.

About Merriam



Size and Location

The City covers 4 1/2 square miles and is located in northeast Johnson County, Kansas, approximately eight miles from downtown Kansas City, Missouri. Along with six other Kansas counties and eight Missouri counties, we comprise the metropolitan Kansas City region with a population of approximately 2 million. The City is a prime middle class community with a sound business basis in the center of the metropolitan region.

History

The history of this community began between 1826 and 1833 when the Shawnee Indians were moved into the region from their settlements in Ohio and Missouri. They established themselves along the banks of the Kansas River and surrounding tributaries, including Turkey Creek in Merriam. Railroad development played a major role in the settlement of this area with a route from Kansas City through the Turkey Creek basin to Olathe. In 1870, the first station was built and the town was named Merriam, in honor of Charles Merriam, a one-time secretary/treasurer of the railway.

With Kansas City becoming the focal point of trade, communication and transportation, and with a population of over 75,000, railroad executives saw a need for a large, well-planned amusement park and purchased 40 acres in Merriam because of the country atmosphere and quick means of transportation. Costing 25 cents to enter, the park attracted more than 20,000 visitors per day.

Perhaps one of the most recognizable historic movements in education was the 1949 Webb v. School District 90, a lawsuit on behalf of 39 families whose children were rejected from the white-only school, known as South Park Elementary. Corinthian Nutter, a true pioneer in desegregation, was the key witness in the lawsuit and helped create history when the Webb case paved the way for the 1954 Brown v. the Board of Education decision to remove segregation in the public system.

Demographics

The estimated population of Merriam is 11,212. Further population details are presented as follows (estimated from the 2010 US Census):

Merriam Population by Age	Percent	Merriam Population by Race	Percent
Age 19 and under	21.2%	Caucasian	77.1%
Age 20 - 39 years	31.5%	Hispanic	8.6%
Age 40 - 64 years	32.4%	Black	7.9%
Age 65 and above	14.9%	Asian	2.9%
		All other	3.5%

Median household income is \$57,281 and the median value of owner-occupied homes is \$152,700. The City has 5,224 housing units with the rate of homeownership at 55.5%. A language other than English is spoken in 8.5% of Merriam homes. Bachelor's degrees or higher are held by 34.1% of residents; high school diplomas are held by 93.6% of residents. (All information estimated by the U.S. Census Bureau)

Government and Organization of the City

Merriam was incorporated as a third class city on October 23, 1950, and was made a second class city on January 16, 1957.

The City operates under a non-partisan Mayor/Council form of government with the addition of a City Administrator. The Mayor is elected on an at-large basis and serves a four-year term. The eight Councilmembers are elected by ward (two representing each of four wards) and serve four year terms of office. An election for Councilmembers is held every odd-numbered year with one representative from each of the four wards being chosen each election. The City Administrator is appointed by the Mayor and City Council as the chief administrative officer of the City and is charged with the efficient and effective administration of the City.

The City's formal relationship with its employees is excellent. The City has adopted an Employee Handbook and a pay scale system (based on pay-for-performance). The City contributes from 80% to 100% of health insurance premiums for full-time employees, depending on the plan selected. The City also contributes from 77% to 85% of dental and vision insurance premiums for full-time employees. The City pays a prorated amount of premiums for part-time regular employees depending upon the number of hours worked. The City does not recognize any unions for the purpose of collective bargaining.

Educational Facilities

The City is included in Shawnee Mission School District No. 512, which is divided into five attendance areas. Residents of Merriam are in the Shawnee Mission North attendance district. District enrollment is approximately 27,650. There are five high schools, five middle schools, two specialized schools and thirty-four elementary schools. Its reputation is among the top in the United States. Nearly 89.7% of Shawnee Mission students graduate from high school.

The Johnson County Community College (JCCC) is located near the center of Johnson County. With an enrollment of approximately 18,640, JCCC is the largest of the twenty-five community colleges in Kansas. JCCC is also a board member of the League for Innovation in the Community College and is accredited by The Higher Learning Commission.

The University of Kansas Edwards Campus, with approximate enrollment of 1,800, is located within Johnson County. It offers a variety of undergraduate and master's degree programs. The main campus of the University of Kansas is located in Lawrence, just 35 miles from the City and is one of the country's major state universities. The University of Kansas Schools of Medicine, Nursing and Health Professions are located in Kansas City, Kansas, approximately seven miles from the City limits. The University of Saint

Mary has one location in Johnson County, one location in Leavenworth County and on-line classes, with a total approximate enrollment of 1,350 students. Kansas State University has a Johnson County location in Olathe, approximately 13 miles south of Merriam. K-State Olathe offers courses for graduate level students preparing for careers in bioscience and biotechnology and is part of the Kansas Bioscience Park.

Medical and Health Facilities

Shawnee Mission Health located in the City is a 504 bed not-for-profit full-service hospital with all ancillary and out-patient departments and a 24-hour emergency service. Services include a Birth Center, Infant Development Center, Center for Pain Management, Hand Specialty Center, Special Needs Center, Women's Health Center, Heart & Vascular Center, Wound Care Center, Sleep Disorders Center and Cancer Center. Additionally, Trinity Lutheran Manor, a 120 bed nursing home facility, is located in the City.

Public Utilities

Electrical power is supplied under franchise by Kansas City Power and Light Company of Kansas City, Missouri. Local gas service is provided by Kansas Gas Service Company. Local phone, cable and internet service is provided by AT&T Telephone Company, Consolidated Communications, Inc., Spectrum and Google Fiber. Water One, a quasi-municipal corporation, provides water service to the City. Sewer service is supplied by the Johnson County Unified Wastewater District, a separate governmental agency organized and governed by the County's Board of County Commissioners.

Recreational and Cultural

Merriam is part of the Greater Kansas City Metropolitan Area, which abounds with cultural and recreational amenities that include the Kauffman Center for the Performing Arts, National World War I Museum, Kansas City Museum, Nelson-Atkins Museum of Art, Nerman Museum of Contemporary Art, Harry S. Truman Library and Museum, the Kansas City Symphony, the Starlight Theater, the Kansas City Repertory Theater, the Lyric Opera, the Folly Theater, the New Theater, Theater in the Park and the Kansas City Zoo. Oceans of Fun and Worlds of Fun are theme parks geared to family entertainment. Legoland Discovery Center and Sea Life Aquarium are both located inside the Crown Center shopping center in Kansas City Missouri and offer an educational experience for the whole family. The Sprint Arena is a world class facility hosting sports and entertainment events and is located in downtown Kansas City, Missouri. Silverstein Eye Center Arena is a 5,800 seat multi-purpose arena for sporting and entertainment events and is located in Independence, Missouri.

Kansas City is the home of the Kansas City Chiefs, an NFL football team; the Kansas City Royals, a Major League Baseball team; Sporting KC, a Major Soccer League; the Kansas City Comets, a Major League indoor soccer team; the Missouri Mavericks, of the Central Hockey League; the Kansas City T-Bones, a minor league baseball team; the Kansas City Phantoms, a professional indoor football team; and the Kansas City Tornadoes, a minor league basketball team. The Kansas Speedway hosts NASCAR Sprint Cup series as well as other races.

The City has ten municipal parks. Vavra Park is 4.37 acres and is the future site for the new Community Center now under construction. The Community Center will include both indoor and outdoor pools and is anticipated to be completed by summer 2020. The Esther Brown Memorial Park is 3.68 acres, has tennis courts, basketball courts, a pavilion, picnic tables, playground equipment, and access to the Streamway Trail. Campbell Park is located at 61st & Turkey Creek and has picnic tables and playground equipment. Streamway Park offers a paved 3.68-mile nature trail running north along Turkey Creek from 75th Street to Antioch Road. Chatlain Park is 5.25 acres and is equipped with a pavilion, walking path, picnic tables and playground equipment. Quail Creek Park is 5.25 acres and includes playground equipment and an exercise trail. Roger Werner Park includes 2.1 acres along Turkey Creek, a walking path, and is connected by a pedestrian bridge to the Merriam Marketplace pavilion. Merriam Historic Plaza serves as a gateway to the City and home of the Merriam Visitors Bureau. The Plaza features a paved walking path, historical signs, an original sculpture by artist Kwan Wu, fountains, a rain garden and native Kansas plantings. Waterfall Park contains 15 acres that includes 4 multi-purpose soccer fields, picnic tables, playground equipment and a walking path for visitors to enjoy. Also located within the City is the 44-acre Antioch Park, which is

maintained by the Johnson County Parks and Recreation District. Antioch Park provides picnic shelters, tennis and basketball courts, a rose garden, two small fishing lakes, and a Vietnam War veteran memorial.

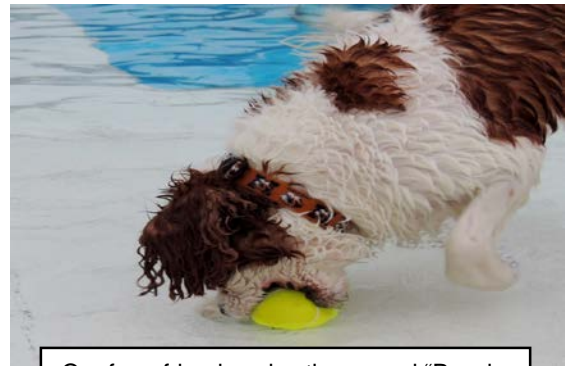
Shawnee Mission Park, located seven miles west of Merriam, is a 1,600 acre park with a 120 acre lake for boating and fishing, eleven picnic shelters, an archery range, disc golf, a 53 acre dog off-leash area, mountain biking, horseback riding and several nature trails. It also features an outdoor Theater in the Park.

Community Events

The City sponsors numerous local events that bring residents together and attract visitors. Here are a few of them.



The Farmers Market operates each Saturday from April to October offering delicious local produce and other products.



Our furry friends enjoy the annual "Pooch Paddle" at the Merriam Aquatic Center at the end of each season.



Neighbors gather for food and fun at a Party in Your Park event.



The Turkey Creek Auto and Motorcycle Show attracts enthusiasts from the region.



Merriam's Turkey Creek Festival is a favorite for all ages.



Food trucks rallies serve up gourmet food and musical entertainment.

Economic Information

Retail and Office

The City is a commercial center in Johnson County featuring many commercial and retail businesses including IKEA, a popular “destination retail” store; Marshalls, a chain department store; Home Depot, a large retail home improvement and construction supply center; and Hobby Lobby, a retail home decor store. "Downtown" Merriam features a music store, small restaurants, a garden center, a feed store, a motorcycle dealership, auto parts stores, and other miscellaneous shops.

The Merriam Town Center strip mall includes more than 60 acres of land, containing approximately 500,000 square feet of store floor area. It contains a grocery store, a sporting goods store, a home improvement store, a pet supply store, three restaurants, a theater complex, and several other retail stores and employs approximately 1,000 people. Tenants include:

Home Depot	Dick's Sporting Goods	PetSmart
Office Max	Party City	Game Stop
GNC	Mattress Firm	Chili's
Great Clips	Cinemark Theater	Marshall's
Old Navy	Famous Footwear	Visionworks
Cute Nails	China Garden Buffet	Good Feet Store
Lake Shore Learning	Verizon Wireless	

Several automobile dealerships are located in the City including Hendrick Chevrolet/Nissan, Hendrick Toyota, Hendrick Lexus, Infiniti of Kansas, Aristocrat Motors, Baron BMW/Baron Mini, Carmax, Shawnee Mission Kia and Shawnee Mission Hyundai. The five hotels located in the City are Drury Inn, Super 8, Homestead Village, Quality Inn and Hampton Inn. Many offices are located in the City such as doctors' offices associated with the Shawnee Mission Health center, corporate headquarters, and smaller offices. Merriam is home to the Seaboard Allied Milling Corporation, one of the largest producers and sellers of agriculture products in the world. Genesis Health Club, a Wichita health club, now has a Merriam location and has plans for a major multi-million dollar renovation in 2019.

While a breakdown of retail sales is not available, in 2017 the City collected \$7,597,377 in sales tax from the City's one-percent sales tax (excluding use taxes). This would indicate that over \$759,737,000 worth of retail sales occurred in the City. (Note: Out-of-state sales of automobiles are not included in this sales tax figure.)

Financial and Banking Institutions

Residents of the City have easy access to the substantial financial and banking institutions located in the greater metropolitan area. Two banks are located in Merriam. US Bank, which has a branch at Antioch and Shawnee Mission Parkway, has assets in excess of \$462 billion and is the fifth largest financial services holding company in the United States. The main location of the Morrill & Janes Bank is located in Merriam and serves commercial clients. Morrill & Janes Bank was founded in 1871 and has approximately \$871 million in assets.

Employment

The City has more than 600 businesses and employers with total employment estimated at 16,957 jobs. Total employment for Johnson County is estimated at 346,065 jobs while the average 2018 to-date unemployment rate in Johnson County is 3.3%. The labor force has a strong work-ethic orientation, and the Kansas Constitution contains a "right-to-work" provision.

The following is a sample of businesses and employers located in Merriam:

<u>Major Employers</u>	<u>Business</u>	<u># Employees</u>
Shawnee Mission Health	Hospital	3,024
Synchrony Financial/GE Credit	Credit Services	800
DS Bus Lines	School Bus Service	360
IKEA Property, Inc.	Home Furnishings	350
Seaboard Allied Milling	Agri-business & Transportation	342
Baron BMW/Shawnee Mission Kia-Hyundai	Automobile Dealer	225
Aristocrat Motors	Automobile Dealer	188
Carmax	Automobile Dealer	186
Hendrick Chevrolet/Nissan	Automobile Dealer	186
Home Depot	Home Improvement Store	173
Lee Company	Apparel Manufacturer	140
Hendrick Toyota	Automobile Dealer	134
Industrial Bearing (IBT)	Industrial Equipment	122
Hendrick Lexus	Automobile Dealer	89

<u>Other Employers</u>	<u>Business</u>
Cinemark Theater	Movie Theater Multiplex
Genesis Health Club	Health/Racquet Club
Johnson County Library	Public Library
Officemax	Office Supply Store
Shawnee Steel & Welding	Steel Fabrication
US Bank	Bank
Maverick Lumber	Building Materials Company

Tax Increment Financing Districts

Tax Increment Financing (TIF) was approved by the Council as the method of financing. The Tax Increment Financing Act (K.S.A. 12-1770 *et seq.*) authorizes cities to help redevelop blighted property and potentially blighted property through private investment which may be aided by the issuance of special obligation city bonds or other “pay as you go” reimbursements. Such obligations are retired by the increased property tax payments (increment) caused by the higher assessments on the redeveloped property. TIF is based on the concept of a partnership between the City and the private sector by providing public capital for private economic ventures which serve a public purpose (i.e. redevelopment of blighted or potentially blighted areas which are known in the TIF law as conservation areas).

The City's first TIF District, Merriam Town Center, transformed a 65-acre mixed residential area into commercial use with the construction of a 500,000 square foot shopping center completed in 1999. Retail sales from the Center generate over \$1 million in additional City sales tax annually. Assessed property values increased nearly \$15 million between 1995 and 2016, when the District expired. All taxing jurisdictions now receive the full amount of property taxes generated from these parcels.

The second TIF District, I-35 Redevelopment District, encompasses significant underdeveloped area along both sides of I-35. This district was formerly known as the Enterprise Zone Redevelopment District. The City makes contractual “pay as you go” TIF payments to several developers per the terms of various redevelopment agreements.

The I-35 Redevelopment District includes the successful Merriam Pointe and Merriam Village projects. The 35-acre Merriam Pointe redevelopment is home to four automobile dealerships and another is being planned. The district is also home to the 33-acre Merriam Village project, originally conceived in March 2005 then stalled due to economic conditions. In 2013, IKEA Property Inc. (IKEA) purchased 18 acres of

this site and opened a 359,000 square foot home furnishings store in fall 2014. The City has a redevelopment agreement with IKEA that grants them \$19.9 million in property and sales TIF assistance over 20 years. Merriam Village is located on the southeast corner of Johnson Drive and I-35.

Financial Policies and Provisions

General Provisions

The City of Merriam financial policies and provisions, compiled below, set forth the basic framework for the overall fiscal management of the City. These policies assist the decision-making process of the City Council and the Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs and budgets. Some policies are covered by formally adopted City Council policies, others are covered by administrative policy only.

Financial policies aid the City by improving financial management, improving financial position, and improving the creditworthiness of the City. They also serve to ensure that all financial transactions conducted by or on behalf of the City, its agencies, departments, officials, and authorized agents, shall be made in a manner and method which provides for the most proficient and effective management of the financial resources and funds of the City. These policies provide for the maximum protection of the City taxpayer, in accordance with and utilizing established financial management practices, accounting standards, and auditing requirements. Included in these are specific policies related to operations, accounting and auditing, reserves, capital projects, cash management, debt, and budget.

The City Council is responsible for establishing and authorizing policies and procedures for the management of all financial resources and transactions of the City. The City Administrator, Finance Director, and other City officials are responsible for adopting administrative procedures necessary to implement the financial policies.

It is the policy of the City to maintain sound financial practices and policies which are viable and current according to generally accepted accounting principles, auditing standards and best financial management practices, and which are consistent and comply with all applicable state and federal laws. The City shall regularly review its policies and procedures and reserves its right to change and supplement them as necessary.

Revenue Provisions

The City will attempt to maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source.

The City will attempt to obtain additional revenue sources as a way of ensuring a stable balanced budget.

The City will establish user charges and fees at a level relative to the cost of providing the service.

The City will annually review its user charges and fees. The City will consider market rates and charges levied by other public and private organizations for similar services.

The City acknowledges the fact that property values have historically increased in this area of the country. Increasing property values will consequently increase the taxes that citizens pay unless the mill levy is reduced by a comparable level. The City will annually review the effect of increasing property values and will take that into consideration when establishing the mill levy rate. The 2018 final mill levy (supporting the 2019 Budget) increased by 0.139 from the prior year, compared to an increase of 0.068 for the prior year levy.

The Council has adopted a policy that dictates the use of sales tax revenues. Capital improvement projects are funded significantly by sales taxes including: one-half of the City's 1% local sales tax and all of the City's 0.25% special sales tax for streets and stormwater. The special streets and stormwater sales tax will

be collected from 1/1/2011 through 12/31/2020. In 2017, voters approved a new 0.25% special sales tax for parks and recreation that will be collected from 1/1/2018 through 12/31/2027. This tax will partially fund the new community center also approved by voters.

Expenditure Provisions

The City will manage expenditures to assure that service will be efficient and cost effective in carrying out the public policy directives established by the Council.

The City will actively participate in risk management pools with other local area governments as long as the pools continue to outperform the market rates for these same services.

The City will continue to support a scheduled level of maintenance and replacement of its infrastructure, fleet, and other equipment and facilities.

Reserve Provisions

The City maintains a reserve and fund balance policy which sets a target of 30% to 35% of General Fund revenue for the combined General Fund and Risk Management Fund balances. If projected fund balances fall below the target range, the policy requires the City Administrator to submit a plan to restore the balances within range of the next five-year General Fund balance projection. The Risk Management Reserve Fund provides security from uninsured losses including emergency events or lawsuits, and conditions resulting in unanticipated expenditure requirements or revenue fluctuations.

The 2019 Budget satisfies the policy regarding General Fund reserves.

Capital Project Provisions

The City will annually develop a five-year plan for capital improvements in accordance with City policies.

The City will adopt an annual capital budget based on the five-year capital improvement plan.

Cash Management/Investment Provisions

The City will deposit all funds the day following receipt. Cash and checks will be secured overnight in a locked safe.

The City will collect revenues aggressively, including past due bills of any type.

The Council has adopted a formal investment policy to guide the investment of idle funds. The policy emphasizes the preservation of principal, while seeking to obtain the best available rate of return. The policy fully complies with statutes concerning the investment of funds by municipalities in Kansas.

The City has formed an Investment Committee consisting of the Finance Director/City Treasurer, City Administrator, Mayor, and Council President. The committee or the entire City Council meets quarterly to review the status of the City's investments, the return on the investments, and the outlook of existing market conditions and other factors affecting the City's investment decisions.

Debt Financing Provisions

The City maintains a debt financing policy to ensure that debt is managed in a fiscally prudent manner and complies with state/federal laws, minimizes taxpayer costs, does not adversely impact future generations, and will not harm the City's credit rating.

When general obligation debt is issued, the City will seek to obtain interest costs that are the lowest attainable in the market, preferably through competitive sale. The City will seek to maintain good financial policies and financial reporting to aid in the acquisition of the best market rates. The City will comply with

the legal debt margin established by the statutes. The State of Kansas limits bonded debt to 30% of assessed valuation (excluding: revenue bonds, storm drainage or sanitary sewer improvement bonds and refunding bonds).

Accounting, Auditing, and Financial Reporting Provisions

The City will follow the Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) for budget preparation and financial reporting.

The City will submit to an annual audit by an independent certified public accountant with the goal of attaining an unqualified opinion.

The City will prepare a Comprehensive Annual Financial Report (CAFR) and submit it for consideration to the Government Finance Officers Association for their Certificate of Achievement for Excellence in Financial Reporting.

The City will follow the standards of full disclosure in all financial reporting and bond offering statements.

Budget Policies

The City Council must adopt a balanced budget, where total resources equal total obligations in accordance with K.S.A. 79-2927. Total resources include beginning fund balances and total obligations include contingency and ending fund balances. The budget adoption and amendment process is described further on pages 33 and 34.

Planning and Goal Setting

The City of Merriam has changed dramatically since its incorporation in 1950. Merriam is a “first suburb” in the Kansas City metro area, with most housing stock dating from the 1950’s and 1960’s. In the early to mid-1990’s, the City began to focus on extensive infrastructure improvements and redevelopment. In addition, the City completed several extensive drainage projects to alleviate the area’s history of stormwater flooding.

Following completion of the successful Merriam Town Center shops in 1998, the City enjoyed robust sales and property tax revenues. During these years, City Council was able to roll back the mill levy and keep property tax collections fairly constant. However, in 2002 as the national and state economy began to falter, the State of Kansas experienced budget difficulties and discontinued statutory demand transfers to cities. Additionally, the City struggled with stagnate sales tax collections and rising operating costs. Then in 2008, the City Council increased the mill in order to maintain quality public safety and other services just as the economy entered the Great Recession. The recession stalled two key redevelopment projects but development resumed in 2011.

Since 2011, five additional auto dealerships and the IKEA home furnishing store have opened in Merriam ushering in higher sales tax collections and assessed valuations. A stable financial forecast allows greater focus on desired goals with continued emphasis on efficiency. Governing Body and City staff will continue efforts in goal setting and establishing plans to achieve them.

Mission Statement and Values – The Governing Body conducted work sessions to update their mission statement and identify what they value most highly about the City. Citizen input was obtained via an on-line survey and was incorporated into their discussions. Values identified were: quality service, convenient location, public safety, and diversity. “To serve the public with transparent government focused on progress” is the City’s new mission statement.

Planning and Goal Setting by Governing Body – Citywide goals and objectives are reviewed and updated annually by the Governing Body. The six goals below reflect the long-range goals of the Governing

Body. Additions and updates to specific initiatives were made as part of the review process. Goals are followed by specific objectives that will gauge progress toward the goal.

Goal #1: Enhance Community Identity and Connections

Objective: Facilitate better communication between City and its citizens.

Objective: Design and construct a uniquely Merriam Community Center and Aquatic Center.

Objective: Support a public art program throughout the City.

Objective: Encourage the community to undertake energy-reducing and recycling efforts.

Goal #2: Provide Exceptional Service Delivery

Objective: Improve the utilization of technology to increase efficiency.

Objective: Recruit and retain the best talent available within Northeast Johnson County.

Objective: Conduct a citizen survey every three years to gauge public perception of service delivery.

Objective: Investigate and develop pilot programs to explore new ways to deliver services.

Goal #3: Improve Physical Conditions and Property Values

Objective: Reduce the number of repeat code offenders.

Objective: Sustain capital improvement efforts.

Objective: Accelerate streetlight conversion program to accommodate modern metered lighting.

Objective: Improve the City's sidewalk system.

Objective: Partner with neighborhoods to improve maintenance of common areas.

Goal #4: Maintain Economic Vitality

Objective: Provide support to existing businesses.

Objective: Expand the commercial tax base.

Objective: Facilitate a public discussion about future development possibilities in Downtown Merriam.

Integration with Other Long-Term Planning Processes

The Council and staff utilize several processes and documents to help develop long-term goals and objectives, including the following:

Citizen surveys - Surveys will be used on a periodic basis (typically every three years) to help the Council set long-term goals and objectives and serve as a benchmark on how well the City meets its long-term objectives and goals. The most recent survey was conducted in spring 2018 using a professional survey firm. Results were obtained from a statistically random sample with a precision of +/- 3.6% at the 95% confidence level. Results of the latest survey reflect positively on the City with *overall quality of life in the City* increasing 5% since the 2015 survey.

Other key findings are listed below.

- 92% were satisfied with quality of life in the City
- 91% were satisfied with overall quality of City services
- 91% were satisfied with the maintenance of City parks
- 90% were satisfied with maintenance of major City streets
- 88% to 90% were satisfied with the quality of City police and fire protection
- 77% were satisfied with the overall value received for City tax dollars and fees
- 77% were satisfied with the overall image of the City
- 73% were satisfied with City leadership and elected officials

Preliminary Budget Work Sessions – City staff and Council meet several times from February through July each year prior to presentation of the operating budget and the CIP Five-year Plan. These preliminary work sessions provide an opportunity to discuss the financial outlook and short-term priorities for the upcoming budget year.

Five-year Capital Improvement Plan - The Council receives staff and citizen input on the prioritization of capital improvement needs. The Council also conducts periodic “bus tours” where they visit recently completed capital improvement projects; planned projects; and proposed or possible projects. After receiving this input, the Council meets in work sessions to discuss priorities. These discussions serve as a guide as the City develops the new Five-year capital improvement plan (the Plan) each year. The Plan forms the basis for the current year’s capital improvement budget which is funded by a .25% special street/stormwater sales tax and General Fund transfers per City Council policy. Per the policy, up to half of the City’s 1% general sales tax may be used to fund the Five-year capital improvement plan. Additionally, City use taxes associated with the special sales tax are also dedicated to the Plan. In fall, 2017, voters approved a new 0.25% special sales tax for parks and recreation to partially fund a new community center. These dedicated revenues provide resources to ensure that the City can continue to enhance and maintain its infrastructure over the long term.

Twenty-year Comprehensive Plan – The Comprehensive Plan is an official long-range policy statement adopted and amended by formal resolution of the Planning Commission and City Council. It is a major component of the planning process for the City as it guides the long-range, comprehensive decision making process involving primarily physical development and those City actions expected to influence development in the long-term. The Comprehensive Plan is an explicit statement of future goals for the community, and serves as a formal vision for the Planning Commission, elected officials, residents, private organizations, and individuals.

In addition, the Comprehensive Plan is a measuring tool for evaluating specific development proposals and their impact on the general public welfare. The plan is supplemented and implemented by other policy documents and ordinances including the Zoning Ordinance, Subdivision Regulations, Flood Hazard Ordinance, Stormwater Management Ordinance, Building Codes and the Capital Improvements Program. The Comprehensive Plan addresses eight major topics. These are: (1) goals and objectives, (2) background and relationships, (3) physiography, (4) socio-economic studies, (5) land use, (6) major thoroughfare plan, (7) community facilities and public utilities plan and (8) implementation.

The City of Merriam’s Comprehensive Plan was adopted in January of 2001. The planning framework includes an introduction and a summary of the existing population and employment characteristics of the City of Merriam. The Plan contains a discussion of the urban form principals upon which the plan is based, in the following categories: Housing; Commercial and Industrial Development; Future Land Use; Parks and Recreation; Public Facilities; and Transportation.

The Comprehensive Plan is updated on a regular basis to ensure that it reflects current activities and community goals and needs. Since its adoption in 2001, the City amended the Comprehensive Plan in 2004 with the approval of the West Antioch School Site Plan Amendment. This amendment proposed appropriate land uses for the former West Antioch Elementary School Site. A second amendment was approved in 2005 with the adoption of the Grandview Housing Assessment, which called for redevelopment of the Grandview area into a mixed use development. The third amendment occurred in June 2007 which addressed appropriate uses for the South Park Sub Area Plan, site of the former South Park Elementary School. The fourth amendment occurred in February 2014 to incorporate the Shawnee Mission Parkway Corridor Study. This study provided recommendations for land use, plus financial, transportation, and design characteristics along this well-traveled route. Amendments will be considered when required to reflect changes to the future land use map and zoning updates.

The vision for the future of Merriam is described in Section 2.2 of the Comprehensive Plan: *“Merriam is a quality place that attracts people because of its strong neighborhoods, accessible shopping, job opportunities, inviting public spaces and its convenient location to regional attractions.”*

Here are some of the long-term goals outlined in the 2001 Comprehensive Plan:

- Reinvestment goal - Merriam's housing stock contributes to the vitality of neighborhoods.
- Public Services goal - People are attracted to Merriam neighborhoods because of the quality educational, recreation, public safety, infrastructure, medical and social services.
- Identity goal - Merriam's neighborhoods have a distinct identity that helps define their boundaries and fosters pride and belonging among residents.
- Mixed Development goal - Merriam's commercial development includes many activity centers where a variety of uses (e.g. retail stores, residences, civic buildings, and office.) thrive because they are connected.
- Durability goal - Merriam's commercial buildings are built to last with quality materials and are designed for changing uses to accommodate shifts in the market.

Economic Development – Merriam enjoys a unique location that combines quiet, almost rural neighborhoods with the excellent commercial opportunities afforded by proximity to Interstate-35. City staff and Council work to identify potential areas for redevelopment. Merriam is a land-locked city, so there is little undeveloped land available. Due to the extraordinary costs of infill redevelopment projects compared to green field development, the City expects to partner with private developers in an effort to compete with cities that can offer undeveloped tracts. More on such partnerships may be found in the Tax Increment Financing section under Economic Information. The Assistant City Administrator leads economic development activities for the City.

Parkland Development - The City sets funds aside in the Five-year capital improvement plan when needed to purchase and develop parkland. As a city that is land-locked and completely developed, parkland is not readily available. For that reason, the City must plan to acquire parkland as appropriate properties become available. In recent years, the City has acquired more than 80 additional acres of parkland.

Downtown Enhancements – The City has facilitated the enhancement and revitalization of the downtown retail district. In 2001, the City completed construction of Merriam Marketplace, a pavilion that is home to the farmer's market each Saturday from April through October. Additionally, Merriam Marketplace is host to a variety of community events including the annual Turkey Creek Car and Motorcycle Show, and musical performances held throughout the summer. Extensive street improvements to Merriam Drive, the main street running through this downtown area, were completed in 2005. These improvements include expanded sidewalks with tree wells, decorative streetlights, and monument signs at each end of the downtown district and in other locations to direct shoppers to the area. The City's Public Works department grows and maintains hanging flower baskets along Merriam Drive during the summer.

Infrastructure maintenance - The City has a long-term street overlay program to maintain all streets in the City. The program calls for a major overlay and curb repair to every street on a nine-year schedule. The City has dedicated its share of the State fuel tax to fund the annual street overlay program. Additionally, the 2019 budget includes \$200,000 from the Capital Improvement Fund to supplement the fuel tax dollars.

As an older, "first suburb", the City must be committed to infrastructure and property maintenance to maintain property values and curb the creep of blight. To facilitate this, the Council has developed an aggressive long-term approach to code enforcement, including having a staff of three professional code enforcement officers and a summer weed enforcement program.

Ten-year Major Equipment Replacement Schedule - The City maintains a ten-year major equipment replacement schedule to provide for systematic replacement of equipment items over \$5,000 for each department. The replacement schedule is used to forecast the amount of transfers needed from the General Fund to the Equipment Reserve Fund, where equipment purchases for each year are budgeted.

Five-year General Fund Balance Projections – City staff forecasts General Fund balances using current information and trends for revenues and expenditures to assess areas of concern for current and future budgets. Fund balances satisfy the reserve policy during the forecast period. Sales tax revenues can vary depending upon general economic conditions and so projections are regularly reviewed and updated. Significant variations in revenue estimates could necessitate changes to program priorities, particularly to the capital improvement program.

Five-Year General Fund Balance Projection					
	<i>in millions</i>				
	2019	2020	2021	2022	2023
Beginning Fund Balance	\$ 6.190	\$ 5.002	\$ 4.617	\$ 4.826	\$ 4.898
Revenues	\$ 17.655	\$ 18.310	\$ 18.977	\$ 19.177	\$ 19.379
Operating Expenditures	\$ 14.171	\$ 15.434	\$ 16.004	\$ 16.403	\$ 16.814
Interfund Transfers/Contingency	\$ 4.672	\$ 3.261	\$ 2.764	\$ 2.702	\$ 2.441
Subtotal Expenditures	\$ 18.843	\$ 18.695	\$ 18.768	\$ 19.105	\$ 19.255
Projected Fund Balance	\$ 5.002	\$ 4.617	\$ 4.826	\$ 4.898	\$ 5.022

Annual Budget Adoption

Policy

It is the policy of the City Council to plan for the orderly operation of the City by the adoption of an annual budget of all anticipated revenues and expenditures according to K.S.A. 79-2927 et. seq. Total resources include beginning fund balances and total obligations include contingency and ending fund balances. In 2017, the Kansas Legislature passed House Bill 2088 which requires a popular vote when property tax revenues exceed the Consumer Price Index. Future budget timelines will incorporate steps necessary to comply with the new law.

Responsibilities

Citizens are encouraged to share ideas and provide input concerning City operations as well as budgetary issues. Citizens may provide input at council meetings, public hearings, and through surveys and other forms of communication.

The City Council is responsible for reviewing and adopting an annual budget for all funds for which the City is responsible. Council must also approve large purchases, change orders to existing contractual agreements, and budget transfers between funds.

The City Administrator is responsible for recommending a balanced budget to the Council for adoption. In addition, the City Administrator provides general guidelines for budget preparation as well as overseeing budget implementation during the fiscal year.

The Finance Director is responsible for establishing the budget schedule; evaluating department requests; estimating revenues, expenses, and financial impacts of budget proposals; ensuring compliance with applicable state budget laws; providing the Council with the information necessary to make responsible decisions; and administering the policy and procedures.

Budget Development Process

During the first quarter of each year, the Finance Director and the City Administrator establish the calendar for adoption of the annual operating budget for the following year. The calendar is designed to allow sufficient time for preparation of budget requests, public comment, staff and City Administrator review, Council consideration, and publication and submission deadlines established by statute. All dates are to be considered mandatory deadlines unless otherwise modified by the City Administrator.

The Finance Director issues budget forms and instructions to departments in March. All departments shall submit their budget requests according to the schedule and instructions. The Finance Director reviews and evaluates the budget requests, and assists the City Administrator in formulating the budget to be recommended to the Council. Departments are prepared to fully explain and justify their requests to the City Administrator.

The City Administrator formulates a recommended budget and submits it to the Council for consideration in May. The Council will meet in work sessions to consider and discuss the budget. The Council may invite officials, departments, and agencies to present additional information or justifications concerning their requests. Copies of the proposed budget summary are available to the public at City Hall and on the website by mid-July.

After review by the Council and action to set a public hearing date, the Finance Director publishes the proposed budget and notice of public hearing in the City's official newspaper. The public hearing shall be scheduled at least 10 days later than the date of the publication of the proposed budget, but no later than August 15, in accordance with the statutes.

The Council will then hold a public hearing on the date and time specified in the publication for the purposes of hearing taxpayer questions and comments concerning the proposed budget. The Council shall adopt an annual budget and the Finance Director will file it with the County Clerk on or before August 25th unless a popular election is required. Copies of the expanded budget document are available to the public at City Hall and on the website in late fall.

If the City Council proposes to levy property tax revenues which exceed the Consumer Price Index (CPI) increase plus certain exceptions, a popular vote is required. In this instance, the City Council will pass a resolution to place the property tax levy on a mail-in ballot and notify the Johnson County Election Board by July 1. Such elections must be held by mail-in ballot, due on September 15. Regardless of the outcome, a budget with allowable property tax revenues must be submitted to the County Clerk by October 1.

The process of amending the City's budget is outlined and authorized by K.S.A. 79-2929a. Amendments to the City's budget are allowed only in the event of an increase in the original budget for previously unbudgeted increases in revenues other than ad valorem property taxes. To amend the budget the City is required to publish a "Notice of Hearing" 10 days prior to the hearing. The City then must hold a public hearing and forward amended budget forms to the County Clerk for certification.

2018 Calendar for 2019 Budget

Date	Task/Event	Responsibility
January 27	Work Session - Council training/visioning	City Council, City Administrator
February 26	Accept new Goals/Objectives	City Council, City Administrator
February 27	Review and discuss update of Council Goals with Department Heads	City Administrator
February 27	Department Heads receive instructions on formulating/entering Budget Requests	City Administrator, Finance Director
March 30	Department Budget Requests due to City Administrator & Finance Director	Department Heads
April 2 - April 20	Review of Department Budget requests. Discussion with Department Heads.	City Administrator, Finance Director
April 20	CIP Tour/lunch	Council, City Admininstrator, Asst. City Admin, Fin Dir, Pub Works Dir
April 23	Work Session - CIP Forecast and Priorities	Council, City Admininstrator, Asst. City Admin, Fin Dir, Pub Works Dir
May 14	Work Session - Preliminary Operating Budget presentation/discussion	City Council, City Administrator Asst City Administrator, Finance Director
May 15 - June 15	Develop Recommended Budgets	City Administrator, Finance Director
June 25	Review 2018 Revenue Projections	City Council, City Administrator Asst City Administrator, Finance Director
July 9	Work Session - Review Detailed Draft Budgets	City Council, City Administrator Asst City Administrator, Finance Director
July 10 - July 31	Finalize Budgets	City Administrator, Finance Director
July 31	Publication of Public Hearing Notice	Finance Director
August 13	Public Hearing for 2019 Budget Consider Resolution to Adopt Budget	City Council
August 25	Certify Budget to County Clerk	Finance Director

Financial Structure

Basis of Presentation

In determining the agencies or entities which comprise the City for financial reporting purposes, the criteria of oversight responsibility over such agencies or entities, special financing relationships and scope of public service provided by the agencies or entities are used. Oversight responsibility is determined by the extent of financial interdependency, control over the selection of the governing authority and management, and the ability to significantly influence operations and accountability for fiscal matters. Based on these criteria, there are no other agencies or entities which should be included in the financial statements of the City.

The accounts of the City are organized on the basis of funds and groups of accounts, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise its assets, liabilities, equities, revenues, and expenditures. The various funds are grouped by type in the financial statements. Within each fund type exists one or more funds. The following fund types and account groups are used by the City.

Fund Structure

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types:

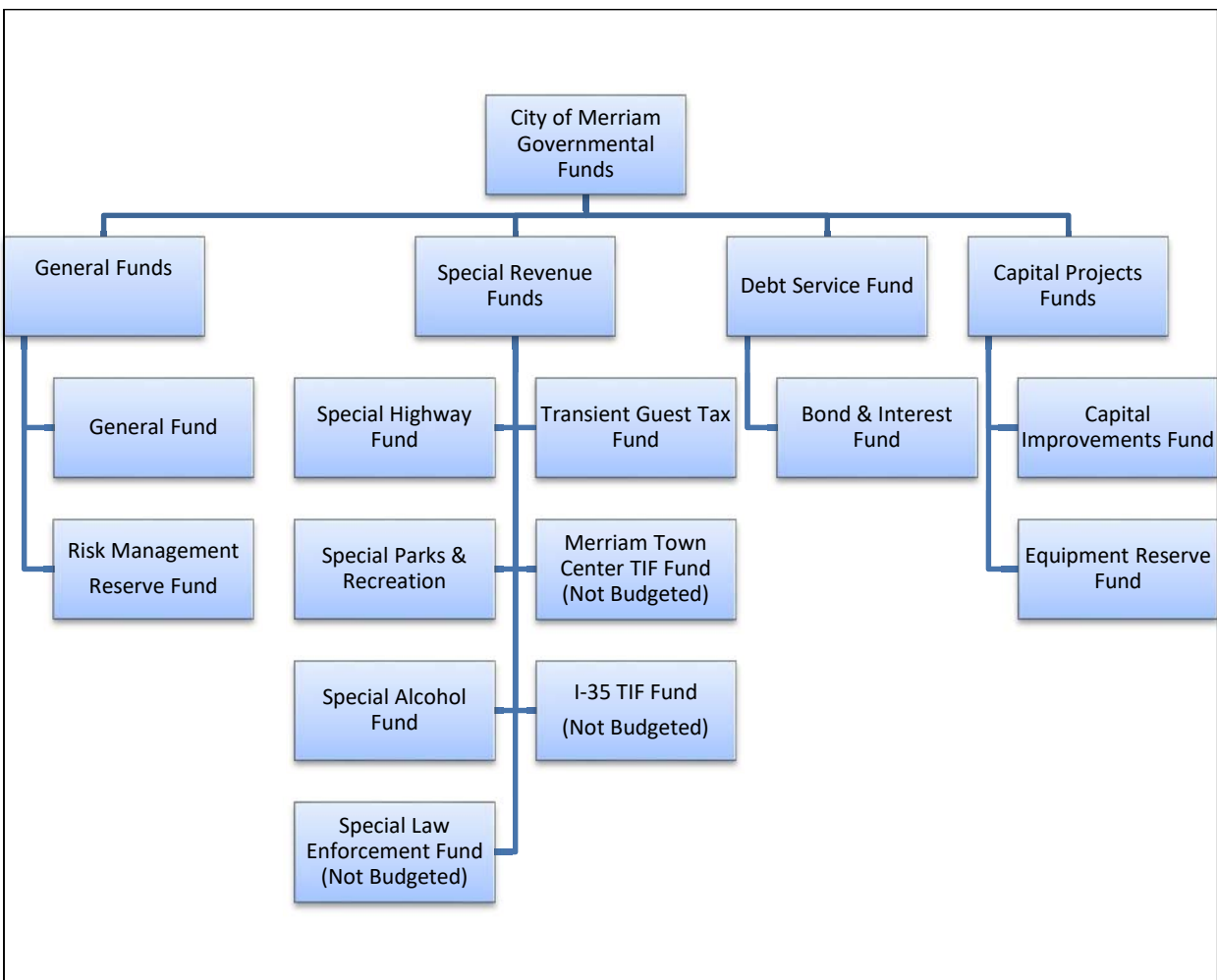
- **The General Fund** is the principal fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges and capital improvement costs that are not paid through other funds are financed through revenues received by the General Fund. The General Fund is used to pay for the expenditures of various departments throughout the City, with a few exceptions as noted below under Special Revenue Funds. The Risk Management Reserve Fund accounts for transfers from the General Fund and is used for the payment of risk management related expenses. For financial reporting purposes, the City's Risk Management Reserve Fund, which has its own legally adopted budget, is reported with the General Fund. Revenue sources include property and sales taxes.
- **Special Revenue Funds** are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City as identified below.
 - *Special Highway Fund* accounts for Motor Fuel tax receipts and is used for construction, maintenance and repairs of City roads.
 - *Special Parks and Recreation Fund* accounts for one third of the Special Alcohol tax receipts and is used to purchase and maintain City parks and recreational services and facilities.
 - *Special Alcohol Fund* accounts for one third of the Special Alcohol tax receipts and is used to fund the City's crime prevention programs for elementary school students.
 - *Transient Guest Tax Fund* accounts for Transient Guest tax receipts and is used to enhance the community in ways that attract visitors, including operation of the Visitors Bureau.
- **Bond and Interest Fund** is used to account for the accumulation of resources for and the payment of principal, interest and other related costs of the City's general obligation bonds. Resources include a dedicated mill levy and transfers from the Capital Improvement Fund.
- **Capital Projects Funds** are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays including acquisition or construction of capital facilities and other capital assets.

- *The Capital Improvement Fund* is used to account for monies derived from General Fund transfers, special sales taxes for streets, grants and contributions of outside agencies used to finance infrastructure improvements in the City. This fund also accounts for monies tax incremental financing (TIF) revenues not committed to developers.
- *Equipment Reserve Fund* accounts for transfers from the General Fund and is used to finance the acquisition of major equipment purchases.

Water and sewer services are provided by Water One, a quasi-governmental agency not associated with the City, and so Merriam has no enterprise fund.

The City has additional funds that are audited, but not included in the budget. The special law enforcement fund accounts for monies derived from property seizures related to illegal drug arrests and prosecution as well as the disbursement of monies for drug enforcement purposes. The tax increment financing funds, while consisting of major expenditures are considered outside everyday operations.

The following fund structure diagram of City budgeted and unbudgeted funds provide a graphic overview of the City's fund structure.



Use of Funds by City Departments

The following table lists City departments and the funds they use.

	Percent of Expenditures Associated with Funds (approximate)*							
Department	General	Special Highway	Special Alcohol	Special Parks	Transient Guest	Risk Mgmt	Equip. Reserve	Capital Improv.
City Council	100							
Administration	93				4	3		
Municipal Court	100							
General Overhead	99						1	
Information Services	62				4		34	
Police	97		1				2	
Fire	74						26	
Public Works	11	56					13	20
Culture Recreation	68			3	14		15	
Aquatic Center	100							
Merriam Marketplace					100			
Visitors Bureau					100			
Community Develop.	100							
CIP Administration								100
* excludes Bond Fund								

The Special Highway Fund is used by the Public Works department for street overlay, paving and other street expenditures. The Special Alcohol Fund is used by the Police department to fund alcohol and drug education programs. The Special Parks & Recreation Fund is used by the Culture & Recreation department to supplement purchases for City parks. The Transient Guest Tax Fund supports community events (i.e.: Turkey Creek Festival, Turkey Creek Car Show), the Farmers' Market operations, and the Visitor's Bureau operations. The Risk Management Fund is used by the Administration department for risk management consulting fees or uninsured insurance claims. The Equipment Reserve Fund is used by all departments to fund large equipment purchases.

Several General Fund programs generate revenues that are not sufficient to sustain the operational costs for the associated department. Such departments are supported and supplemented by the collection of sales, property taxes and other general revenues. For example, swimming pool usage fees cover about one-third of the cost to operate the Aquatic Center department. However, the Governing Body desires to make this amenity available to Merriam residents. Similarly, building permits cover under one-fifth of the cost to operate the Community Development department, which is a vital City function. Policy decisions and priorities of City Council will dictate allocation of resources to departments when funding sources are under pressure.

Basis of Accounting

The modified accrual basis of accounting is utilized by all governmental and agency fund types. Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, i.e. amounts measurable and available to finance the City's operations or of a material amount and not received at the normal time of receipt. Significant revenues which are considered susceptible to accrual include delinquent property taxes (on the basis of amounts expected to be collected within 60 days of year-end); sales, utility and franchise taxes; interest; and certain State and Federal grants and entitlements. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible-to-accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are, however, essentially

two types of these revenues. In one, funds are virtually unrestricted as to purpose of expenditures and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if susceptible-to-accrual criteria are met.

Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The accrual basis of accounting is utilized by proprietary fund types. Under this basis of accounting, revenues are recognized when earned (including unbilled services) and expenses are recorded when liabilities are incurred. The City has no proprietary fund types.

Budgetary Basis and Ending Cash Position

The final budget adopted by the City Council must be a balanced budget, where total resources equal total obligations. The State Budget Law prohibits a budget which projects spending in excess of available resources. The Budget Law further prohibits unappropriated balances in funds supported by general tax levies. The City's budget is prepared on the modified accrual basis (which is the same accounting basis used for all funds) and assumes that prior year's ending cash balances will be fully utilized to balance the budget.

While the fund balance is not an annual source of revenue to fund operations of the City, year-end carryovers are used to fund future year operating and capital budgets. It is critical that adequate fund balance reserves are kept to meet unexpected operating or capital demands and to cover any unanticipated revenue shortfalls. Kansas statutes require that budgeted ending fund balances be zero, but the City does not expect to expend budgeted reserves. The following table details actual and projected ending fund balances for the General Fund, major funds and non-major funds.

Fund	Actual Fund Balance			Projected	
	2016	2017	% Change	2018	2019
General Fund	\$ 6,349,247	\$ 6,588,313	3.77%	\$ 6,189,800	\$ 4,920,616
Capital Improvements	22,495,017	23,994,706	6.67%	44,531,216	20,466,775
Bond & Interest	34,208	36,000	5.24%	21,688	33,273
Other Governmental	3,884,105	4,194,277	7.99%	3,740,915	2,301,838
Total	<u>\$ 32,762,577</u>	<u>\$ 34,813,296</u>		<u>\$ 54,483,619</u>	<u>\$ 27,722,502</u>

(See pages 16 and 17 for fund balances by fund for purposes of Budget 2019 presentation)

General Fund ending fund balance increased by 3.77% from 2016 to 2017. The increase was primarily due to decreased transfers to the CIP fund and lower than expected expenditures. Projected ending 2019 fund balances for General Fund plus Risk Management Fund satisfy the City's reserve policy

The balance for the Capital Improvement Fund increased by 6.67% from 2016 to 2017. The increase was due to the construction timing of certain projects (pushed to 2017) and a decline in TIF-related debt and contractual obligations plus an increase in TIF area property values. CIP fund balances are being accumulated in anticipation of large capital projects. The Bond and Interest Fund balance increased 5.24% from 2016 to 2017 due to an increase in the level of transfers from the Capital Improvement Fund. The Bond and Interest Fund serves to pay known amounts of principal and interest on existing debt using transfers from the Capital Improvement Funds. The two significant non-major funds are the Equipment Reserve and the Risk Management Fund. The Equipment Reserve fund fluctuates depending on projected needs in the 10-Year Equipment Replacement Schedule, while the Risk Management Fund is a contingency fund that would aid the City in managing uninsured expenditures.

Encumbrances, which represent purchase orders, contracts, and other commitments, are treated as budgetary expenditures in the year incurred.

Additional Considerations

In order to ensure that Kansas public agencies will conduct their financial affairs in a fiscally responsible manner, the State Legislature enacted a cash-basis law in 1933 (K.S.A. 10-1101 to 10-1122) which makes it unlawful for the governing body of any municipality to create any indebtedness in excess of the amount of funds actually on hand in the treasury of such municipality at the time for such purpose, or to authorize the issuance of any order, warrant, or check or other evidence of indebtedness of such municipality in excess of the funds actually on hand in the treasury of such municipality at the time for such purpose. The essence of the cash basis law is to prohibit municipalities from spending more than they receive annually in operating revenues, and to prevent the issuance of short-term debt to cover operating expenditures.

The Kansas Statutes and the Director of Accounts and Reports provide for municipal record keeping in conformance with the cash-basis and budget laws of the State of Kansas. Separate funds are maintained for specific purposes and projects in accordance with state law, the State Division of Accounts and Reports, Department of Administration, bond covenants, tax levies, commitments for grants and ordinances and resolutions passed by the City Council. Revenues and expenditures are accounted for and an annual report is produced showing revenues received, encumbrances and expenditures against budgeted revenues and expenditures.

Debt Service

Overview and Debt Financing Principles

Local governments are often faced with increasing demands for services and infrastructure improvements. These demands often exceed the corresponding revenue necessary to finance the services and improvements. This produces a need to finance public facilities and infrastructure. Through debt financing, the City can construct improvements in advance of or as the need arises rather than delaying projects. Debt financing more fairly distributes the costs of the improvements to the users of the project over its lifetime.

The goal of Merriam's debt policy is to maintain the ability to provide high quality essential city services and improvements in a cost effective manner. Policy makers weigh this goal against maintaining the ability to borrow at the lowest possible rates. The City uses the following guidelines before financing projects with long term debt:

- Management staff and elected officials conservatively project the revenue sources to pay off the debt.
- The financing of the improvement will not exceed its useful life.
- The benefits of the improvement must outweigh its costs, including the interest costs of financing.
- Debt will only be used to provide financing for essential and necessary capital projects and major equipment purchases. Debt will not be used to cover deficits (annual spending greater than annual revenue) or to cover short-term cash flow difficulties.

Outstanding Debt

The following table provides a summary of the City's outstanding debt issues. S & P Global Ratings assigned the 2018 General Obligation bond issue a rating of AAA (Stable).

OUTSTANDING DEBT

Purpose	Issue Date	Maturity Date	Original Amount	Amount Outstanding 1/1/2018	Principal Payments FY 2019
General Obligation					
Refunding bonds to refinance 2004, 2005 & 2008 street/storm drainage improvements	03/01/12	10/01/23	\$ 7,300,000	\$3,540,000	\$ 485,000
Serial bonds for construction of Parks & Recreation capital improvements	02/15/18	10/01/27	20,035,000	0.00	1,715,000

Total Bonds	<u>\$27,335,000</u>	<u>\$3,540,000</u>	<u>\$2,200,000</u>
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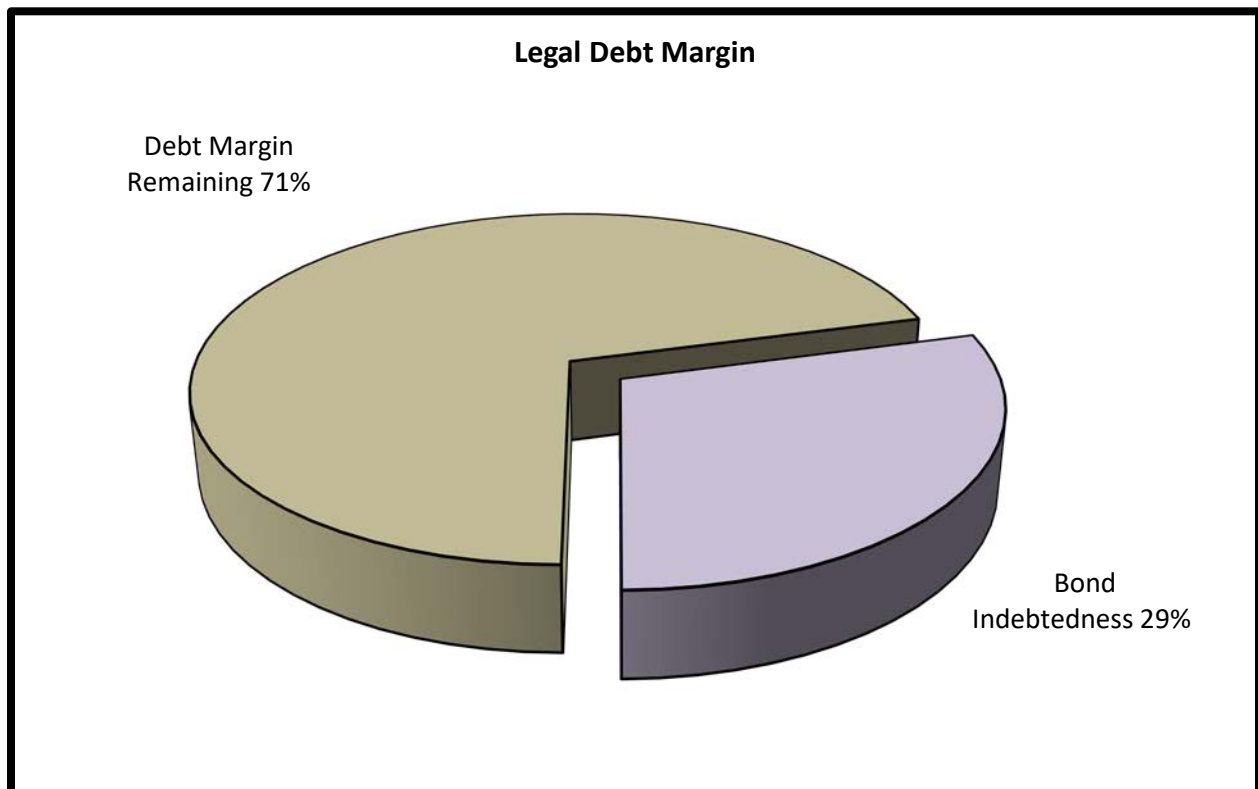
Legal Debt Margin

Percentage of legal debt margin used measures the City's ability to issue bonded debt. Direct bonded debt is debt for which the City has pledged its full faith and credit. The debt limit establishes a maximum dollar limitation calculated under existing law. The debt limitations provided by K.S.A. 10-308 provides that the debt of the City is limited to 30% of assessed valuation. Certain drainage and refunding issues are not subject to the limit as provided by K.S.A. 10-309.

Legal Debt Margin Calculation for Fiscal Year 2018

Assessed value (a)	\$216,334,218
Debt limit	64,900,265
Debt applicable to limit:	
General Obligation bonds and notes	21,585,000
Less: Drainage and refunding issues not subject to limit	<u>(2,680,000)</u>
Total net debt applicable to limit	<u>18,905,000</u>
Legal debt margin remaining	<u>\$ 45,995,265</u>

(a) Combination of Motor Vehicle and Real Property values (preliminary estimates)



Annual Debt Service

The following table provides a summary of the City's annual debt service requirements (principal and interest) on current debt obligations from the budget year through the final year of debt retirement. The City has never in its history defaulted on the payment of any of its debt obligations.

ANNUAL DEBT SERVICE REQUIREMENTS

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$2,200,000	\$991,150	\$3,191,150
2020	2,310,000	898,125	3,208,125
2021	2,420,000	800,475	3,220,475
2022	2,545,000	696,700	3,241,700
2023	2,680,000	587,650	3,267,650
2024	2,190,000	471,500	2,661,500
2025	2,295,000	362,000	2,657,000
2026	2,410,000	247,250	2,657,250
2027	2,535,000	126,750	2,661,750
	<u>\$21,585,000</u>	<u>\$5,181,600</u>	<u>\$26,766,600</u>

Effect of Debt on Current and Future Operations

The table below shows a comparison of budgeted debt service expenditures as a percentage of total City expenditures:

Debt Service as a Percentage of Total Expenditures

	<u>Actual 2017</u>	<u>Budget 2018</u>	<u>Estimated 2018</u>	<u>Budget 2019</u>
Total Expenditures	\$22,147,947	\$26,699,143	\$29,835,276	\$51,969,294
Debt Service Annually	\$903,250	\$916,650	\$3,578,289	\$3,191,150
Debt Service as a Percentage of Total Expenditures	4.08%	3.43%	12.00%	6.14%

Each year, the City prepares a five-year capital improvement program plan (see Capital Improvement Program section). In preparing the plan, the City forecasts projected revenues and expenditures for the plan period and beyond. Part of this forecasting process involves analyzing the impact of future debt service payments. The forecast reveals that all future debt service payments may be made with no property tax increases and no additional contributions from operating funds.

Authorized Paid Positions

Department	Position	Actual 2017	Estimated 2018	Budget 2019
City Council	Mayor	1.00	1.00	1.00
	Councilmember	8.00	8.00	8.00
	Total	9.00	9.00	9.00
Administration	City Administrator	1.00	1.00	1.00
	Assistant City Administrator	1.00	1.00	1.00
	Finance Director	1.00	1.00	1.00
	City Clerk	1.00	1.00	1.00
	Accountant	1.00	1.00	1.00
	Human Resources/Risk Manager	1.00	1.00	1.00
	Communication/Public Engagement Mgr.	1.00	1.00	1.00
	Accounting Clerk	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	0.00
	Administrative Clerk	0.00	0.00	1.00
	Management Intern	1.00	1.00	1.00
	Total	10.00	10.00	10.00
Information Services	Network and Comm. Administrator	1.00	1.00	1.00
	Total	1.00	1.00	1.00
Municipal Court	Court Administrator	1.00	1.00	1.00
	Court Clerk	1.75	1.75	1.75
	Total	2.75	2.75	2.75
Police Department	Police Chief	1.00	1.00	1.00
	Police Major	1.00	1.00	1.00
	Captain	2.00	2.00	2.00
	Sergeant	3.00	3.00	3.00
	Corporal	4.00	5.00	5.00
	Master Police Officer	6.00	5.00	5.00
	Police Officer*	13.00	13.00	13.00
	Crime Analyst	1.00	1.00	1.00
	Records Clerk	2.00	2.00	2.00
	Community Service Officer	2.00	2.00	2.00
	Crossing Guard	0.75	0.75	0.75
	Total	35.75	35.75	35.75
Fire Department	(Services through City of Overland Park after 2014)			
	Total	0.00	0.00	0.00
Public Works	Public Works Director	1.00	1.00	1.00
	Public Works Superintendent	1.00	1.00	1.00
	Foreman	2.00	2.00	2.00
	Asset Management Technician	1.00	1.00	1.00
	Public Works Technician	1.00	1.00	1.00
	Mechanic	1.00	1.00	1.00
	Maintenance Worker III	1.00	1.00	1.00
	Maintenance Worker II	6.00	5.00	5.00
	Maintenance Worker I	2.00	3.00	3.00
	Facility Maintenance Worker II	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00
	Seasonal Labor	3.96	3.96	3.96
	Total	21.96	21.96	21.96

Authorized Paid Positions

Department	Position	Actual 2017	Estimated 2018	Budget 2019
Culture and Recreation	Parks & Recreation Director	1.00	1.00	1.00
	Assistant Parks & Rec. Director	1.00	1.00	1.00
	Recreation Supervisor	1.00	1.00	1.00
	Facility Maintenance Worker II	1.00	1.00	1.00
	Facility Maintenance Worker I	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	0.00
	Administrative Clerk	0.00	0.00	1.00
	Facility Supervisor	2.72	2.47	2.47
	Fitness Specialist	0.23	0.23	0.23
	Landscape Technician	0.00	0.25	0.25
	League Supervisor	0.00	0.00	0.00
	League Scorekeeper	0.00	0.00	0.00
	Programs Coordinator	0.41	0.41	0.41
	Total	9.36	9.36	9.36
Aquatic Center	Pool Manager	0.24	0.24	0.24
	Assistant Pool Manager	0.20	0.20	0.20
	Swim Coach	0.29	0.29	0.29
	Swim Lesson Instructor	0.10	0.10	0.10
	Pool Supervisor	0.33	0.33	0.33
	Lifeguard/Head Lifeguard	5.21	5.21	5.21
	Cashier/Concession/Deck Attendant	3.90	3.90	3.90
	Concession Stand Supervisor	0.26	0.26	0.26
	Seasonal Maintenance Worker I	0.13	0.13	0.13
	Total	10.66	10.66	10.66
Visitor's Bureau	Visitor's Bureau Director	1.00	1.00	1.00
	Communication Specialist	1.00	1.00	1.00
	Total	2.00	2.00	2.00
Marketplace	Marketplace Coordinator	0.16	0.16	0.16
	Marketplace Asst. Coordinator	0.16	0.16	0.16
	Total	0.32	0.32	0.32
CIP Administration	CIP Director (served by Public Works Dir)	0.00	0.00	0.00
	Administrative Assistant	0.40	0.40	0.40
	Project Coordinator	1.00	1.00	1.00
	Total	1.40	1.40	1.40
Community Development	Director of Community Development	1.00	1.00	1.00
	Building Inspector/Official	1.00	1.00	1.00
	Neighborhood Services Manager	1.00	1.00	1.00
	Code Compliance Officer	2.00	2.00	2.00
	Planner I	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	0.00
	Administrative Clerk	0.00	0.00	1.00
	Total	7.00	7.00	7.00
City Total		111.20	111.20	111.20
Classification By Category				
	Full Time	81.00	81.00	81.00
	Part Time	15.26	15.26	15.26
	Seasonal	14.94	14.94	14.94
	Total	111.20	111.20	111.20

Note: All numbers given in full time equivalents (FTE). For instance, a part time employee working 10 hours per week (out of a possible 40 hours) would be counted as .25 FTE. Estimated reflects positions filled for some or all of the year.

* To facilitate training and to manage attrition, Council approved "over-hiring" by up to 2 FTE's when qualified candidates are available.

Compensation Plan

FULL TIME POSITIONS EFFECTIVE JANUARY 1, 2019

Position	Range Bottom	Range Top
City Administrator	105,242	157,863
Assistant City Administrator	92,788	139,182
Police Chief	92,788	139,182
Police Major	81,807	122,711
Police Captain	67,719	101,578
Sergeant	56,065	84,098
Corporal	52,644	78,965
Master Police Officer	46,414	69,620
Police Officer	43,581	65,371
Police Officer Trainee	41,506	41,506
Crime Analyst	43,581	65,371
Community Service Officer	33,876	50,815
Records Clerk	31,809	47,713
Community Development Director	87,125	130,687
Building Inspector/Official	43,581	65,371
Neighborhood Services Manager	52,644	78,965
Code Compliance Officer/Part-Time Code Compliance Planner I	38,423	57,635
Administrative Clerk	46,414	69,620
Management Intern	36,079	54,118
	30,907	47,288
Director of Capital Improvements	87,125	130,687
Project Coordinator	43,581	65,371
Administrative Assistant	31,809	47,713
Finance Director	87,125	130,687
Accountant	49,431	74,146
Accounting Clerk	33,876	50,815
Network and Communication Administrator	81,807	122,711
Human Resources/Risk Management Manager	67,719	101,578
Communication and Public Engagement Manager	56,065	84,098
City Clerk	49,431	74,146
Administrative Assistant	31,809	47,713
Administrative Clerk	36,079	54,118
Visitors' Bureau Director	49,431	74,146
Communication Specialist	40,921	61,382
Court Administrator	49,431	74,146
Court Clerk/Part Time Court Clerk	31,809	47,713

Compensation Plan

FULL TIME POSITIONS (continued) EFFECTIVE JANUARY 1, 2019

Position	Range Bottom	Range Top
Public Works Director	92,788	139,182
Public Works Superintendent	56,065	84,098
Foreman	43,581	65,371
Asset Management Technician	43,581	65,371
Public Works Technician	40,921	61,381
Mechanic	38,424	57,636
Maintenance Worker III	36,079	54,118
Maintenance Worker II	31,808	47,714
Facility Maintenance Worker II	31,808	47,714
Maintenance Worker I/Part Time Maintenance Worker I	29,868	44,802
 Parks & Recreation Director	 87,125	 130,687
Assistant Parks & Recreation Director	63,591	95,386
Recreation Supervisor	49,431	74,146
Administrative Clerk	36,079	54,118
Facility Maintenance Worker II	31,808	47,714
Facility Maintenance Worker I	28,045	42,067

REGULAR PART TIME POSITIONS EFFECTIVE JANUARY 1, 2019

Position	Range Bottom	Range Top
Business Development Coordinator	47,915	73,311

ELECTED POSITIONS EFFECTIVE JANUARY 1, 2019

Position	Range Bottom	Range Top
Mayor	12,267	12,267
City Councilmembers	5,561	5,561

Compensation Plan

PART TIME & SEASONAL POSITIONS EFFECTIVE JANUARY 1, 2019

Position	Range Bottom	Range Top
Crossing Guard	12.06	17.21
Seasonal Maintenance Worker	11.27	16.09
Intern PT	10.94	15.62
Seasonal Construction Inspector	18.51	28.32
Part Time Farmers Marketplace Assistant Coordinator	11.76	16.80
Part Time Farmers Marketplace Coordinator	13.25	18.91
Facility Supervisor	11.89	17.83
Gym Supervisor	10.72	15.31
Landscape Technician	13.25	18.92
League Supervisor	10.72	15.31
League Scorekeeper	8.73	12.43
Programs Coordinator	12.66	18.99
Fitness Specialist	12.66	18.99
Seasonal Exempt Employees:		
Pool Manager	9,922	14,169
Assistant Pool Manager	5,833	8,331
Head Swim or Dive Coach	1,980	2,721
Asst. Swim or Dive Coach/Pre Comp Coach	1,431	2,041
Pool Supervisor	13.89	19.84
Head Lifeguard	10.30	12.66
Swim Lesson Instructor	9.77	25.09
Lifeguard	8.71	11.04
Concession Stand Supervisor	11.35	13.73
Cashier/Concessions/Deck Attendant	7.66	9.96

Compensation Plan

RETAINERS FOR CONTRACTUAL POSITIONS EFFECTIVE JANUARY 1, 2019

Position	Monthly	Annual
City Attorney*	-	-
Municipal Judge	3,767.92	45,215.04
Prosecutor	2,416.67	29,000.04

* Per contractual agreement, the City Attorney will be paid \$145.60 per hour plus expenses and mileage.

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CITY OF MERRIAM, KANSAS

REVENUES: ALL FUNDS

ANNUAL BUDGET
2019



The Mayor's Christmas Tree Lighting is an annual event held at Merriam Marketplace.



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Revenue Sources

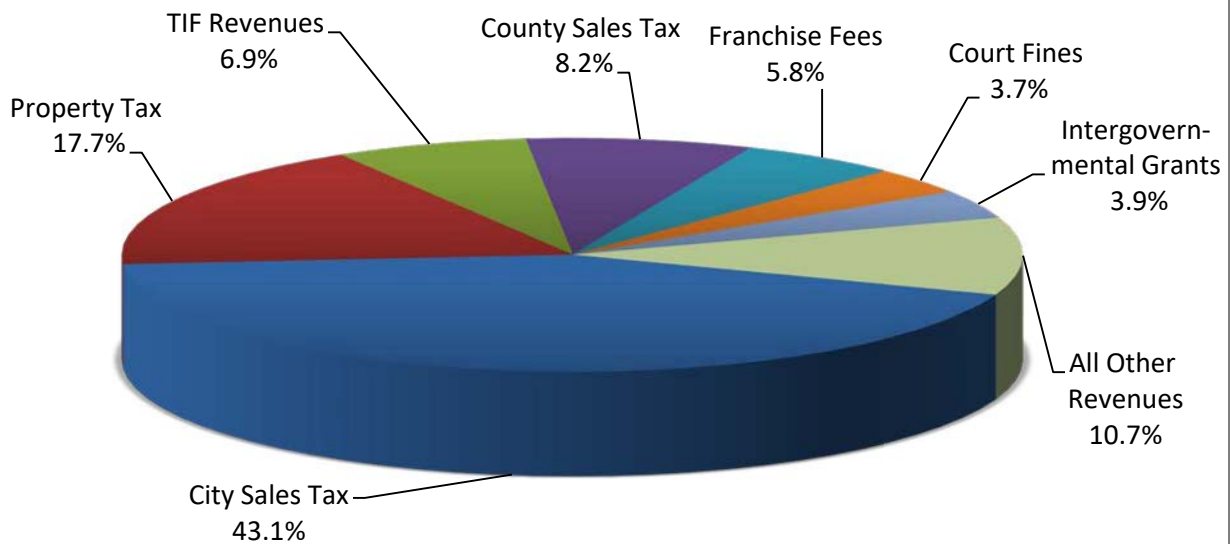
Introduction

The City of Merriam has developed a diverse base of revenues to fund its operational and capital needs. The purpose of this section is to describe the major revenue sources and trends and how these affect the City. Special emphasis is placed on seven major revenue sources. This set of revenues is significant in that they collectively represent 89.3% of the City's projected current revenues in 2019. Current revenues are those funds that the City has budgeted to collect in 2019. Current revenue does not include beginning fund balance, interfund transfers, and bond proceeds. Each major source of revenue is described on the following pages. Excluding interfund transfers, bond proceeds, and projected beginning fund balance, current revenues projected in the 2019 budget total \$25,208,177. These seven major revenue sources and their contribution to overall revenues are summarized in the charts below.

Major Revenue Summary-All Funds

Major Revenue Source	Projected 2019 Revenue	Percent of Total Current Revenues
City Sales Tax	\$10,876,670	43.1%
Ad Valorem Property Tax	4,456,242	17.7%
Tax Increment Financing Property Taxes (Miscellaneous)	1,750,000	6.9%
County Sales Tax	2,057,000	8.2%
Franchise Fees	1,451,490	5.8%
Court Fines	925,000	3.7%
Intergovernmental Grants	995,605	3.9%
Subtotal Major Revenue Sources	22,512,007	89.3%
All Other Revenues	2,696,170	10.7%
Total Current Revenues	\$25,208,177	100%

Major Revenue Sources - Projected 2019



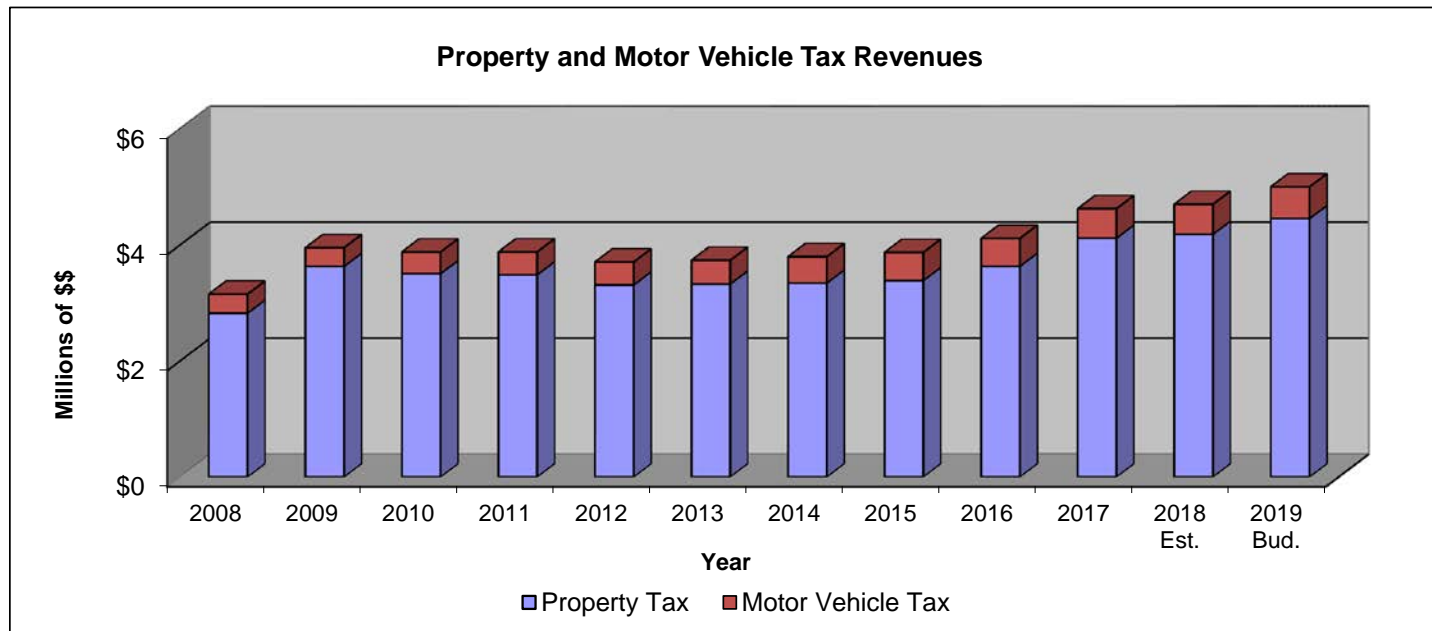
Major Revenue Sources - Citywide*
2008 through 2019

Year	Property Tax	Motor Vehicle Tax	City Sales Tax ***	City Use Tax	County Sales Tax	Net TIF Property Tax	Intergov. Grant	Franchise Fees	Court Fines	Other Revenues **	Total Budgeted Revenues*
2008	\$2,825,184	\$ 326,309	\$ 6,002,738	\$ 691,639	\$ 1,357,193	\$ 1,430,819	\$ 716,806	\$1,164,267	\$ 930,356	\$ 1,811,787	17,257,098
2009	3,631,322	321,272	5,408,263	632,594	1,346,216	1,625,099	566,161	1,136,796	891,222	1,465,047	17,023,992
2010	3,505,684	373,318	5,385,091	567,746	1,293,227	1,476,708	1,093,060	1,325,346	1,049,970	2,847,606	18,917,756
2011	3,486,506	393,369	5,793,278	532,871	1,469,515	1,472,242	1,420,775	1,381,109	969,775	2,458,827	19,378,267
2012	3,311,732	393,618	6,316,422	691,495	1,481,333	1,270,000	211,484	1,331,702	935,450	2,785,107	18,728,343
2013	3,326,520	410,086	7,612,455	890,244	1,538,817	1,403,000	1,344,782	1,436,256	889,292	2,591,510	21,442,962
2014	3,343,540	454,199	8,681,150	1,122,693	1,682,881	3,485,000	3,084,029	1,477,427	1,240,239	2,538,394	27,109,552
2015	3,386,020	485,796	9,407,828	536,426	1,719,595	2,539,589	1,862,170	1,459,194	1,208,506	2,463,616	25,068,740
2016	3,632,316	480,613	9,871,658	508,042	1,740,379	2,639,467	1,014,898	1,475,516	872,163	2,504,512	24,739,564
2017	4,117,954	506,898	9,579,232	540,085	1,989,107	2,185,000	606,735	1,451,265	851,682	2,390,835	24,218,793
2018 Est.	4,184,550	515,906	11,098,644	500,000	2,057,000	1,650,000	785,071	1,453,286	900,000	2,303,403	25,447,860
2019 Bud.	4,456,242	545,239	10,876,670	520,000	2,057,000	1,750,000	995,605	1,451,490	925,000	1,630,931	25,208,177

* Includes budgeted funds only (excludes TIF Bond/TIF Contractual Liability Funds , bond proceeds and transfers between funds).

** Other Revenues include special alcohol taxes, transient guest taxes, licenses, permits, fees, special assessments, interest and miscellaneous income.

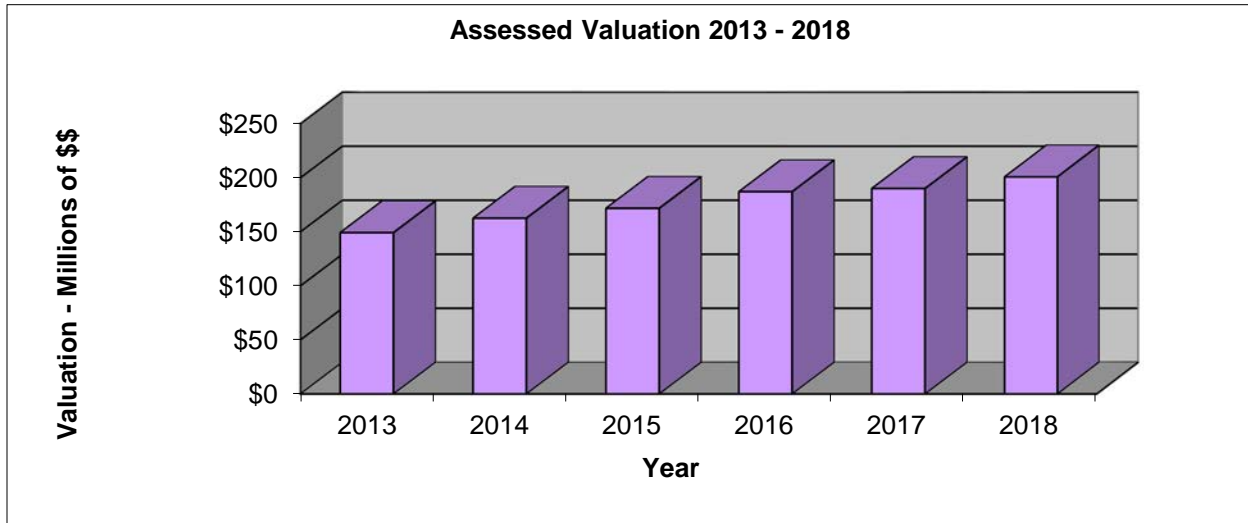
*** Includes a new 0.25% special ten-year sales tax for Parks & Recreation. The City sales tax rate is 1.50% effective January 1, 2018.



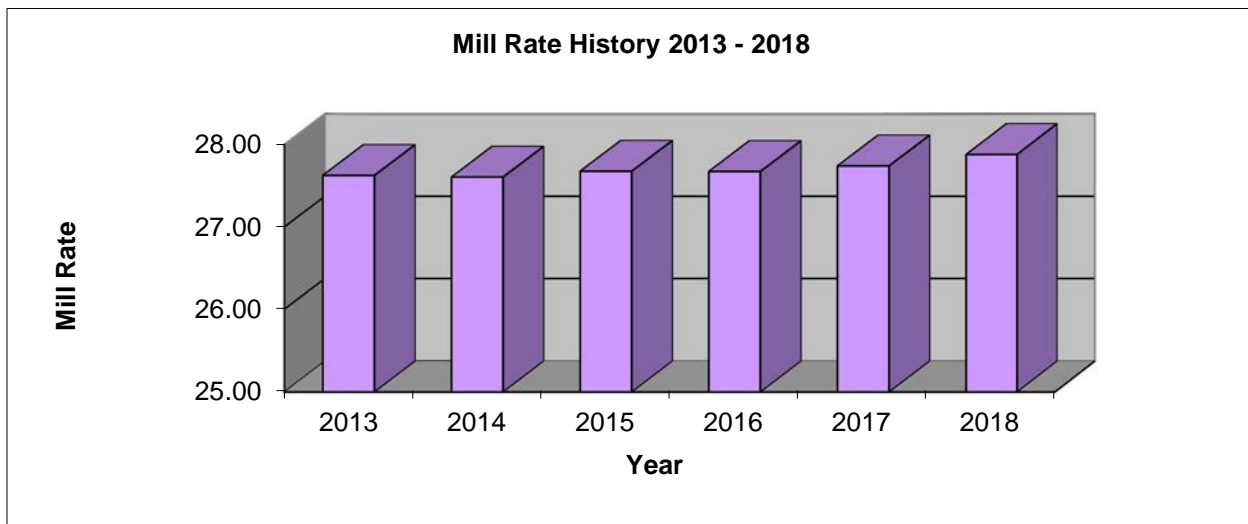
Ad Valorem Property Tax (Excluding Motor Vehicle Tax)

Budgeted 2019 ad valorem property taxes total \$4,456,242 or 17.7% of current revenues. General Fund ad valorem property taxes comprise \$4,289,471, or 24.4% of total General Fund current revenues (excluding transfers). Bond and Interest Fund ad valorem property taxes comprise \$166,771 or 8.1% of total Bond and Interest Fund current revenues.

Property taxes are collected on the assessed valuation of taxable real, tangible personal property plus motor vehicles. The County Clerk provides the estimated assessed valuation used in the calculation of property taxes necessary to fund the budget. *Note that the assessed valuation established and the mill levy set in 2018 will fund the 2019 Budget.*



Based upon the projected assessed valuation, the mill levy is calculated to fund ad valorem property tax revenue requirements. The 2018 budget will require an effective City property tax rate of 27.880 mills.



Sales Taxes

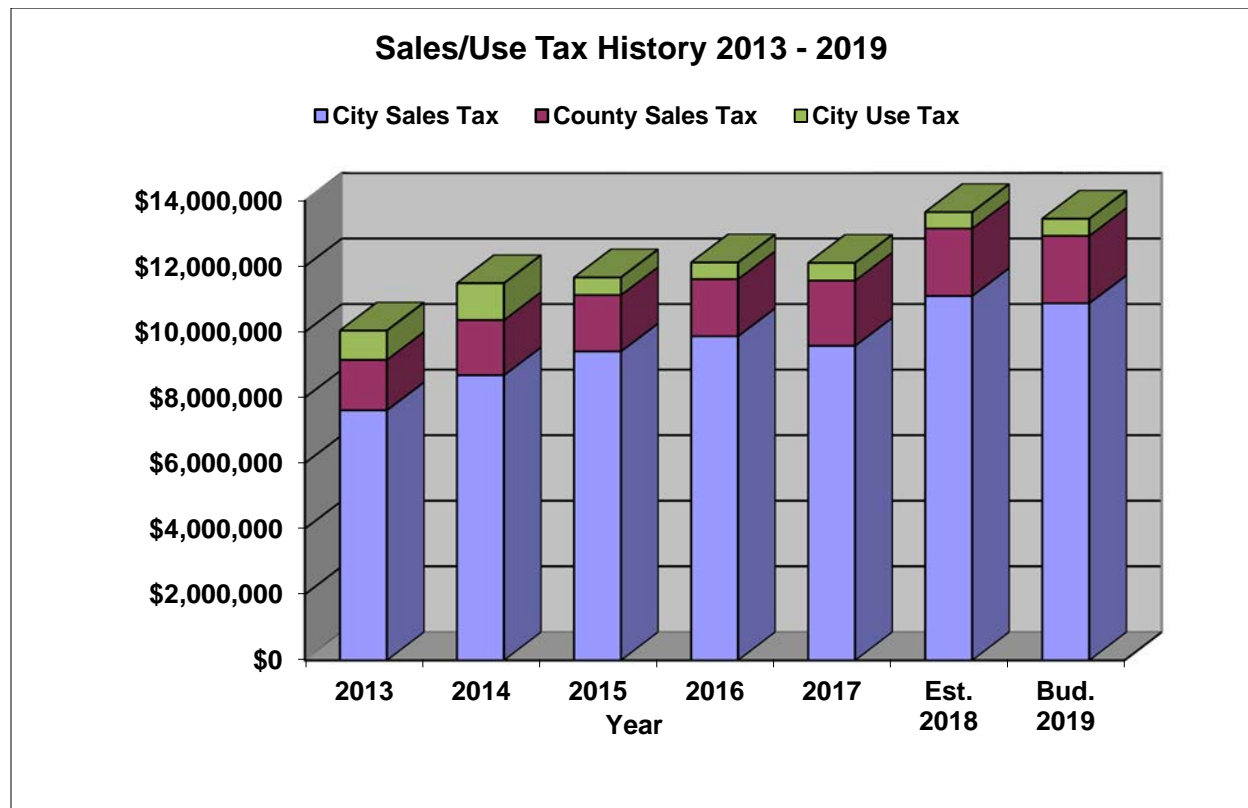
City Sales/Use Tax

The City's largest source of income is a 1.50% tax on items purchased within the City. The 1% general City sales tax is collected by the General Fund; a 0.25% special City sales tax is collected by the Capital Improvement Fund for street and stormwater improvements; and a 0.25% special City sales tax is collected by the Bond & Interest Fund for construction of Parks & Recreation capital improvements. City sales tax revenues budgeted for 2019 for all funds total \$10,876,670 and are projected to comprise 43.1% of Citywide revenues. Sales taxes have declined due to softer automobile sales. Budget 2019 projects City sales taxes at 98.0% of estimated 2018 with adjustments for new or changed retail. Use taxes are budgeted at \$520,000 based on actual 2017.

County Sales Tax

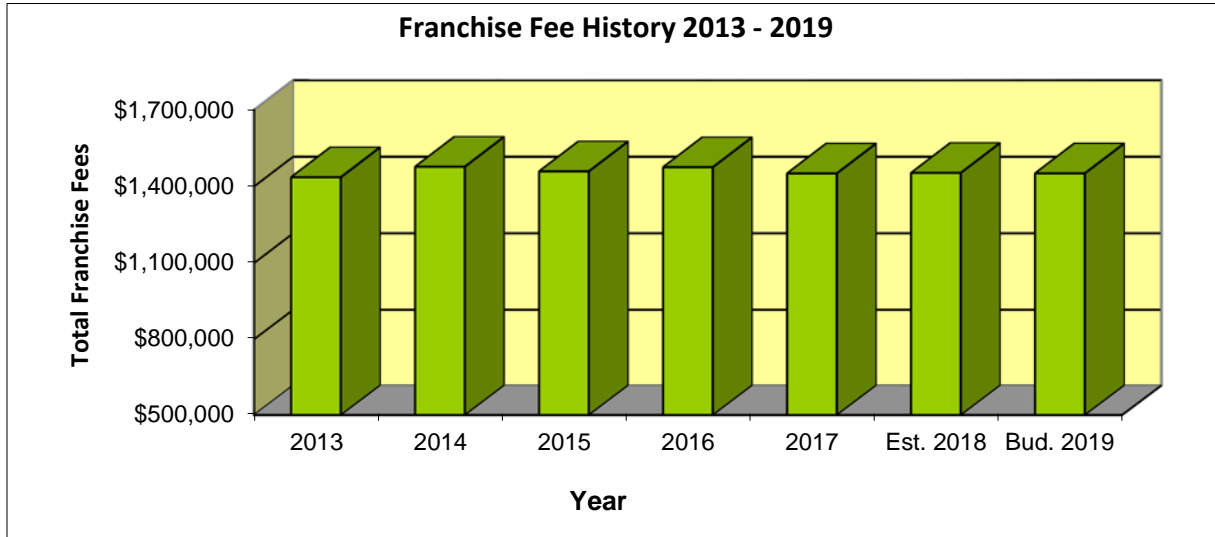
The City's allocation of the countywide sales tax is made up of four components: 1) the City's share of the countywide 0.6% sales tax, 2) the City's share of the original countywide 0.25% Public Safety sales tax (effective 2011), 3) the City's share of the countywide 0.25% Public Safety sales tax effective 2009, and 4) the City's share of the countywide 0.25% Public Safety sales tax effective April 1, 2017. The proceeds are distributed by the Kansas Department of Revenue and are based on different distribution formulas. Total county sales taxes budgeted for 2019 are \$2,057,000. County sales tax revenues are projected to comprise 8.2% of total current revenues. Budget 2019 projects county sales taxes at 100% of actual 2017.

The historical trend of the City Sales Tax and County Sales Tax (all funds) is shown in the table below.



Franchise Fees

The City levies franchise fees on electric, gas, telephone, cable, and waste management companies operating within the City limits. Due to the variable nature of this revenue source, more emphasis is placed on total franchise revenues. Telephone and cable franchise fees are related to the City's population (which has remained fairly stable), while electric and gas, though related to the population, are also largely driven by the weather. Franchise revenues are projected to comprise 5.8% of total current revenues. Franchise revenues budgeted for 2019 total \$1,451,490, which is approximately 99.9% of estimated 2018 franchise receipts.



Tax Increment Financing Property Taxes (Miscellaneous)

This revenue is generated from property tax increment, net of contractual payments to developers and is transferred to the Capital Improvement Fund from the TIF Contractual Liability Fund (a non-budgeted fund). Property tax increment is the difference between the “base” assessed valuation of property in a TIF district the year the district is established, and the additional or “incremental” assessed valuation added through redevelopment activities. The budgeted amount of these Capital Improvement Fund revenues is \$1,750,000 for 2019, and may be used to fund authorized capital improvement projects in eligible TIF project areas.

Court Fines

Court fines are a significant part of the City's budgeted General Fund revenues. The City carries a high volume of traffic due to our location at the intersection of Interstate 35 and Shawnee Mission Parkway (Highway 56), a major thoroughfare. With the largest sales tax “pull factor” in the state of Kansas, the City attracts many non-residents to shop in our retail centers. Court fines revenues are budgeted at \$925,000 for 2019.

Intergovernmental Grants

The 2019 Capital Improvement Fund budget includes \$995,605 in Intergovernmental Grants from various sources. In 2019, this will include money from the Johnson County Assistance Road System Program (CARS) for the 67th Street reconstruction project. All of these monies are related to specific capital improvement projects and will not be used for any of the City's regular operations.

Revenue Forecast Methodology

GENERAL FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Local Ad Valorem Property Tax Received from Johnson County, KS five times during the year	Levy is based on the amount needed to fund the Ad Valorem Property tax requirement for this fund based on the assessed valuation in 2018 of \$200,819,865 (26.837 mills). This is an increase of 0.134 mills from the previous mill levy.	The basis of this tax is the assessed valuation of taxable real & tangible personal property in each county & special taxing district. State law requires that all real & tangible personal property shall be assessed at fair market value. Property is classified into various classes & assessed at different percentages based on classification. Each individual government controls the tax levy set for its jurisdiction.
Delinquent Property Tax Received from Johnson County, KS five times during the year	Based on historical receipts.	The County Clerk is responsible for placing on the tax rolls any land or improvements that have previously escaped taxation in the amount equal to that amount that would have been paid had the property been on the tax rolls, plus delinquent taxes paid after the due date.
Motor Vehicle Tax Received from Johnson County, KS five times during the year.	Based on information received from the County.	The basis of this tax is the levy of a county average mill rate applied against the assessed valuation of registered motor vehicles within the City. The tax is payable in full annually at the time of vehicle registration. Distribution is made as the revenue is collected.
City Sales Tax Received from State of KS monthly	Based on 98.0% of estimated 2018. The City reviews collection trends of individual businesses in detail.	The City levies a 1% tax on all nonexempt sales within the City.
Countywide Sales Tax Received from State of KS monthly	This is the City's share of the countywide .6% sales tax. Based on 100% of actual 2017 collections.	The proceeds of the Countywide sales tax are distributed by the State Department of Revenue based on the following formula: One half of all revenue collected within the County shall be apportioned among the County & cities in the proportion of each entity's total taxing effort in that preceding year relative to the total taxing effort of all cities & the County in the preceding year. The remaining one half of the revenue shall be apportioned to the County & cities in the proportion each entity's population has relative to the total population in the County. The County share shall be calculated by the percentage of people residing in unincorporated areas.
Countywide Sales Tax-Public Safety (eff. 1/1/1995) Received from State of KS monthly	This is the City's share of the countywide .25% Public Safety sales tax. Based on 100% of actual 2017 collections. This tax does not sunset.	The portion of the Countywide Sales Tax due to the passage of the 1995 Public Safety Sales Tax is based on the following formula: One half of all revenue collected from the additional .25% sales tax shall be apportioned to the County. The remaining half shall be apportioned based on the formula used to distribute Countywide Sales Tax as previously stated.
Countywide Sales Tax-Public Safety (eff. 1/1/2009) Received from State of KS monthly	Same as Countywide Sales Tax-Public Safety (eff. 1/1/2009). This tax does not sunset.	The portion of the Countywide Sales Tax due to the passage of the 2009 Public Safety Sales Tax is based on the following formula: One half of all revenue collected from the additional .25% sales tax shall be apportioned to the County. The remaining half shall be apportioned based on the formula used to distribute Countywide Sales Tax as previously stated.
Countywide Sales Tax-Public Safety (eff. 4/1/2017) Received from State of KS monthly	Same as Countywide Sales Tax-Public Safety (eff. 4/1/2017). This tax sunsets 3/31/2027.	The portion of the Countywide Sales Tax due to the passage of the 2017 Public Safety Sales Tax is based on the following formula: One half of all revenue collected from the additional .25% sales tax shall be apportioned to the County. The remaining half shall be apportioned based on the formula used to distribute Countywide Sales Tax as previously stated.

GENERAL FUND (continued)

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Alcohol Tax Received from State of KS quarterly	Based on estimates received from the County and anticipated activity of liquor sales.	The State levies a 10% surtax on the sale of all alcoholic beverages sold by any club, caterer, or drinking establishment. 70% of the taxes paid within City limits are returned to the respective cities & must be allocated 1/3 to each of the following funds: General, Special Parks & Recreation, and Special Alcohol.
Electric Franchise Fees Received from KCP&L monthly	Based on recent actual.	The City levies a franchise tax of 5% of gross receipts from the electric utilities operating within the City limits.
Gas Franchise Fees Received from Kansas Gas monthly	Based on recent actual.	The City levies a franchise tax of 5% of gross receipts from the gas utilities operating within the City limits.
Phone Franchise Fees Received from SW Bell monthly	Based on recent actual, with adjustment for gradual loss of land lines in favor of cell phones.	The City levies a franchise tax of 5% of gross receipts from the local exchange telephone companies operating within the City limits.
Cable Franchise Fees Received from franchisees monthly and quarterly	Based on recent actual, with adjustment for reduction in cable usage in favor of internet streaming.	The City levies a franchise tax of 5% of gross receipts from the cable companies operating within the City limits.
Disposal Franchise Fees Received from franchisee monthly	Based on recent actual.	The City levies a franchise tax of 7% of gross receipts from the waste disposal companies operating within the City limits.
Occupational Licenses Received from businesses annually	Based on projections of business occupation and applicable fees.	The governing body sets fees. Fees are analyzed annually.
Other Licenses Received from applicants annually	Based on projected number of businesses requiring these licenses.	See Occupational Licenses. (Liquor licenses, cereal malt beverage licenses, etc.)
Construction Permits Received prior to permit issuance	Based on historical receipts and trends, as well as known upcoming construction.	The governing body sets fees. Fees are analyzed annually. Fees are linked to the value of the new construction.
Pool Fees Received from patrons daily/annually	Based on department estimates and historical receipts and trends. No budget for 2019 since the new pools will not open until 2020.	Admission fees are set by the governing body. Concession fees are set by department.
Community Center Fees Received from patrons per use/monthly/quarterly/annually	Based on department estimates and historical receipts and trends.	Admission fees are set by the governing body. Concession fees are set by department.
Other Fees Received from payer per charge	Based on historical receipts and trends.	Fees are set by the governing body. Fees are analyzed annually.
Fines Received from defendant as paid	Primarily court fines. Based on departmental estimates.	Fines are set by a combination of State law, municipal code, and judge's actions.
Interest Income Received from financial institution monthly	Based on the percentage return on investments and available cash balances. Due to the variable nature of this revenue source, projections are conservative.	K.S.A. 12-1675 and Council policy restrict the type of investments and where they may be purchased.
Miscellaneous Revenue Received from payer per charge	Based on historical receipts and trends. Based on the nature of these revenues, it is difficult to make accurate estimates.	Various revenues of a miscellaneous nature including, but not limited to, copy fees, sale of books and maps, and various reimbursements.

SPECIAL HIGHWAY FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Fuel Tax Received from State of KS quarterly	Based on estimates provided by the League of Kansas Municipalities.	This is derived from a state tax on motor vehicle fuel and special fuel sales. The tax is apportioned to the County and cities based on statutory formulas. The cities portion is determined on a per capita basis.

SPECIAL ALCOHOL FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Alcohol Tax Received from State of KS quarterly	Based on estimates received from the League of Kansas Municipalities.	The State levies a 10% surtax on the sale of all alcoholic beverages sold by any club, caterer, or drinking establishment. 70% of the taxes paid within City limits are returned to the respective cities & must be allocated 1/3 to each of the following funds: General, Special Parks & Recreation, and Special Alcohol.

SPECIAL PARKS AND RECREATION FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Alcohol Tax Received from State of KS quarterly	Based on estimates received from the League of Kansas Municipalities.	The State levies a 10% surtax on the sale of all alcoholic beverages sold by any club, caterer, or drinking establishment. 70% of the taxes paid within City limits are returned to the respective cities & must be allocated 1/3 to each of the following funds: General, Special Parks & Recreation, and Special Alcohol.

TRANSIENT GUEST TAX FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Transient Guest Tax Received from State of KS quarterly	Based on 100% of estimated 2018 collections, which is lower due to the closure of a hotel in 2018.	Based on the City of Merriam's Charter Ordinance No. 23. Revenue is derived from a 7% tax on room rental for hotels and motels in the City.

RISK MANAGEMENT RESERVE FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Transfer from General Fund	This is the amount estimated that the General Fund will expend on risk management activities in order for the Risk Management Reserve Fund to reach its target level. No transfers are budgeted for 2019.	Risk management activities are to be accounted for in the General Fund according to generally accepted governmental accounting standards. Kansas Statutes allow for the creation of a Risk Management Reserve Fund to allow for the accumulation of reserves to pay for claims and related costs arising from legal action and settlements not covered by commercial insurance.
Interest Income Received from financial institution monthly	See General Fund.	See General Fund.

EQUIPMENT RESERVE FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Transfers from General Fund	The annual amount of transfers into this fund is determined based on projected future capital equipment purchase needs. Finance staff examines the ten year equipment replacement schedule to determine the amount of reserves needed to fund current and future capital equipment purchases.	
Interest Received from financial institution monthly	See General Fund.	See General Fund.
Miscellaneous Received from payor per charge	See General Fund	See General Fund.

CAPITAL IMPROVEMENT FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Interest Received from financial institution monthly	See General Fund	See General fund
Transfers From General Fund	Based on one half of the City's local sales tax plus 20% of the City's use tax. See projection of City Sales Tax in the General Fund. 100% of the proceeds from the 2019 Countywide Public Safety Sales tax will be transferred.	Council policy target transfers of one half of the City's general sales tax receipts for capital improvement projects.
Intergovernmental Grant Received from grantor per terms of grant	Based on estimates from the CIP department as to reimbursements expected from other governmental entities on capital improvement projects from grants or interlocal agreements.	
City Sales Tax-Street & Stormwater Received from State of KS monthly	Based on 98.0% of estimated 2018. The City reviews collection trends of individual businesses in detail.	The City levies a separate 1/4 per cent sales tax. From 1-1-06 through 12-31-10 this was designated for streets. From 1-1-11 through 12-31-20 this is designated for streets and drainage improvements.
Miscellaneous Revenue Received from payor per charge	Consists of Tax Increment Financing revenue. Based on ad valorem taxes attributable to TIF districts in the City, less contractual payments to developers.	Under K.S.A. 12-1771, TIF increment may be used to finance capital improvement projects per approved TIF project plans.

BOND AND INTEREST FUND

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
City Sales Tax-Parks & Rec Received from State of KS monthly	Based on 98.0% of estimated 2018 collections. The City reviews collection trends of individual businesses in detail.	The City will levy a separate ¼ per cent sales tax from 1-1-2018 through 12-31-2027 to fund debt service associated with a new community center.
Local Ad Valorem Property Tax Received from Johnson County, KS five times during the year	Levy is based on the amount needed to fund the Ad Valorem Property tax requirement for this fund based on an assessed valuation in 2018 of \$200,819,865 (1.043 mills). This is an increase of 0.005 mills from the previous mill levy.	The basis of this tax is the assessed valuation of taxable real & tangible personal property in each county & special taxing district. State law requires that all real & tangible personal property shall be assessed at fair market value. Property is classified into various classes & assessed at different percentages based on classification. Each individual government controls the tax levy set for its jurisdiction.

BOND AND INTEREST FUND (continued)

DESCRIPTION	KEY 2019 PROJECTION FACTORS	APPLICABLE LAWS
Delinquent Property Tax Received from Johnson County, KS five times during the year	Based on historical receipts.	The County Clerk is responsible for placing on the tax rolls any land or improvements that have previously escaped taxation in the amount equal to that amount that would have been paid had the property been on the tax rolls, plus delinquent taxes paid after the due date.
Motor Vehicle Tax Received from Johnson County, KS five times during the year	Based on information received from the County.	The basis of this tax is the levy of a county average mill rate applied against the assessed valuation of registered motor vehicles within the City. The tax is payable in full annually at the time of vehicle registration. Distribution is made as the revenue is collected.
Special Assessment	Based on expected special assessment receipts from improvements in special assessment districts. At the formation of the district, an annual amount of special assessments is determined and scheduled until the improvements are paid for. Collections will end in 2018.	K.S.A. 12-6a02 authorizes cities to levy and collect special assessments upon property in the area deemed by the governing body of the city to be benefited by improvements.
Interest Income Received from financial institution monthly	See General Fund.	See General Fund.
Transfers from CIP Fund	Based upon debt service needs and the availability of funds from the Capital Improvement Program (CIP) Fund.	

CITY OF MERRIAM, KANSAS

BUDGET BY FUND

ANNUAL BUDGET
2019

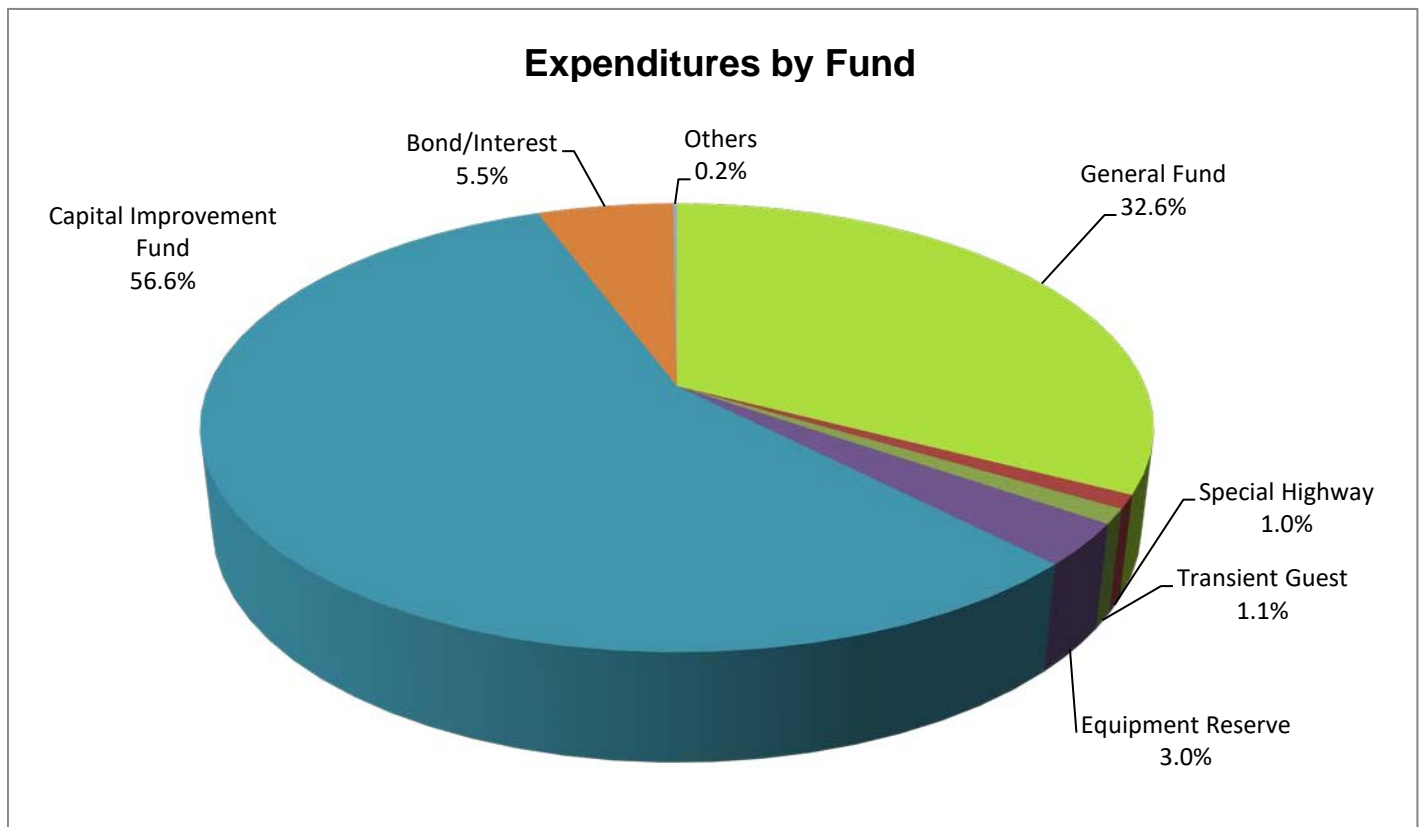


Four newly-minted police officers are sworn in during a City Council meeting.

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Expenditure by Fund

Fund	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
001-General	\$17,435,090	\$18,919,033	\$18,034,396	\$18,838,584
201-Special Highway	39,234	515,000	515,000	565,000
202-Special Alcohol	20,001	22,000	22,000	27,000
203-Special Parks and Recreation	20,850	29,000	24,000	33,000
204-Transient Guest Tax	516,522	597,968	582,968	610,471
221-Risk Management Reserve	20,996	30,000	30,000	30,000
222-Equipment Reserve	784,594	771,300	843,800	1,749,514
301-Capital Improvements	7,733,217	10,297,570	13,957,203	32,746,381
401-Bond and Interest	903,250	916,650	916,650	3,191,150
TOTAL	\$ 27,473,754	\$ 32,098,521	\$ 34,926,017	\$ 57,791,100



General Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 6,349,247	\$ 6,588,313	\$ 6,189,800
Taxes:			
Property	3,960,446	4,027,900	4,289,471
Motor Vehicle	460,951	496,593	524,827
City Sales Tax	7,597,377	7,293,482	7,147,612
City Use Tax	540,085	500,000	520,000
County Sales Tax	1,176,755	1,175,000	1,175,000
County Sales Tax 1/4 (eff 1995)	294,189	294,000	294,000
County Sales Tax 1/4 (eff 2009)	294,189	294,000	294,000
County Sales Tax 1/4 (courthouse)	223,974	294,000	294,000
Alcohol Tax	24,599	25,718	24,944
Franchise Fees	1,451,265	1,453,286	1,451,490
Licenses/Fees/Permits	352,558	481,448	335,350
Charges for Service	269,961	272,454	166,955
Court Fines	851,682	900,000	925,000
Federal Grants	4,277	-	-
Interest	37,776	35,000	35,000
Miscellaneous	134,072	93,002	91,751
SUBTOTAL OPERATING REVENUES	17,674,156	17,635,883	17,569,400
TOTAL RESOURCES	\$ 24,023,403	\$ 24,224,196	\$ 23,759,200
EXPENDITURES			
Personal Services	\$ 7,534,299	\$ 7,913,193	\$ 8,331,805
Contractual Services	4,242,069	4,625,975	5,002,997
Commodities	549,028	611,687	716,676
Capital Outlay	11,982	6,200	6,200
Health and Welfare	49,971	86,600	109,100
SUBTOTAL OPERATING EXPENDITURES	12,387,349	13,243,655	14,166,778
Interfund Transfers	5,030,680	4,740,741	4,671,806
Contingency	17,061	50,000	-
TOTAL USES	\$ 17,435,090	\$ 18,034,396	\$ 18,838,584
ENDING BALANCE	\$ 6,588,313	\$ 6,189,800	\$ 4,920,616

Fund Sources: Property Tax, Sales Tax, Motor Vehicle Tax, Court Fines, Franchise Fees, Permits and Licenses

Guideline: Use for the payment of operating expenditures

Highlight: General Fund balance represents 28% of operating revenues. When combined with Risk Management, ending fund balance represents 34% of operating revenues

Special Highway Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 239,026	\$ 500,693	\$ 286,413
Taxes:			
Fuel Tax	300,901	300,720	304,870
TOTAL RESOURCES	\$ 539,927	\$ 801,413	\$ 591,283
EXPENDITURES			
Commodities	\$ -	\$ 40,000	\$ 40,000
Annual Overlay/Street Repairs	39,234	475,000	525,000
Contingency	-	-	-
TOTAL EXPENDITURES	\$ 39,234	\$ 515,000	\$ 565,000
ENDING FUND BALANCE	\$ 500,693	\$ 286,413	\$ 26,283

Fund Sources: Motor Fuel Tax and Transfers from other funds.

Guidelines: Used for construction, reconstruction, alteration, repair and maintenance of streets, highways, bridges and appurtenances (eg. curbing, streetlights, drainage structures.) Dollars from this fund may be used for certain bridge repairs identified in our biannual bridge inspection report.

Special Alcohol Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 6,341	\$ 10,940	\$ 14,658
Taxes:			
Special Alcohol	24,600	25,718	24,944
TOTAL RESOURCES	\$ 30,941	\$ 36,658	\$ 39,602
EXPENDITURES			
Health and Welfare	\$ 20,001	22,000	\$ 27,000
TOTAL EXPENDITURES	\$ 20,001	\$ 22,000	\$ 27,000
ENDING FUND BALANCE	\$ 10,940	\$ 14,658	\$ 12,602

Fund Sources: Special Alcohol Tax. K.S.A. 79-41a04

Guidelines: To be used for alcohol rehabilitation programs. Eligible programs include those administered by Merriam Police Department in local elementary schools and the Johnson County Alcohol Tax Fund Partnership

Special Parks and Recreation Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 4,050	\$ 7,799	\$ 9,517
Taxes:			
Special Alcohol	24,599	25,718	24,944
TOTAL RESOURCES	\$ 28,649	\$ 33,517	\$ 34,461
EXPENDITURES			
Other Contractual Services	\$ -	\$ -	\$ -
Capital Outlay	20,850	24,000	33,000
TOTAL EXPENDITURES	\$ 20,850	\$ 24,000	\$ 33,000
ENDING FUND BALANCE	\$ 7,799	\$ 9,517	\$ 1,461

Fund Sources: Special Alcohol Tax. K.S.A. 79-41a04

Guidelines: Used for the purchase, establishment, maintenance or expansion of park and recreational services, programs, and facilities.

Transient Guest Tax Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 636,586	\$ 717,591	\$ 594,873
Transient Guest Tax	537,276	408,165	408,165
Rental and Special Event Income	59,985	52,085	65,985
Miscellaneous	266	-	-
SUBTOTAL OPERATING REVENUES	597,527	460,250	474,150
TOTAL RESOURCES	\$ 1,234,113	\$ 1,177,841	\$ 1,069,023
EXPENDITURES			
Personal Services	338,165	365,473	376,701
Contractual Services	95,378	128,025	140,170
Commodities	8,120	11,215	13,005
Health and Welfare	71,793	78,255	80,595
SUBTOTAL OPERATING EXPENDITURES	513,456	582,968	610,471
Contingency	3,066	-	-
TOTAL EXPENDITURES	\$ 516,522	\$ 582,968	\$ 610,471
ENDING FUND BALANCE	\$ 717,591	\$ 594,873	\$ 458,552

Fund Sources: Transient Guest Tax. K.S.A. 12-1698

Guidelines: Used to enhance the community in ways that attract visitors, including general economic development and tourism as outlined in Charter Ordinance #23. The transient guest tax rate is 7% effective 1-1-2008. Current expenditures include the Visitors Bureau and staffing, Merriam Marketplace operations, special events and staffing. Economic Development activities are performed by the Asst City Administrator.

Risk Management Reserve Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 1,032,437	\$ 1,030,873	\$ 1,007,873
Miscellaneous	13,086	-	-
Interest	6,346	7,000	7,000
TOTAL RESOURCES	\$ 1,051,869	\$ 1,037,873	\$ 1,014,873
EXPENDITURES			
Contractual Services	\$ 6,974	\$ 10,000	\$ 10,000
Insurance Claims & Settlements	14,022	20,000	20,000
Contingency	-	-	-
TOTAL EXPENDITURES	\$ 20,996	\$ 30,000	\$ 30,000
ENDING FUND BALANCE	\$ 1,030,873	\$ 1,007,873	\$ 984,873

Fund Sources: Transfers from the General Fund and interest earnings.

Guidelines: Used for the payment of risk management related expenses, unanticipated revenue fluctuations or expenditure requirements. The reserve estimate is equal to 5% of the operating revenue of the General Fund.

Equipment Reserve Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 1,965,665	\$ 1,926,381	\$ 1,827,581
Transfer from General Fund	700,000	700,000	700,000
Interest	10,960	10,000	5,000
Miscellaneous	34,350	35,000	35,000
SUBTOTAL OPERATING REVENUES	745,310	745,000	740,000
TOTAL RESOURCES	\$ 2,710,975	\$ 2,671,381	\$ 2,567,581
EXPENDITURES			
Capital Outlay	\$ 784,594	\$ 843,800	\$ 1,749,514
Contingency	-	-	-
TOTAL EXPENDITURES	\$ 784,594	\$ 843,800	\$ 1,749,514
ENDING FUND BALANCE	\$ 1,926,381	\$ 1,827,581	\$ 818,067

Fund Sources: Transfers from the General Fund and interest on idle funds.

Guidelines: To finance the acquisition of equipment.

Capital Purchases - Budgeted for 2019

	Years Old	Cost
<u>Police Department</u>		
Patrol Vehicles (2)	5	\$55,000
Investigations Vehicles (2)	10	50,000
<u>Fire Department</u>		
Quint fire apparatus (net of trade-in/discounts)	15	938,666
Imaging Camera	13	9,500
Extrication tool	15	15,500
Carpeting	15	11,000
Reclining chairs for night shift	New	10,000
<u>City Hall</u>		
Carpeting	15	30,000
Roof	15	55,000
<u>Parks/Recreation</u>		
Facility Equipment Replacements	various	200,000
<u>Public Works</u>		
One ton truck w/ plow & dump bed	New	79,000
GPS system for vehicles	5	11,150
Pressure washer	10	9,000
Snow Plow Blades (2)	19	30,000
<u>Information Technology</u>		
Body/in-car cameras for PD	various	150,000
Mobile data terminals w/ docking stations for PD	various	56,068
Camera surveillance upgrades	various	6,630
Computers/Monitor Replacements, Memory	various	33,000
Total		\$ 1,749,514

Capital Improvement Funds

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 22,495,017	\$ 23,994,706	\$ 44,531,216
Interest	127,904	105,000	100,000
Proceeds from GO Bonds	-	24,107,739	-
1/4 Cent Sales Tax - Streets/Stormwater	1,981,855	1,902,581	1,864,529
1/4 Cent Sales Tax - Rec Facilities	-	1,902,581	-
Miscellaneous	732	-	-
I-35 District Tax Increment for Future Projects	2,185,000	1,650,000	1,750,000
Intergovernmental Grant	606,735	785,071	995,605
SUBTOTAL OPERATING REVENUES	4,902,226	30,452,972	4,710,134
Transfer from General Fund	4,330,680	4,040,741	3,971,806
TOTAL RESOURCES	\$ 31,727,923	\$ 58,488,419	\$ 53,213,156
EXPENDITURES			
Principal on 2018 GO Bonds	-	2,030,000	-
Interest on 2018 GO Bonds	-	631,639	-
Bond Issuance Costs	-	113,849	-
Personal Services - Project Admin	125,649	222,787	234,985
Contractual/Commodities - Project Admin	29,726	56,660	57,260
Capital Improvements	7,302,842	10,602,268	31,304,136
SUBTOTAL OPERATING EXPENDITURES	7,458,217	13,657,203	31,596,381
Transfer to Bond and Interest Fund	275,000	300,000	1,150,000
TOTAL USES	\$ 7,733,217	\$ 13,957,203	\$ 32,746,381
ENDING FUND BALANCE	\$ 23,994,706	\$ 44,531,216	\$ 20,466,775

Fund Sources: One-half of the City's Sales Tax, 1/4% City Sales Tax for Streets & Drainage, County Jail Tax, transfers from the Tax Increment Funds, and proceeds of various debt issues.

Guidelines: Used for the City's Capital Improvement Program and service for related debt issues.

Bond and Interest Fund

	Actual 2017	Estimated 2018	Budget 2019
REVENUES			
Beginning Fund Balance	\$ 34,208	\$ 36,000	\$ 21,688
Taxes:			
Property Tax	157,508	156,650	166,771
Motor Vehicle	45,947	19,313	20,412
Special Assessment	424,793	425,375	-
1/4 Cent Sales Tax - Rec Facilities	-	-	1,864,529
Interest	1,794	1,000	1,023
SUBTOTAL OPERATING REVENUES	630,042	602,338	2,052,735
Transfer from CIP Fund	275,000	300,000	1,150,000
TOTAL RESOURCES	\$ 939,250	\$ 938,338	\$ 3,224,423
EXPENDITURES			
Principal	\$ 830,000	\$ 860,000	\$ 2,200,000
Interest	73,250	56,650	991,150
TOTAL EXPENDITURES	\$ 903,250	\$ 916,650	\$ 3,191,150
ENDING FUND BALANCE	\$ 36,000	\$ 21,688	\$ 33,273

Fund Sources: Property Tax, Motor Vehicle Tax, Special Assessments, Interest and Transfers from other funds.

Guidelines: Resources used to retire the bonded indebtedness of the City. Statutory Authority: K.S.A. 10-113.

CITY OF MERRIAM, KANSAS

BUDGET BY DEPARTMENT

ANNUAL BUDGET
2019



Public Works crews conduct special limb pickups following summer storms.

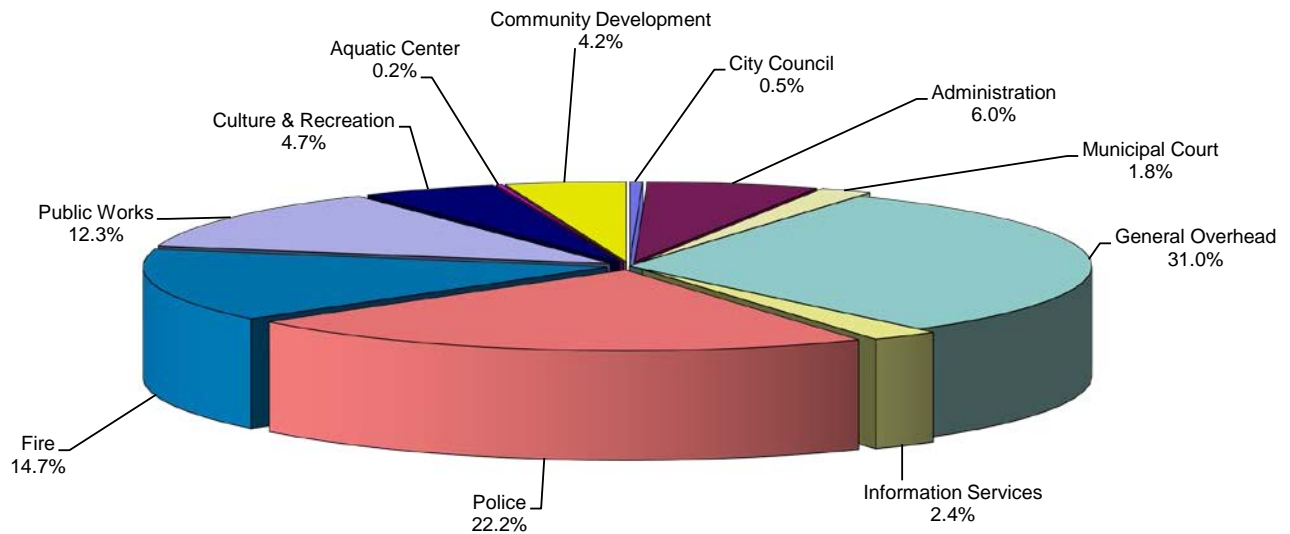


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General Fund Summary by Department

Department	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	% Increase Over 2018 Estimated
City Council	\$64,371	\$76,791	\$76,791	\$84,020	9.41%
Administration	953,824	1,076,024	1,037,024	1,131,434	9.10%
Municipal Court	308,807	344,540	322,540	344,967	6.95%
General Overhead	5,981,194	6,187,144	5,852,507	5,835,977	-0.28%
Information Services	371,160	423,789	398,789	448,272	12.41%
Police	3,809,788	4,026,506	3,898,506	4,188,929	7.45%
Fire	2,346,364	2,590,601	2,538,601	2,763,181	8.85%
Public Works	1,943,276	2,297,873	2,113,873	2,317,071	9.61%
Culture & Recreation	733,203	820,584	805,584	890,709	10.57%
Aquatic Center	254,858	296,184	261,184	39,015	-85.06%
Community Development	668,245	778,997	728,997	795,009	9.06%
TOTAL	\$17,435,090	\$18,919,033	\$18,034,396	\$18,838,584	4.46%

General Fund Budget by Department



General Fund - Department by Character

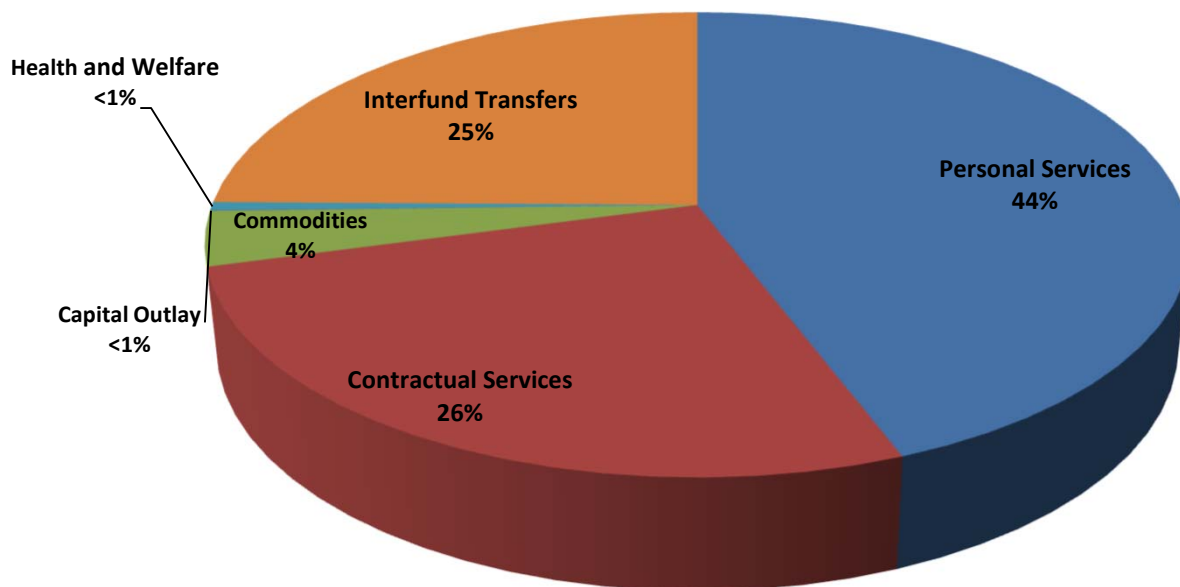
Expenditures	Actual 2017	Budget 2018	Estimated 2018	Budget 2019	Increase Over 18 Est.
City Council					
Personal Services	\$ 60,762	\$ 62,693	\$ 62,693	\$ 64,036	2.14%
Contractual Services	1,475	11,398	11,398	17,034	49.45%
Commodities	2,134	2,700	2,700	2,950	9.26%
Total	64,371	76,791	76,791	84,020	9.41%
Administration					
Personal Services	900,569	1,015,195	976,195	1,058,518	8.43%
Contractual Services	49,846	55,899	55,899	67,536	20.82%
Commodities	3,409	4,930	4,930	5,380	9.13%
Total	953,824	1,076,024	1,037,024	1,131,434	9.10%
Municipal Court					
Personal Services	153,236	179,992	174,992	196,742	12.43%
Contractual Services	153,100	161,223	144,223	145,300	0.75%
Commodities	2,471	3,325	3,325	2,925	-12.03%
Total	308,807	344,540	322,540	344,967	6.95%
General Overhead					
Personal Services	5,612	19,025	19,025	20,225	6.31%
Contractual Services	855,444	962,816	936,816	1,015,171	8.36%
Commodities	22,426	19,325	19,325	19,675	1.81%
Health and Welfare	49,971	86,600	86,600	109,100	25.98%
Interfund Transfers	5,030,680	5,099,378	4,740,741	4,671,806	-1.45%
Contingency Usage	17,061	-	50,000	-	-100.00%
Total	5,981,194	6,187,144	5,852,507	5,835,977	-0.28%
Information Services					
Personal Services	131,747	140,409	140,409	147,273	4.89%
Contractual Services	190,087	254,645	229,645	282,899	23.19%
Commodities	43,326	28,735	28,735	18,100	-37.01%
Capital Outlay	6,000	-	-	-	0.00%
Total	371,160	423,789	398,789	448,272	12.41%
Police					
Personal Services	3,483,651	3,614,061	3,551,061	3,758,029	5.83%
Contractual Services	185,304	232,943	198,943	250,200	25.76%
Commodities	134,851	173,302	142,302	174,500	22.63%
Capital Outlay	5,982	6,200	6,200	6,200	0.00%
Total	3,809,788	4,026,506	3,898,506	4,188,929	7.45%
Fire					
Contractual Services	2,318,055	2,517,701	2,495,701	2,676,457	7.24%
Commodities	28,309	72,900	42,900	86,724	102.15%
Total	2,346,364	2,590,601	2,538,601	2,763,181	8.85%

Expenditures	Actual 2017	Budget 2018	Estimated 2018	Budget 2019	Increase Over 18 Est.
<i>Public Works</i>					
Personal Services	1,486,622	1,671,199	1,576,199	1,696,419	7.63%
Contractual Services	211,134	263,014	237,014	248,292	4.76%
Commodities	245,520	363,660	300,660	372,360	23.85%
Total	1,943,276	2,297,873	2,113,873	2,317,071	9.61%
<i>Culture and Recreation</i>					
Personal Services	503,471	573,278	558,278	672,774	20.51%
Contractual Services	202,514	217,081	217,081	190,393	-12.29%
Commodities	27,218	30,225	30,225	27,542	-8.88%
Total	733,203	820,584	805,584	890,709	10.57%
<i>Aquatic Center</i>					
Personal Services	167,045	209,149	174,149	-	-100.00%
Contractual Services	53,490	57,650	57,650	39,015	-32.32%
Commodities	34,323	29,385	29,385	-	-100.00%
Total	254,858	296,184	261,184	39,015	-85.06%
<i>Community Development</i>					
Personal Services	641,584	700,192	680,192	717,789	5.53%
Contractual Services	21,620	71,605	41,605	70,700	69.93%
Commodities	5,041	7,200	7,200	6,520	-9.44%
Total	668,245	778,997	728,997	795,009	9.06%
Total All Departments	\$ 17,435,090	\$ 18,919,033	\$ 18,034,396	\$ 18,838,584	4.46%

General Fund - Character Breakdown

Expenditures	Actual 2017	Budget 2018	Estimated 2018	Budget 2019	Increase Over 18 Est.
Personal Services	\$ 7,534,299	\$ 8,185,193	\$ 7,913,193	\$ 8,331,805	5.29%
Contractual Services	4,242,069	4,805,975	4,625,975	5,002,997	8.15%
Commodities	549,028	735,687	611,687	716,676	17.16%
Capital Outlay	11,982	6,200	6,200	6,200	0.00%
Health and Welfare	49,971	86,600	86,600	109,100	25.98%
Interfund Transfers	5,030,680	5,099,378	4,740,741	4,671,806	-1.45%
Contingency Usage	17,061	-	50,000	-	-100.00%
Total Expenditures	\$ 17,435,090	\$ 18,919,033	\$ 18,034,396	\$ 18,838,584	

General Fund by Expenditure Character



Citywide Goals and Objectives

Planning and Goal Setting by the Governing Body

Citywide goals and objectives are reviewed and updated annually by the Governing Body. The goals and objectives are summarized below into seven categories. Goals are followed by specific objectives identified during the review that will gauge progress toward the goal. This information is also found in the Planning and Goal Setting section beginning on page 29. These goals are intended to provide direction for City staff in utilizing resources.

Goal #1: Enhance Community Identity and Connections

Objective: Facilitate better communication between City and its citizens.

Objective: Design and construct a uniquely Merriam Community Center and Aquatic Center.

Objective: Support a public art program throughout the City.

Objective: Encourage the community to undertake energy-reducing and recycling efforts.

Goal #2: Provide Exceptional Service Delivery

Objective: Improve the utilization of technology to increase efficiency.

Objective: Recruit and retain the best talent available within Northeast Johnson County.

Objective: Conduct a citizen survey every three years to gauge public perception of service delivery.

Objective: Investigate and develop pilot programs to explore new ways to deliver services.

Goal #3: Improve Physical Conditions and Property Values

Objective: Reduce the number of repeat code offenders.

Objective: Sustain capital improvement efforts.

Objective: Accelerate streetlight conversion program to accommodate modern metered lighting.

Objective: Improve the City's sidewalk system.

Objective: Partner with neighborhoods to improve maintenance of common areas.

Goal #4: Maintain Economic Vitality

Objective: Provide support to existing businesses.

Objective: Expand the commercial tax base.

Objective: Facilitate a public discussion about future development possibilities in Downtown Merriam.

General Fund Department: City Council

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 60,762	\$ 62,693	\$ 64,036	76%
Contractual Services	1,475	11,398	17,034	20%
Commodities	2,134	2,700	2,950	4%
Department Total	\$ 64,371	\$ 76,791	\$ 84,020	100%

Authorized Positions

Part-time Positions	9.00	9.00	9.00
Department Total	9.00	9.00	9.00

Classifications

Mayor	1.00	1.00	1.00
Councilmember	8.00	8.00	8.00
Department Total	9.00	9.00	9.00

General Fund Department: City Council

Program Description

The City Council and the Mayor make up the Governing Body of the City and are responsible for making policy decisions for the community. The City Council is composed of eight elected citizens. Two Council members are elected in odd-numbered years from each of four wards and serve staggered 4-year terms. The Mayor is elected independently from the City-at-large and serves as the presiding officer at official meetings and as the City's chief elected official.

The City Council conducts its business in public sessions held in the City Council Chambers at City Hall, 9001 W. 62nd Street. Regularly scheduled meetings are held on the second and fourth Mondays of each month at 7:00 p.m. Special Council meetings are held on the call of the Mayor with the written consent of three Councilmembers. Worksessions are conducted periodically for in-depth study of topics including budgets and goal setting.

This department includes line items for City Council expenses for civic events, business meals, and Mayor and Council salaries.

Mission

To serve as the City's legislative body, developing ordinances, resolutions, and policies for the betterment of the community. Empower appointed officers and employees to provide and improve municipal government. Encourage constituents to become involved in their community and local government.

Boards and Commissions

Several boards and commissions exist to advise the City Council on specific areas of operations and to determine compliance with existing codes and regulations. The members are appointed by the Mayor with the consent of the Governing Body.

The Planning Commission: Meetings are held monthly. This nine-member commission is responsible for the adoption of a comprehensive plan for City development. This body makes recommendations to the City Council on rezoning applications, site development plans, and conditional uses.

The Board of Zoning Appeals: Meetings are held as needed. This seven-member body is responsible for ruling on zoning appeal cases. These cases arise from allegations of errors in decisions made by the zoning administrator and applications for variances from the zoning ordinance.

The Board of Structure Appeals: Meetings are held as needed. This five-member body has jurisdiction to hear and decide appeals where it is alleged there is an error in a decision made by a public officer in the enforcement of the Uniform Building Code, Uniform Plumbing Code, Uniform Mechanical Code or any other code or ordinance related to construction of buildings adopted by the City.

The Parks and Recreation Board: Meetings are held monthly with the exception of December. This eight-member board includes a representative from each ward, plus three at-large members and a youth representative. The board provides policy recommendations for operations, annual budget requests and program priorities concerning the Merriam Community Center, Merriam Marketplace and City parks.

Visitor's Bureau Advisory Council: Meetings are held up to three times a year. This Advisory Council consists of City staff as well as representatives from Merriam hotels and businesses. Recommendations are made to the City Council regarding Transient Guest Fund expenditures designed to promote tourism and to attract visitors to Merriam.

General Fund Department: Administration (including Gen Overhead)

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character - Administration				
Personal Services	\$ 900,569	\$ 976,195	\$ 1,058,518	94%
Contractual Services	49,846	55,899	67,536	6%
Commodities	3,409	4,930	5,380	0%
Department Total	\$ 953,824	\$ 1,037,024	\$ 1,131,434	100%

Summary by Character - General Overhead

Personal Services	\$ 5,612	\$ 19,025	\$ 20,225	0%
Contractual Services	855,444	936,816	1,015,171	17%
Commodities	22,426	19,325	19,675	0%
Health and Welfare	49,971	86,600	109,100	2%
Interfund Transfers	5,030,680	4,740,741	4,671,806	81%
Reserves and Contingency	17,061	50,000	-	0%
Department Total	\$ 5,981,194	\$ 5,852,507	\$ 5,835,977	100%

Authorized Positions

Full-time Positions	10.00	10.00	10.00
Department Total	10.00	10.00	10.00

Classifications

City Administrator	1.00	1.00	1.00
Assistant City Administrator	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00
Accountant	1.00	1.00	1.00
Human Resources/Risk Manager	1.00	1.00	1.00
Communication/Public Engagement Mgr.	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Management Intern	1.00	1.00	1.00
Department Total	10.00	10.00	10.00

General Fund Department: Administration (including General Overhead)

Program Description

The Administrative Department includes the offices of the City Administrator, Assistant City Administrator, Finance Director, City Clerk, Human Resources/Risk Manager and Communications Manager. The City Administrator provides the Governing Body with information and implements municipal policies. The Administrative Department is responsible for human resources, administrative support, risk management, municipal court and information services management. City Clerk functions include maintaining, coordinating and administering municipal records and municipal activities. The Finance Department is responsible for the administration and coordination of the City's financial services including budget, accounting, investments, payroll, debt service, financial information systems, and internal auditing. The Administration Department handles a wide range of administrative functions related to facilitating engagement between residents, and the City.

Mission

To provide effective leadership, control, and direction for coordination of City operations.

Department Highlights

- Recruited and processed 13 new employees for regular positions and 78 new employees for seasonal positions.
- Received maximum discounts on workers' compensation insurance due to high safety ratings and low experience factors.
- Provided employee training courses to include: Bloodborne Pathogens, Fall Protection, Driver Safety, Employment Law for Supervisors, CPR/Defibrillator Training.
- Finalist for National "When Work Works Award" sponsored by the Society of Human Resources Management.
- Continued commitment to send employees to the Northeast Johnson County Chamber of Commerce Leadership Northeast Program. One employee graduated from the program in 2018.
- Completed an internal salary survey against the market, and made applicable adjustments to positions within existing ranges.
- Facilitated meetings of the ad hoc Public Art Committee. "Hmmm" by Colorado artist Joshua Wiener, was selected as the third of five planned projects. It will be installed near Waterfall Park in 2019.
- Received the GFOA Distinguished Budget Presentation Award, Certificate of Achievement for Excellence in Financial Reporting Award (CAFR), and the Award for Outstanding Achievement in Popular Financial Reporting (PAFR).
- Completed the 2018 ETC Citizen Survey. This survey is conducted every three years to determine levels of resident satisfaction with city services.
- Completed an inventory of all IT assets and developed a standardized replacement schedule.
- The Communications Team won a Gold AMPS Award for Integrated Social Media with an Offline Campaign from the Social Media Club of Kansas City; a PRISM Award from the Public Relations Society of America Greater Kansas City Chapter; and three awards from 3CMA: Silver Circle Award for Graphic Design, Award of Excellence for Marketing and Tools, and Award of Excellence for Printed Publications.

General Fund Department: Administration (including General Overhead)

Goals and Objectives Performance Measures

Department Goal: Efficient and effective operations

Citywide Goal Supported: Provide exceptional service delivery

Objective: Hold worker's compensation claims to <5% of eligible payroll with an effective safety program.

Objective: Participate in a public pool for property and liability insurance coverage.

Objective: Maintain active investment of unrestricted cash at the 75% level.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target/Est 2019</i>
Employees Provided Human Resources & Payroll (Regular & Seasonal)	197	186	195	130
Employee Turnover Rate	17%	16%	15%	15%
% of Work Comp Claims to Total Eligible Payroll	1%	1%	1%	1%
% of Recoverable Insurance Claims Resulting from Casualty Losses against the City	100%	95%	100%	100%
% of Unrestricted Cash Invested	88%	85%	89%	90%

Department Goal: Enhance citizen engagement with the City

Citywide Goal Supported: Enhance community identity and connections

Objective: Continue to extend our reach by building new audiences online through the use of social media platforms.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Number of Facebook followers	879	1,245	1,700	2,000
Number of Twitter followers	4,021	4,638	5,075	5,500
Merriam website traffic	151,473	193,666	141,000	142,000
Number of E-Merriam Updates subscribers	890	876	900	915
Number of Graphic Design Projects	127	132	110	120
Number of Website News Flash Stories	N/A	40	52	50

General Fund Department: Administration (including General Overhead)

Department Goal: Facilitate success of existing retail developments

Citywide Goal Supported: Maintain economic vitality

Objective: Develop a cooperative marketing campaign to brand Merriam as a great place to do business.

Objective: Adopt a new Community Improvement District policy.

Objective: Update Tax Increment Financing policy.

Objective: Identify appropriate tools for use by parties interested in establishing businesses in Merriam.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
% New Businesses Issued Occupational Licenses/Total Licenses*	5%	-24%	15%	4%

* In 2017, the City implemented new software and changed the application renewal process.

Department Goal: Increase employee participation in benefit programs targeting personal wellness and growth.

Citywide Goal Supported: Provide exceptional service delivery

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
% of Employees Participating in the City Wellness Program	36%	35%	35%	35%
% of Employees Participating in the HDHP**	36%	38%	46%	50%
# of Employees Participating in the Tuition Reimbursement Plan***	N/A	3	2	5

** Employees are offered a High Deductible Health Plan (HDHP) that promotes accountability in living a healthy, more responsible lifestyle. All premiums for this plan are paid by the City. The City also contributes up to a Health Savings Account (HSA) for each HDHP participant. Traditional health plans are also available.

*** In 2017, the City increased tuition reimbursement to \$2,500 per year. A total of \$7,453 was invested in employee development through this program during 2017.

General Fund Department: Municipal Court

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 153,236	\$ 174,992	\$ 196,742	57%
Contractual Services	153,100	144,223	145,300	42%
Commodities	2,471	3,325	2,925	1%
Department Total	\$ 308,807	\$ 322,540	\$ 344,967	100%

Authorized Positions

Full-time Positions	2.00	2.00	2.00
Part-time Positions	0.75	0.75	0.75
Department Total	2.75	2.75	2.75

Classifications

Court Administrator	1.00	1.00	1.00
Court Clerk	1.75	1.75	1.75
Department Total	2.75	2.75	2.75

General Fund Department: Municipal Court

Program Description

The Municipal Court is the court where alleged violations of City ordinances and the penal statutes of Kansas are tried. The court provides a forum in which citizens may receive a swift and impartial trial on charges brought against them. The Court's responsibility is to guarantee the lawful rights of all who are brought before it. The Municipal Court hears an average of 1,000 cases each month.

Mission

To justly hear and dispatch all cases presented.

Department Highlights

- Entered all new probations and diversions into REJIS.
- Hired a new City prosecutor.
- Installed software to allow defendants and attorneys the ability to view court cases on the court website.
- Collected over \$18,000 through use of an outside collections agency.

Goals and Objectives Performance Measures

Department Goal: Efficient and effective operations

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Allow attorneys to file documents online.

Objective: Continue to work on scanning and e-filing in an effort to become "paperless".

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Court Fines Collected	\$855,276	\$824,687	\$960,000	\$980,000
% Court Fines Paid Electronically	16%	15%	20%	25%
Court Filings Processed	6,992	6,741	7,430	8,000
Warrants Issued	858	935	1,050	1,200

General Fund Department: Information Services

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 131,747	\$ 140,409	\$ 147,273	33%
Contractual Services	190,087	229,645	282,899	63%
Commodities	43,326	28,735	18,100	4%
Capital Outlay	6,000	-	-	0%
Department Total	\$ 371,160	\$ 398,789	\$ 448,272	100%

Authorized Positions

Full-time Positions	1.00	1.00	1.00
Department Total	1.00	1.00	1.00

Classifications

Network and Comm. Administrator	1.00	1.00	1.00
Department Total	1.00	1.00	1.00

General Fund Department: Information Services

Program Description

Information Services coordinates computer related services for each department within the City. This program ensures that each department has the technologies necessary to provide the most efficient services to the residents of the City of Merriam. Additionally, Information Services promotes collaboration between departments and encourages all employees to further their computer knowledge.

Mission

To provide the technical recommendation, support and strategic direction for the City's data, communications, and e-government needs.

Department Highlights

- Adjusted and fine-tuned the new audiovisual equipment in the Council Chamber.
- Installed a new server for the Community Center and upgraded to the latest RecTrac.
- Relocated the Police Department info technology operations to the newly remodeled building.
- Entered all City IT equipment into the Lucity asset management system.
- Installed updated card access doors at City Hall.
- Implemented a new cyber-security program from Knowbe4 to train employees, establish best practices, policies, and procedures.

Goals and Objectives Performance Measures

Department Goal: Efficient and effective computer services

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Enhance the network infrastructure to accommodate more cloud-based application and services.

Objective: Continue to decrease the physical number of Windows servers with virtualization.

Objective: Assist departments with applying appropriate technologies to serve the community better.

Objective: Research and develop more centralized services (wireless, access control, digital signage).

Objective: Explore updating City point-to-point fiber optic connections to double the size of the data connection.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Service Tickets (estimated)	N/A	1,400	2,000	1,400
% of Workstation on most current Windows Operating System	75%	87%	90%	90%
% of Department Services Cloud Based	30%	30%	35%	45%
% of Help Desk Tickets Cleared within 24 hours	N/A	97%	97%	98%
% of Mission Critical Server * Uptime	98%	98%	98%	98%

*A Mission Critical Server refers to a server that is essential for operations; and if connections are disrupted or fail, services would be significantly impacted.

General Fund Department: Police

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 3,483,651	\$ 3,551,061	\$ 3,758,029	90%
Contractual Services	185,304	198,943	250,200	6%
Commodities	134,851	142,302	174,500	4%
Capital Outlay	5,982	6,200	6,200	0%
Department Total	\$ 3,809,788	\$ 3,898,506	\$ 4,188,929	100%

Authorized Positions

Full-time Positions	35.00	35.00	35.00
Part-time Positions	0.75	0.75	0.75
Department Total	35.75	35.75	35.75

Classifications

Chief of Police	1.00	1.00	1.00
Police Major	1.00	1.00	1.00
Captain	2.00	2.00	2.00
Sergeant	3.00	3.00	3.00
Corporal	4.00	5.00	5.00
Master Police Officer	6.00	5.00	5.00
Police Officer*	13.00	13.00	13.00
Crime Analyst	1.00	1.00	1.00
Records Clerk	2.00	2.00	2.00
Community Service Officer	2.00	2.00	2.00
Crossing Guard	0.75	0.75	0.75
Department Total	35.75	35.75	35.75

* To facilitate training and manage attrition, Council approved "over-hiring" by up to two FTE's when qualified candidates are available.

General Fund Department: Police

Program Description

The Administrative Officers of the Police Department are responsible for developing and implementing departmental policy, providing management controls over daily departmental administrative and line functions. They serve as the focal point for interaction with other City departments and the community. Regular Patrol Officers respond to calls for service within the City, identify criminal activities, apprehend offenders, make Municipal and District Court appearances, enforce traffic laws, and investigate vehicle accidents. The Investigations Unit gathers and processes evidence for solving crimes, investigating hit and run accidents, prosecuting criminal suspects and supports the department crime prevention efforts by spotting trends in criminal activity.

Mission

Provide the Merriam community with professional, ethical, and compassionate law enforcement. Our Core Values are Courage, Sacrifice, and Compassion.

Our vision of the Merriam Police Department is a professional police agency capable of handling all emergencies and investigating all crimes that occur within our jurisdiction. We want competent officers who know what is expected of them and that live up to that expectation every time. We want our officers to be leaders not just in our department, but within the law enforcement community and our community as a whole. Community policing is not just a “catch phrase”. We want every officer to feel that they have an obligation to make the community a better place and can take the initiative to get things done to make our community better.

Department Highlights

- Community outreach activities included the Night Out Against Crime, Old Navy Family Safety Day, Shawnee Mission Medical Center Strawberry Festival, Citizen's Police Academy, and Coffee with a Cop.
- Provided information to the community through electronic media including the Merriam Police Department Facebook, Twitter accounts, while maintaining and updating content on our web page.
- Continued training officers in Crisis Intervention Team Training (CIT) to educate officers on interactions with citizens with mental health issues.
- Continued working with the Mental Health Co-Responder program with other Northeast Johnson County law enforcement agencies and Johnson County Mental Health.
- Continued working with the Johnson County Suicide Prevention Coalition.
- Participated in community outreach events through the Northeast Chamber of Commerce, Talking Tuesday's, business ribbon cuttings, and the Northeast Chamber “Leadership Northeast” program.
- Served on the training committee for the 2018 Northeast Chamber of Commerce “Leadership Northeast” program.
- Participated in prescription drug take back events in partnership with Hen House grocery store and the DEA.
- Initiated a new a bike patrol program. Bike Patrols allow a more personal contact between police and citizens giving us another Community Policing tool.

General Fund Department: Police

Goals and Objectives Performance Measures

Department Goal: Data driven policing

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Monitor Part One violent crime (Murder, Rape, Robbery, Aggravated Assault/Battery) reports for patterns, increases, and effective clearance percentage.

Objective: Monitor Part One property crime (Burglary, Theft, Vehicle Theft, Arson) reports for patterns, increases, and effective clearance percentage.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target/Est 2019</i>
Reported Violent Crimes/1,000 Residents	3.0	3.6	3.6	3.5
Violent Crimes/1,000 Solved	1.2	1.2	1.1	1.3
Reported Property Crimes/1,000 Residents	50.8	61.4	62.2	61.0
Property Crimes/1,000 Solved	4.9	9.6	6.6	7.0
Arrests Made	1,261	1,245	1,280	1,250

Department Goal: Efficient and effective operations

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Maintain average response time for emergency calls for service to 5 minutes or less.

Objective: Maintain average response time for non-emergency calls for service to 9 minutes or less.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target/Est 2019</i>
Calls for Service	10,248	10,392	10,320	10,300
Calls for Service per Patrol Officer	446	433	430	430
Average emergency response time	4:32	3:49	4:12	4:10
Average non-emergency response time	5:58	6:00	5:46	5:45

Objective: Provide safe streets with traffic enforcement as a means to reduce traffic accidents.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target/Est 2019</i>
Accident ratio per 1,000 population	80.4	85.1	90.6	80.0
Injury Accident ratio per 1,000 population	21.0	21.2	22.2	21.0
Non-Injury Accident ratio per 1,000 population	59.5	63.9	64.5	60.0
Alcohol related accident ratio per 1,000 population	2.3	2.2	2.1	2.0

General Fund Department: Police

Department Goal: Community education

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Provide community education programs like Citizen's Police Academy, National Night Out Against Crime, and school events.

Objective: Continue the Coffee with a Cop program to allow citizens time to interact with patrol officers.

Objective: Continue training community members for "active shooter" events.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target/Est 2019</i>
Citizens Academy Attendance *	19	N/A*	(actual) 12	25
National Night Out Attendance	50	100	(actual) 125	150
School Events	4	6	11	15
Coffee with a Cop Events	6	12	12	12
Active Shooter Incident Training Events	7	7	8	10
Citizen Community Events (Block parties, city events, local business events, etc.)	N/A	N/A	42	50

* The fall 2017 Citizens Academy was moved to spring 2018 due to the police department renovation.

General Fund Department: Fire

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services*	\$ -	\$ -	\$ -	0%
Contractual Services*	2,318,055	2,495,701	2,676,457	97%
Commodities	28,309	42,900	86,724	3%
Department Total	\$ 2,346,364	\$ 2,538,601	\$ 2,763,181	100%

Authorized Positions

Full-time Positions*	n/a	n/a	n/a
Department Total	-	-	-

*Effective 2015, fire services are provided under contract with the City of Overland Park.

General Fund Department: Fire Department

Program Description

Effective 2015, Merriam's fire and emergency medical services are provided under a ten-year contract with the City of Overland Park. Expenses incurred by Overland Park for the provision of these services are reimbursed by Merriam.

Mission

The fire department is a value-driven team of dedicated professionals committed to providing emergency, educational and specialized services for the purpose of saving lives and reducing property loss for the community we serve.

Department Highlights

- Conducted approximately 104 re-inspections to obtain 100% fire code compliance.
- Conducted approximately 25 burn site inspections associated with the issuance of burn permits.
- Executed the 2018 Training & Development Package as developed by the Training Chief.

Goals and Objectives Performance Measures

Department Goal: Provide safe buildings to work in and safe residences to live in
Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Conduct plan review and perform inspections on all new and existing commercial structures to ensure that they meet all building and fire code requirements.

Objective: Identify homes that do not have adequate smoke alarm protection, provide and install free alarms.

Objective: Provide timely and effective fire suppression, EMS, and Special Operations response and mitigation.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target/Est 2019</i>
Fire Inspections Performed	488	430	450	450
Fire incidents/1,000 Residents	35.4	36.9	35.0	35.0
Non-fire incidents/1,000 Residents	123	137	130	125
\$ Loss to assessed value ratio - Residential	.002/1	.003/1	.002/1	.002/1
\$ Loss to assessed valuation ratio - Commercial	.000045/1	.000088/1	.000080/1	.000080/1

Department Goal: Enforce City codes
Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Identify dangerous structures and take appropriate action to have them remediated.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Fire Code Violations Corrected	100%	100%	100%	100%

General Fund Department: Fire Department

Department Goal: Enhance citizen engagement with the City

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Continue to update the Fire Department web-site with educational articles, current events, and links to supporting sites.

Objective: Contact at least 20% (approximately 2,250) of residents each year with public fire education.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Public Education Attendance	4,869	3,210	3,500	3,750

Department Goal: Invest in our firefighters health and safety and training

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Execute the 2019 Training and Development Package as developed by the Training Chief.

Objective: Emphasize safety by providing a minimum of 2 hours training per shift, plus 8 hours per quarter for specialty training.

Objective: Ensure all EMS personnel meet training requirements as required by the State of Kansas.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Firefighter Training Hours	7,874	8,405	8,500	8,500
% Firefighters with 20 hours of ISO-compliant in-service training	100%	100%	100%	100%
% Officers with 16 hours of ISO-compliant officer training	100%	100%	100%	100%

Department Goal: Implement the new fire services contract with the City of Overland Park

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Continue to align prevention goals with the expectations of Merriam City Council.

Objective: Continue to compile and analyze Merriam's data in the Overland Park Fire Department's re-accreditation process including the "Standard of Cover" and Community risk assessment.

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General Fund Department: Public Works

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 1,486,622	\$ 1,576,199	\$ 1,696,419	73%
Contractual Services	211,134	237,014	248,292	11%
Commodities	245,520	300,660	372,360	16%
Department Total	\$ 1,943,276	\$ 2,113,873	\$ 2,317,071	100%

Authorized Positions

Full-time Positions	17.00	18.00	18.00
Part-time Positions	0.80	-	-
Seasonal Positions	4.16	3.96	3.96
Department Total	21.96	21.96	21.96

Classifications

Public Works Director	1.00	1.00	1.00
Public Works Superintendent	1.00	1.00	1.00
Foreman	2.00	2.00	2.00
Asset Management Technician	1.00	1.00	1.00
Public Works Technician	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00
Maintenance Worker II	6.00	6.00	6.00
Maintenance Worker I	2.80	3.00	3.00
Facility Maintenance Worker II	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Seasonal Labor	4.16	3.96	3.96
Department Total	21.96	21.96	21.96

General Fund Department: Public Works

Program Description

The Public Works Department maintains the City's streets and parks. Street maintenance involves snow removal, cleaning, patching and repairing streets. The street Overlay Program provides for the overlay of asphalt at regular intervals to help maintain an adequate surface on streets. In addition, a program exists for the timely replacement of curbs and sidewalks. Park maintenance provides for the mowing of grass, planting and maintenance of beds, trees, flowers and shrubs, and removal of trash and debris from City facilities and parks. Building maintenance includes grounds maintenance at City Hall, Police Safety Center, Community Center, Marketplace, Aquatic Center and the Public Works building. Routine maintenance of streetlights, traffic signals and City signage is included, as well as all drainage maintenance.

Mission

To efficiently maintain the City's streets, rights-of-way, and parks, respond to citizen requests for service, to beautify Merriam.

Department Highlights

- Installed 103 decorative streetlights on 47th Terr., 48th St, 48th Terr., Eby St, Kessler and England St, Hayes Ave, Carter Ave, 47th Terr., 48th St, 51st Street and England Street.
- Maintained more than 1,500 decorative streetlights.
- Repaired 17 drain box structures found in poor condition after our Citywide inspection.
- Replaced 192 feet of curbing and 1,300 feet of sidewalk.
- Replaced and repaired 40 linear feet of drainage pipe throughout the City.
- Maintained and repaired the Streamway Trail.
- Mowed and trimmed over 60 acres (State and City Mowing). Swept streets on a regular schedule.
- Re-striped roads, crosswalks and stop bars.
- Maintained 210 hanging petunia baskets along major thoroughfares from May through September.
- Installed and removed holiday lights and seasonal city banners.
- Processed 427 work orders with an average completion time of 3 days.
- Processed short-term parking permits, right-of-way permits and city property damage reimbursements. Completed inspections and billing.
- Removed old basketball court at Brown Park and installed the pickleball and basketball structures along with new ADA sidewalk from parking lot to court.
- Installed two battery backup systems for traffic signals along Shawnee Mission Parkway.
- Cleared 100% of snow from City streets within 48 hours at a cost of approximately \$8.70 per housing unit.
- Conducted two Citywide cleanup campaigns and a spring limb pickup campaign. Provided a holiday tree pickup.
- Administered five neighborhood island grants. The new program encourages island upkeep by residents and/or homeowners associations.

General Fund Department: Public Works

Goals and Objectives Performance Measures

Department Goal: Maintain and upgrade existing streetlight infrastructure
Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Conduct quarterly streetlight inspections.
Objective: Repair known streetlight outages within 48 hours.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Streetlights Installed	187	66	103	72
100% of Streetlights Inspected Quarterly	100%	100%	100%	100%

Department Goal: Provide a safe and enjoyable environment for users of City parks and trails.
Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Continue to repair substandard areas on Streamway Trail and apply seal coat to extend life.
Objective: Conduct and document monthly playground inspections. Repair or replace unsafe items found during inspections within 24 hours of inspection.

Department Goal: Identify infrastructure needing replacement such as asphalt, curb, and sidewalk
Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Maintain at least 85% of City streets with a condition rating of "good".
Objective: Conduct annual Overlay Program for streets and coordinate with Capital Improvement Program department.
Objective: Map and identify curbs and sidewalks needing repair and coordinate with Capital Improvement Program department.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Lane miles of Street Repair/Overlay	7.60	2.49	3.92	1.78
Street Maintenance Expense per Housing Unit (5,224 housing units per 2012 census update)	\$68.99	\$57.99	\$103.51	\$100.00
Miles of Curbing/Sidewalk Repaired	6.11	1.91	3.24	2.35
Percent of City streets with a condition rating of "good"	93%	92%	94%	95%

General Fund Department: Public Works

Department Goal: Cross train department employees to enhance productivity

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Continue to develop employees through IMSA certifications. (Work Zone, Signs and Marking, Traffic Signal Maintenance and Roadway Lighting, Certified Playground Inspectors, Aquatic Facility Operators and KDOT Inspector's Certifications)

Objective: Continue to develop supervisors in the Public Works Institute through the APWA.

Department Goal: Improve maintenance and historical records for all City infrastructure

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Continue to develop the GIS programs and complete the data entry of detailed infrastructure information into the Lucity asset management system. The current focus is on data entry of information on facilities, street pavement ratings and stormwater.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Data Entry % Complete	50%	70%	70%	75%

Department Goal: Beautify the City

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Share information with citizens on how to build and maintain a hanging flower basket in City sponsored classes.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Flower basket class attendees	25	15	12	25

General Fund Department: Culture & Recreation

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 503,471	\$ 558,278	\$ 672,774	76%
Contractual Services	202,514	217,081	190,393	21%
Commodities	27,218	30,225	27,542	3%
Department Total	\$ 733,203	\$ 805,584	\$ 890,709	100%

Authorized Positions*

Full-time Positions	7.00	7.00	7.00
Part-time Positions	1.36	1.36	1.36
Department Total	8.36	8.36	8.36

Classifications*

Parks & Recreation Director	1.00	1.00	1.00
Assistant Parks & Rec Director	1.00	1.00	1.00
Facility Maintenance Worker II	1.00	1.00	1.00
Facility Maintenance Worker I	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Facility Supervisor	2.72	2.47	2.47
Fitness Specialist	0.23	0.23	0.23
Landscape Technician	-	0.25	0.25
Programs Coordinator	0.41	0.41	0.41
Department Total	8.36	8.36	8.36

*Recreation Supervisor is now presented with the Transient Guest Fund Special Community Events department from which personal service costs are funded.

General Fund Department: Culture and Recreation

Program Description

The Parks and Recreation Department initiates, develops, and administers recreational programs for Merriam residents and non-residents. The Community Center facility houses the majority of recreational classes, programs and smaller special events. It also serves as a home for several social service programs administered by Johnson County.

Mission

To provide and maintain facilities and programs that promote the health and wellness of the citizens of Merriam; to provide safe and attractive places to play; to provide opportunities to educate, protect, and enrich young people.

Department Highlights

- Planned and coordinated 8 events including: Dad and Daughter Dance, Brunch with the Bunny, Hanging Basket Workshop, National Volunteer Appreciation Reception, National Night Out, Halloween Happenings, Breakfast with Santa and Holly Jolly Holiday Lights and Homemade Soup.
- Social Media continues to be a great source of promotion for events. The highest reach to-date in 2018 2017 was 4,211, promoting Turkey Creek Festival. The audience for the page is 77% women. Women 35 – 44 is the largest audience followed by women 25 – 34. For men, the largest audience is 35 – 44 with 25 – 34 and 45 – 54 tied. The largest number of fans come from Merriam; followed by Shawnee, Overland Park, KCMO, KCKS, Olathe, Lenexa, Mission, Prairie Village and Gardner.
- Coordinated a two-day artist workshop taught by the Heartland Exhibition juror.
- Facilitated park improvements including: relocation of Vavra Park Playground to Waterfall Park; relocation of Vavra Park picnic tables to Waterfall Park; complete tear-out and rebuild of Brown Park basketball courts adding a pickleball court to the area; and installed three new rule signs.
- Coordinated maintenance issues at the Irene B. French Community Center.
- Served as the City's liaison for the Flags 4 Freedom committee.
- Continued the Park Passport Program with neighboring Northeast Johnson County cities in celebration of National Parks and Recreation month.

Goals and Objectives Performance Measures

Department Goal: Improve our neighborhoods through investment in our parks

Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Continue to support Adopt-A-Park program for improved maintenance.

Objective: Develop a park improvement plan for neighborhood parks to improve experiences of users and assist in maintaining property value of neighborhoods.

Objective: Continue to implement portions of park master plans for Waterfall Park.

General Fund Department: Culture and Recreation

Department Goal: Enhance citizen engagement in Parks and Recreation activities and programs

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Use information obtained from the completion of the Facilities Master Plan process to design a variety of programs to meet needs of citizens.

Objective: Utilize social media marketing and other media to increase the number of participants in recreational programs.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Facebook followers	808	1,005	1,300	1,500
% increase	34.0%	24.4%	29.4%	5.1%

Objective: Continue evaluations for all recreational/educational programs to gain insight on areas for improvement.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Daily Visits (fitness, gym, game)/ % increase (decrease)	10,465 (4.6%)	9,767 (6.7%)	10,469 7.2%	11,000 5.1%
Senior Program Attendance/ % increase (decrease)	11,357 21.7%	11,553 1.7%	11,908 3.1%	12,200 2.5%
Youth Program Attendance/ % increase (decrease)	3,795 (20.9%)	3,921 3.3%	3,917 0%	*2,800 (43.0%)
Adult Program Attendance/ % increase (decrease)	2,806 (10.4%)	2,813 0%	2,617 (7.0%)	2,500 (4.5%)
Room /Gym Rentals/ % increase (decrease)	877 2.8%	706 (19.5%)	700 0%	715 2.1%
Pavilion Rentals/ % increase (decrease)	87 (6.5%)	93 7.9%	75 (19.4%)	**80 6.7%
Soccer Field Hourly Rentals/ % increase (decrease)	141 (4.1%)	97 (31.2%)	91 (6.2%)	90 (1.1%)
On-Line Registration Statistics				
Enrollments	103	114	108	115
New Users	57	33	37	40

* Decreased due to no aquatic programs being offered with construction of new community center

** Loss of Vavra Park Shelter due to construction of new community center on Vavra Park land

Department Goal: Utilizing the community response, implement the vision desired for recreation facilities.

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Develop an appropriate time table to complete the project identified, communicating any disruption of services to citizens in a timely manner.

Objective: Develop recreation program operating plan to identify staffing needs, program schedule and fee structure for new facility.

Objective: Develop operating procedures for new community center.

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General Fund Department: Aquatic Center

	Actual 2017	Estimated 2018	Budget 2019 *	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 167,045	\$ 174,149	\$ -	0%
Contractual Services	53,490	57,650	39,015	100%
Commodities	34,323	29,385	-	0%
Department Total	\$ 254,858	\$ 261,184	\$ 39,015	100%

Authorized Positions

Seasonal Positions	10.66	10.66	10.66
Department Total	10.66	10.66	10.66

Classifications

Pool Manager	0.24	0.24	0.24
Assistant Pool Manager	0.20	0.20	0.20
Swim Coach	0.29	0.29	0.29
Swim Lesson Instructor	0.10	0.10	0.10
Pool Supervisor	0.33	0.33	0.33
Lifeguard/Head Lifeguard	5.21	5.21	5.21
Cashier/Concession/Deck Attendant	3.90	3.90	3.90
Concession Stand Supervisor	0.26	0.26	0.26
Maintenance Worker I	0.13	0.13	0.13
Department Total	10.66	10.66	10.66

General Fund Department: Aquatic Center

Program Description

The Parks and Recreation Department initiates, develops, and administers summer aquatic programs. The aquatic center facility houses the recreational, instructional, and competitive aquatic programs for the City.

Mission

To provide quality aquatic programs in an attractive, safe, well-maintained facility that will foster an enjoyable atmosphere for the constructive use of leisure time.

Department Highlights

- Coordinated the Superpass cooperative membership with five other Johnson County city pools which allows members to visit pools participating in the program. This program generated an additional 1,748 visits from participating cities.
- Hosted three special Citywide events which included Frosty Pop with a Cop events, a Christmas in July Pool Party Palooza event and the Pooch Paddle event as well as three swim meets and three dive meets.
- Provided a successful swim lesson program with 128 children participating in five different skill levels. Also provided private lessons to 17 children.
- Coordinated the registration and logistics of Merriam Dolphins Swim and Dive Team as a department program for the third season with 51 children participating in the program.
- Conducted staff training sessions: one pre-season class to certify new lifeguards; one class to recertify returning lifeguards; and three lifeguarding certification classes during the season to hire additional lifeguards. In addition, front desk attendants attended specialized training to prevent transaction errors pre-season.
- Successfully decommissioned the pool for construction to begin on the new community center with indoor/outdoor aquatics slated to open in 2020.

General Fund Department: Aquatic Center

Goals and Objectives Performance Measures

Department Goal: Deliver quality Aquatic Center activities and programs in an efficient manner

Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Work with the City of Overland Park to provide facilities for Dolphin Swim and Dive team to continue to compete during the 2019 season during construction.

Objective: Work with the Northeast Johnson County Super Pass Cities to understand the logistics of how the Super Pass will work in 2020 with a new indoor/outdoor facility.

Objective: Develop aquatics operating plan to identify staffing needs, program schedule and fee structure for new facility.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Aquatic Center Attendance/ % increase/ (decrease)	24,624 7.1%	20,405 (17.1%)	20,816 2.0%	N/A
Attendance per Days Open % increase/ (decrease)	299 7.9%	255 (14.7%)	297 16.5%	N/A
Johnson County Inspection Rating	100%	100%	100%	N/A
Pool Rentals	28	23	27	N/A
Swim Lesson Enrollment/ % increase/ (decrease)	92 (27.6%)	131 42.4%	145 10.7%	N/A
Swim Team Enrollment/ % increase/ (decrease)	47 (9.6%)	45 (4.3%)	51 13.3%	51 0%

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General Fund Department: Community Development

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 641,584	\$ 680,192	\$ 717,789	90%
Contractual Services	21,620	41,605	70,700	9%
Commodities	5,041	7,200	6,520	1%
Department Total	\$ 668,245	\$ 728,997	\$ 795,009	100%

Authorized Positions

Full-time Positions	7.00	7.00	7.00
Department Total	7.00	7.00	7.00

Classifications

Community Development Director	1.00	1.00	1.00
Building Inspector/Official	1.00	1.00	1.00
Neighborhood Services Manager	1.00	1.00	1.00
Code Compliance Officer	2.00	2.00	2.00
Planner I	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Department Total	7.00	7.00	7.00

General Fund Department: Community Development

Program Description

The Community Development Department works to ensure orderly progress through administration of the Comprehensive Planning, Zoning, and Subdivision review processes. The administration includes reviewing site plans and re-zoning requests, writing staff reports, and presenting information to the Planning Commission and City Council. This department enforces the City's construction codes through a systematic plan review and inspection program. The department is also responsible for the City's codes compliance through a program of systematic and by-complaint inspections of properties in the City. The department does an extensive amount outreach to residents and neighborhood groups. The department administers the Rental Housing Inspection and Licensing Program including apartment and multi-family complexes. Department staff provides support and assistance to the Planning Commission, Board of Zoning Appeals, Board of Structural Appeals, and City Departments, in addition to providing assistance to the general public and citizens as needed.

Mission

Improve physical conditions in the community through effective administration of planning, zoning, subdivision, building inspection, neighborhood outreach, and code compliance programs.

Department Highlights

- Processed 30 planning related applications that include site development plans, preliminary and final development plans, zoning changes, plats, etc.
- Pursued an estimated 1,600 code violations resulting from an estimated 30,000 inspections.
- Issued an estimated 470 construction permits with a total estimated building valuation of \$100,000,000.
- Renewed 448 landlord licenses and performed approximately 370 rental inspections.
- Facilitated the approval of development and building plans for Shawnee Mission Medical Center, Aristocrat Motors, School District Warehouse and Maintenance Facility, Shawnee Mission Audi, Merriam Luxury Imports, and a number of exterior and interior remodeling projects.
- Began accepting on-line occupational license applications and renewals.
- Continued the transition to electronic record storage by scanning the department's planning and zoning files.
- All paper building permit files have been scanned and placed into the Citizenserve database.
- Code Enforcement Officers made 3,000 personal contacts with citizens.
- The Neighborhood Services Manager made presentations at six homeowner's associations and/or neighborhood gatherings.
- Identified and awarded 16 properties "Yard of the Week".
- Successfully managed the City's new Exterior Improvement and Block Party grant programs. Awarded and administered 16 Residential Exterior and 10 Block Party grants.

General Fund Department: Community Development

Goals and Objectives Performance Measures

Department Goal: Enforce City codes fairly to improve physical conditions in the community

Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Enforce City codes uniformly and fairly. Achieve closure of 90% of code cases within 30 days.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Rental Licenses Issued (New & Renewal)	452	450	448	450
Code Enforcement Personal Contact with Residents	2,942	3,612	3,800	3,700
Code Enforcement Violations (estimated)	**2,500	1,672	1,800	1,700
% of Cases Closed Within 30 Days	90%	90%	90%	90%
% of Trial Cases Won in Municipal Court	93%	100%	100%	100%

** Increase is a result of initial enforcement of solid waste container screening requirements.

Department Goal: Utilize data to efficiently and effectively enforce city property maintenance codes

Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Assist code enforcement officers in the enforcement of property maintenance.

Department Goal: Enhance citizen engagement with the City

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Utilize Community Development tracking software to provide information to citizens regarding code enforcement activities.

Objective: Continue supporting the City's website as a tool for citizens to submit code concerns.

Objective: Continue Code Enforcement Officers working during the evening hours to increase the amount of personal contact with residents.

Objective: Utilize the Neighborhood Service Manager to engage neighborhood groups and associations and be a liaison between those groups and the City.

Department Goal: Promote and stimulate quality development to enhance our economic base

Citywide Goal Supported: Maintain Economic Vitality

Objective: Facilitate the appropriate development of Shawnee Mission Medical Center, old West Antioch Elementary School site, downtown Merriam, and the Sears/K-Mart site.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
% of Plans Reviewed Within 14 Days	90%	90%	90%	90%

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Capital Improvement Fund: Capital Improvement Administration

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 125,649	\$ 222,787	\$ 234,985	81%
Contractual Services	28,491	53,060	53,160	18%
Commodities	1,237	3,600	4,100	1%
Department Total	\$ 155,377	\$ 279,447	\$ 292,245	100%
Authorized Positions				
Full-time Positions	1.00	1.00	1.00	
Part-time Positions	0.40	0.40	0.40	
Department Total	1.40	1.40	1.40	
Classifications				
CIP Director *	-	-	-	
Administrative Assistant	0.40	0.40	0.40	
Project Coordinator	1.00	1.00	1.00	
Department Total	1.40	1.40	1.40	

* Effective August 2016, CIP staff report to the Public Works Director, who has also assumed duties of the CIP Director.

Capital Improvement Fund: Capital Improvement Program Administration

Program Description

The Capital Improvement Program (CIP) Department works to identify infrastructure improvement needs and to systematically plan, schedule, manage, monitor and finance capital projects to ensure cost-effectiveness within established policies. The CIP reflects a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the City's existing fixed assets. Department staff provides conceptual and technical assistance to allow the City Council to prioritize numerous projects and allocate them in future years within forecasted revenue streams. Department staff serves as liaison for engineering needs for all City departments.

Mission

Improve quality of life in the community through the effective administration and implementation of a comprehensive capital improvement program.

Department Highlights

- Completed construction of Antioch Road from 54th Terrace to 47th Street.
- Completed entry of the Storm Drain Condition assessment to inventory and filmed the condition of stormwater pipes throughout the City.
- Completed the first phase of the Sidewalk Infill Program in the Milburn West subdivision.
- Completed the Owen Heights Corrugated Metal Pipe Rehabilitation.
- Commenced construction for Johnson Drive-Kessler to West City Limit.
- Completed the construction of the 54th Terrace and Switzer Drainage Project.
- Ongoing review for Upper Turkey Creek Project. Project was approved for consideration of federal funds to construct.
- Completed the Craig Road Storm Drain Improvements.
- Commenced the second phase of the Sidewalk Infill Program in the areas of Owen Heights, Farley Court/52nd Street, Farley Lane, Goodman Drive, and 64th Terrace.

Capital Improvement Fund: Capital Improvement Program Administration

Goals and Objectives Performance Measures

Department Goal: Program CIP based on a logical priority system that considers needs and available funding.
Citywide Goal Supported: Improve Physical Conditions and Property Values

Objective: Continue program development of projects.
Objective: Continue support for USACE Upper Turkey Creek Project.

Department Goal: Deliver quality projects in an efficient manner
Citywide Goal Supported: Provide Exceptional Service Delivery

Objective: Continue taking programmed projects through a public process, design, and construction to meet the Five-year Capital Improvement Plan schedule.
Objective: Ensure high quality projects through a detailed and comprehensive construction inspection process.
Objective: Effectively manage all projects to achieve substantial completion
Objective: Provide monthly updates regarding actual versus budgeted expenditures of capital improvement projects.
Objective: Effectively administer contracts for design and construction services for all projects.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Number of Projects Managed	15	17	12	7
% of CIP Project Expenditures Funded by Grants	19.5%	8.3%	30.4%	20.0%
CIP Administration Expenditures as a % of CIP Project Expenditures	3.7%	1.8%	6.0%	4.0%

Department Goal: Enhance engagement with affected property owners on all projects
Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Provide clear expectations to affected property owners regarding capital improvement projects.
Objective: Negotiate all required easements and private property impacts in a uniform and equitable manner, without the use of eminent domain.
Objective: Provide timely project updates to residents that enhance communication and understanding.

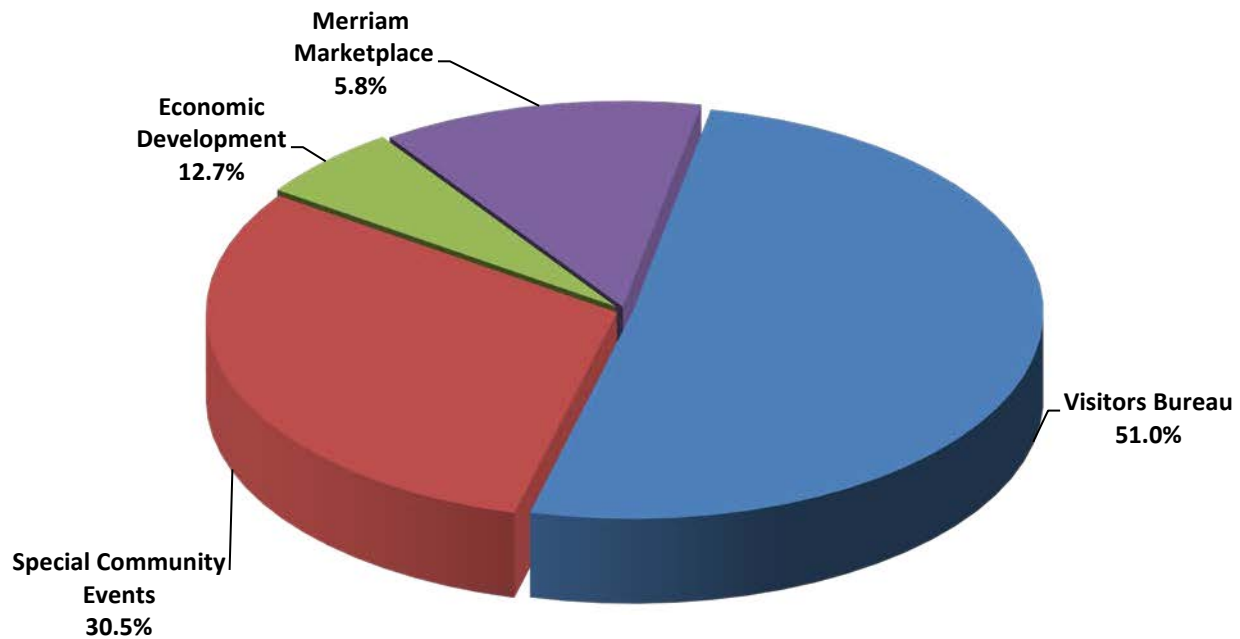
Department Goal: Promote and stimulate quality development to enhance the City's economic base
Citywide Goal Supported: Maintain Economic Vitality

Objective: Promote redevelopment and new development within Merriam by improving and enhancing public infrastructure.

Transient Guest Tax Fund Summary by Department

Department	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	% Increase Over 2018 Estimated
Visitors Bureau	\$258,655	\$304,727	\$294,727	\$311,054	5.54%
Special Community Events	160,635	180,300	180,300	186,664	3.53%
Merriam Marketplace	32,215	36,111	36,111	35,413	-1.93%
Economic Development	61,954	76,830	71,830	77,340	7.67%
Contingencies & Transfers	3,066	-	-	-	-
TOTAL	\$516,525	\$597,968	\$582,968	\$610,471	4.72%

Transient Guest Tax Fund Budget by Department



Transient Guest Tax Fund - Department by Character

Expenditures	Actual 2017	Budget 2018	Estimated 2018	Budget 2019	Increase over 18 Est
Visitors Bureau					
Personal Services	\$ 199,936	\$ 214,577	\$ 214,577	\$ 221,604	3.27%
Contractual Services	57,168	88,300	78,300	87,250	11.43%
Commodities	1,551	1,850	1,850	2,200	18.92%
Total	258,655	304,727	294,727	311,054	5.54%
Special Community Events					
Personal Services	83,009	95,545	95,545	99,569	4.21%
Commodities	5,833	6,500	6,500	6,500	0.00%
Health and Welfare	71,793	78,255	78,255	80,595	2.99%
Total	160,635	180,300	180,300	186,664	3.53%
Marketplace					
Personal Services	5,220	5,351	5,351	5,528	3.31%
Contractual Services	26,259	29,615	29,615	27,860	-5.93%
Commodities	736	1,145	1,145	2,025	76.86%
Total	32,215	36,111	36,111	35,413	-1.93%
Economic Development					
Personal Services	50,000	50,000	50,000	50,000	0.00%
Contractual	11,954	25,110	20,110	25,060	24.61%
Commodities	-	1,720	1,720	2,280	32.56%
Total	61,954	76,830	71,830	77,340	7.67%
Contingency Usage	3,066	-	-	-	0.00%
Total All Departments	\$ 516,525	\$ 597,968	\$ 582,968	\$ 610,471	4.72%

Expenditures	Actual 2017	Budget 2018	Estimated 2018	Budget 2019	Increase over 18 Est
Personal Services	\$ 338,165	\$ 365,473	\$ 365,473	\$ 376,701	3.07%
Contractual Services	95,381	143,025	128,025	140,170	9.49%
Commodities	8,120	11,215	11,215	13,005	15.96%
Health and Welfare	71,793	78,255	78,255	80,595	2.99%
Contingency Usage	3,066	-	-	-	0.00%
Total Expenditures	\$ 516,525	\$ 597,968	\$ 582,968	\$ 610,471	4.72%

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Transient Guest Tax Fund Department: Visitors Bureau/Eco Dev

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character - Visitors Bureau				
Personal Services	\$ 199,936	\$ 214,577	\$ 221,604	71%
Contractual Services	57,168	78,300	87,250	28%
Commodities	1,551	1,850	2,200	1%
Department Total	\$ 258,655	\$ 294,727	\$ 311,054	100%

Summary by Character - Economic Development

Personal Services	\$ 50,000	\$ 50,000	\$ 50,000	65%
Contractual Services	11,954	20,110	25,060	32%
Commodities	-	1,720	2,280	3%
Department Total	\$ 61,954	\$ 71,830	\$ 77,340	100%

Authorized Positions

Full time positions	2.00	2.00	2.00
Department Total	2.00	2.00	2.00

Classifications

Visitors Bureau Director	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Department Total	2.00	2.00	2.00

Transient Guest Tax Fund

Department: Visitors Bureau/Economic Development

Program Description

The Merriam Convention & Visitors Bureau (CVB) or “Merriam Visitors Bureau” is the official destination marketing/management organization for the City. The CVB’s responsibility is to create marketing messages designed to encourage visitation and overnight travel in Merriam which yields increased visitor spending. These efforts include marketing (advertising messages, partner collaboration); sales (tradeshows, presentations, lead generation, bid response, overflow room accommodations, referrals) and service (site visits, city tours, hotel contract negotiation, follow-up, guest goodie bags).

Mission

To position tourism as a solid economic generator for the City of Merriam by actively marketing the community as a day trip and overnight visitor destination in the Kansas City region.

Department Highlights

- Produced the Merriam Visitors Guide in-house.
- Provided shuttle service for 98 visitors from Merriam hotels to the Sprint Center during the “March Madness” Big 12 Championships. Overall marketing impressions were 453,000 with 1,187 ad clicks.
- Updated Kansas Byways with wayfinding sign along the Frontier Military Historic Byway and designed a new seasonal distribution piece to byway social media followers, called “Holidays (Summer, Fall, etc.) Along the Byway.”
- Added group tour videos to the “TOUR” section of www.exploremerriam.com to highlight Merriam’s group tour options and encourage group planners to schedule.
- Participated in National Tourism Week with “Then & Now” social media posts highlighting Merriam’s tourism products, attractions and sites from a historic and current day perspective.
- Launched the KC Destinations #KCCoffeeTrip featuring coffee shops in member cities across the metro. Campaign includes video, passport, social and print marketing which has yielded nearly 100 completed trip passports to-date.
- Opened a new “coffee station” at Merriam Historic Plaza & Visitors Bureau for visiting patrons to enjoy coffee, tea or hot cocoa year-round.
- Began a redesign of the historic signage stations at Merriam Historic Plaza to include more photos, did-you-know facts and information. Signage is faded and in need of repair after 12 years in outdoor conditions.

Transient Guest Tax Fund
Department: Visitors Bureau/Economic Development

Goals and Objectives
Performance Measures

Department Goal: Serve as a connector between hotels and visitors through marketing, sales and service to drive visitation (new and repeat) to Merriam.

Citywide Goal Supported: Maintain Economic Vitality

Objective: Launch independent, interactive tours in Merriam to connect visitors to historic spaces both digitally and in person.

Objective: Host hospitality training opportunities for Merriam partners to better educate front line associates about trends and safety issues affecting tourism.

Objective: Continue participation in KC Destinations' regional trips (coffee, history, quirky, seasonal themes).

Indicator	Actual 2016	Actual 2017	Projected 2018	Target 2019
Group Tour Participants	824	1,088	800	850
Tradeshows / Leads Obtained	3 149	3 200	3 84	2 60
Marketing Impressions	3.17 million	3.184 million	1.75 million	1.85 million
Hotel Occupancy / Avg. Daily Rate	60% \$73.96	62.6% \$75.24	* 58% \$75.80	61% \$74.50

*Reduction of hotel room inventory (closing of Quality Inn, 88 rooms lost).

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Transient Guest Tax Fund Department: Special Community Events

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 83,009	\$ 95,545	\$ 99,569	54%
Commodities	5,833	6,500	6,500	3%
Health and Welfare	71,793	78,255	80,595	43%
Department Total	\$ 160,635	\$ 180,300	\$ 186,664	100%

Authorized Positions

Full time positions	1.00	1.00	1.00
Department Total	1.00	1.00	1.00

Classifications

Recreation Supervisor	1.00	1.00	1.00
Department Total	1.00	1.00	1.00

Transient Guest Tax Fund Department: Special Community Events

Program Description

Community events are free events offered throughout the year in various locations throughout the City. The events are coordinated by the City's Parks and Recreation staff.

Mission

To provide free, family friendly, diverse events which attract visitors to Merriam and strengthen the sense of community.

Department Highlights

- Planned and coordinated nine monthly art gallery receptions. In addition, we coordinated two juried art shows with the Heartland Artist Exhibition and the High School Visual Art Competition. Attendance at the monthly receptions is anticipated to remain consistent. To date, 51 pieces have been sold.
- Planned and coordinated three Party in Your Park events throughout the summer at Brown, Quail Creek and Campbell Parks. Attendance was similar to the prior year.
- Planned and coordinated the 33rd Annual Turkey Creek Festival at Antioch Park with 5K Run/Walk in Downtown Merriam. Overall attendance was lower due to wet, damp conditions throughout the day even though 5K event set another record with registered participants.
- Planned and coordinated the 18th Annual Turkey Creek Car and Motorcycle Show at Merriam Marketplace. In conjunction with this event, the 5th Annual Cruise Night was offered one month prior to the show. This event featured 130 cars; an increase of 17% from previous year. There were 360 people in attendance.
- Planned and coordinated events for Halloween and the Mayor's Tree Lighting Ceremony which was rebranded Holly Jolly Holiday Lights and Homemade soup.
- Planned and coordinated two Summer Sunday in Merriam events and one Funday Sunday event hosted at the Merriam Marketplace.
- Hosted the first ever Merriam Drive Live Event featuring music, artisan vendors, and activities for the day-long event.

Transient Guest Tax Fund Department: Special Community Events

Goals and Objectives Performance Measures

Department Goal: Offer events and activities with a community focus to provide opportunities to enrich citizens live through social, educational and cultural events.

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Events experiencing a decline of 30% or greater in attendance in one year will require a SWOT evaluation to determine cause and if a change is needed.

Objective: With the decision of existing facilities being determined, evaluate existing event locations and possibility to relocate, enhance or expand current events.

Objective: Host a minimum of six special events with varying audience appeal at the Merriam Marketplace through the year.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Party in Your Park Average Attendance % increase / (decrease)	237 3.0%	188 (20.7%)	184 (2.1%)	200 8.7%
Monthly Art Gallery Receptions Average Attendance % increase / (decrease)	901 2.2%	1,554 72.5%	1,500 (3.5%)	1,600 6.7%
Heartland Art Gallery Reception Attendance % increase / (decrease)	287 (23.9%)	350 (22%)	250 (28.6%)	300 20.0%
High School Art Gallery Reception Attendance % increase / (decrease)	417 4.3%	425 1.9%	430 1.2%	430 0%
Turkey Creek Car and Motorcycle Show Attendance % increase / (decrease)	2,800 (39.7%)	4,100 46.4%	4,000 (2.4%)	4,000 0%
Turkey Creek Festival Attendance % increase / (decrease)	6,620 29.8%	4,566 (31.0%)	3,167 (30.6%)	6,500 105.2%
Turkey Creek 5K Participation % increase / (decrease)	380 6.1%	428 12.6%	448 4.7%	470 4.9%
Turkey Creek Cruise Night % increase / (decrease)	337 (11.5%)	360 6.8%	360 0%	400 11.1%

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Transient Guest Tax Fund Department: Merriam Marketplace

	Actual 2017	Estimated 2018	Budget 2019	% of Total 2019 Budget
Summary by Character				
Personal Services	\$ 5,220	\$ 5,351	\$ 5,528	16%
Contractual Services	26,259	29,615	27,860	78%
Commodities	736	1,145	2,025	6%
Department Total	\$ 32,215	\$ 36,111	\$ 35,413	100%

Authorized Positions

Seasonal Positions	0.32	0.32	0.32
Department Total	0.32	0.32	0.32

Classifications

Marketplace Coordinator	0.16	0.16	0.16
Marketplace Asst. Coordinator	0.16	0.16	0.16
Department Total	0.32	0.32	0.32

Transient Guest Tax Fund Department: Merriam Marketplace

Program Description

The Merriam Marketplace is an outdoor facility that provides seasonal vendor space for sales of fresh produce; home baked goods, arts, and crafts and hosts several large special community events throughout the year. It is owned and operated by the City of Merriam.

Mission

To facilitate a community gathering place while promoting the historic downtown area. Provide a venue for community special events which attract visitors to Merriam.

Department Highlights

- Coordinated Farmers' Market operation for a 22-week Saturday session and a 13-week Wednesday evening session.
- Hosted 23 entertainment performances and 9 free children and family fun activities during the market season.
- Wednesday Farmers' Market continued the theme as Farmers and Food Trucks. Partnership with KC Hops on the first Wednesday of each month provided a happy hour atmosphere.
- Implemented marketing strategy including web ads in Shawnee Mission Post, Macaroni Kid, social media marketing with FindItKC. Print ads were published in KC Gardner Magazine, iFamily Magazine and Outfront Media billboard at I-35 South and Johnson Drive.
- Coordinated promotional item giveaway of a reusable shopping bag on opening day of Saturday and Wednesday market.
- Social media reach continued to increase with organic posts growing from 577 to a season high of 1,522. Paid reach started with 378 to a season high of 2,363 people. Followers grew from 1,814 to 2,156 over the course of the season. Post "likes" for the season are 2,150 an increase of 68 likes from the previous season. The audience for the page is 82% women coming from Merriam, Shawnee, KCK, Merriam, Overland Park, KCMO, Lenexa, Olathe, Mission, Roeland Park, Prairie Village and Gardner with the majority 25 – 44 years of age.
- Hosted the City's annual Turkey Creek Car and Motorcycle Show, Cruise Night, two Summer Sundays, Funday-Sunday, Flags4Freedom, Halloween Happenings, Sundown with Holly Jolly Holiday Lights Homemade Soup event and the new Merriam Drive Live event.
- Facilitated maintenance including: updating lights to LED; repairs to guttering; new banners under the market; new stall identification numbers installed under market and painted on curb; new flag pole light; replaced brick pavers with concrete and new benches; conduit repair at light poles; and safety repairs to concrete to prevent trip hazards.

Transient Guest Tax Fund Department: Merriam Marketplace

Goals and Objectives Performance Measures

Department Goal: Operate and utilize the Merriam Marketplace in an efficient manner

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Increase Farmers' Market visitor attendance.

Objective: Increase public awareness of Farmers' Market through use of various marketing strategies to include but not limited to: social media marketing, outdoor billboard, various print and electronic media advertising.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Facebook followers	1,279	1,721	2,159	2,600
% increase / (decrease)	N/A	34.6%	25.5%	20.4%
Saturday Average Vendor Spaces Rented/Week	26	26	27	28
% increase / (decrease)	0%	0%	3.8%	3.7%
Saturday Average Shopper Attendance/Week	759	518	672	700
% increase / (decrease)	12.9%	(31.8%)	29.7%	4.0%
Wednesday Average Vendor Spaces Rented/Week	6	13	5	N/A
% increase / (decrease)	(14.3%)	116.7%	(61.5%)	
Wednesday Average Shopper Attendance/Week	181	186	95	N/A
% increase / (decrease)	17.5%	2.8%	(48.9%)	

Department Goal: Enhance City's economic base by offering activities and programs that promote the use of Merriam Marketplace

Citywide Goal Supported: Maintain Economic Vitality

Objective: Provide some form of weekly entertainment or activity during the Farmers' Market.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Projected 2018</i>	<i>Target 2019</i>
Saturday Market Total Season Shoppers	17,454	12,454	14,121	15,250
% increase / (decrease)	8.3%	(28.6%)	13.4%	
Wednesday Market Total Season Shoppers	2,539	2,423	1,245	N/A
% increase / (decrease)	56.8%	(4.6%)	(48.6%)	
Number of Entertainment / Activity Events / season	58	60	54	40
% increase / (decrease)	56.8%	3.4%	(10.0%)	(25.9%)
Marketplace Rentals	6	8	6	6
% increase / (decrease)	20.0%	33.3%	(25.0%)	0%

CITY OF MERRIAM, KANSAS

BUDGET BY LINE ITEM

ANNUAL BUDGET
2019



Children enjoy new playground equipment and safety surface at Quail Creek Park.

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General Fund Budget by Line Item: City Council

	Actual 2017	Estimated 2018	Budget 2019
<i>Personal Services</i>			
Salaries	\$ 54,513	\$ 55,694	\$ 56,755
Benefits	6,249	6,999	7,281
Total	60,762	62,693	64,036
<i>Contractual Services</i>			
Conferences and Seminars	236	2,700	2,700
Dues and Subscriptions	415	500	500
Travel Expenses	688	7,078	6,274
Other Contractual	136	1,120	7,560
Total	1,475	11,398	17,034
<i>Commodities</i>			
Reception and Meals	2,134	2,700	2,950
Total	2,134	2,700	2,950
<i>Department Total</i>	\$ 64,371	\$ 76,791	\$ 84,020

General Fund Budget by Line Item: Administration

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 639,814	\$ 685,272	\$ 710,614
Benefits	260,755	290,923	347,904
Total	900,569	976,195	1,058,518
Contractual Services			
Audit Expenses	25,345	25,845	28,000
Equipment Rental and Maintenance	486	775	915
Education and Training	5,216	6,050	11,065
Dues and Subscriptions	6,070	6,835	7,905
Communications	626	1,080	1,080
Travel Expenses	7,959	11,614	14,371
Other Contractual	4,144	3,700	4,200
Total	49,846	55,899	67,536
Commodities			
Other Commodities	1,866	3,000	3,000
Receptions and Meals	1,543	1,930	2,380
Total	3,409	4,930	5,380
Department Total	\$ 953,824	\$ 1,037,024	\$ 1,131,434

General Fund Budget by Line Item: Municipal Court

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 104,576	\$ 113,663	\$ 118,349
Benefits	48,660	61,329	78,393
Total	153,236	174,992	196,742
Contractual Services			
Judge Pro Tem	-	250	250
Municipal Judge	43,478	46,124	45,215
Prosecutor	43,478	29,124	29,000
Court Appointed Attorneys	22,648	16,000	20,000
District Court Appeals	255	3,000	3,000
Professional/Technical Services	5,984	6,420	6,480
Prisoner Care	22,893	25,000	25,000
Equipment Rental and Maintenance	1,561	1,550	1,700
Education and Training	395	845	1,345
Dues and Subscriptions	175	195	195
Communications	705	1,200	1,200
Printing & Publication	1,712	1,870	1,120
Travel Expenses	1,535	2,145	2,145
Other Contractual	8,281	10,500	8,650
Total	153,100	144,223	145,300
Commodities			
Office Supplies	2,240	1,900	2,100
Other Commodities	231	1,425	825
Total	2,471	3,325	2,925
Department Total	\$ 308,807	\$ 322,540	\$ 344,967

General Fund Budget by Line Item: General Overhead

	Actual 2017	Estimated 2018	Budget 2019
Employee Benefits			
Employee Assistance Program	\$ 1,600	\$ 2,500	\$ 2,000
Plan Administration Fees	668	1,000	700
Other Employee Benefits	3,344	15,525	17,525
Total	5,612	19,025	20,225
Contractual Services			
Professional/Technical Services	73,029	82,500	86,500
Employment Advertising and Testing	20,577	28,500	27,000
Equipment Rental and Maintenance	40,471	57,894	59,919
Education and Training	1,495	750	1,500
Dues and Subscriptions	18,897	18,396	19,915
Postage	16,299	16,300	22,500
Printing & Publication	8,481	13,250	31,450
Utilities-Building	102,035	108,572	123,870
Street Light & Traffic Signal Electricity	133,930	140,767	139,858
Building and Grounds Maintenance	31,297	33,425	30,725
Street Light & Traffic Signal Maintenance	141,489	139,429	147,829
Operation Green Light	14,400	14,440	14,400
Special Assessment and Taxes	20,208	25,000	24,000
Insurance and Bond	157,424	170,886	191,275
Legal Services	67,458	74,515	81,542
Other Contractual	7,954	12,192	12,888
Total	855,444	936,816	1,015,171
Commodities			
Office Supplies	8,662	9,000	9,000
Reception and Meals	7,406	1,000	1,000
Other Commodities	6,358	9,325	9,675
Total	22,426	19,325	19,675

General Fund Budget by Line Item: General Overhead

	Actual 2017	Estimated 2018	Budget 2019
Health & Welfare			
Franchise Tax Rebate	2,886	5,000	5,000
Other Local Programs	85	30,000	52,500
Shawnee Mission Cares	-	5,000	5,000
Jo Co Homes and Utility Assistance	40,000	39,000	39,000
United Community Services	7,000	7,600	7,600
Total	49,971	86,600	109,100
Transfers			
Transfer to Equipment Reserve	700,000	700,000	700,000
Transfer to Capital Improvement	4,330,680	4,040,741	3,971,806
Total	5,030,680	4,740,741	4,671,806
Contingency			
Equipment, Building, Emergency, etc...	17,061	50,000	-
Total	17,061	50,000	-
Department Total	\$ 5,981,194	\$ 5,852,507	\$ 5,835,977

General Fund Budget by Line Item: Information Services

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 90,648	\$ 94,253	\$ 98,109
Benefits	41,099	46,156	49,164
Total	131,747	140,409	147,273
Contractual Services			
Computer Programming	11,813	29,845	50,000
Computer Services	9,689	10,000	16,100
Maintenance & Service Contracts	140,985	160,550	182,114
Education and Training	1,198	2,500	5,700
Dues and Subscriptions	-	-	300
Travel Expenses	1,166	-	1,685
Communications	25,236	26,750	27,000
Total	190,087	229,645	282,899
Commodities			
Equipment & Software < \$5,000	43,326	28,735	18,100
Total	43,326	28,735	18,100
Capital Outlay			
Equipment & Software > \$5,000	6,000	-	-
Total	6,000	-	-
Department Total	\$ 371,160	\$ 398,789	\$ 448,272

General Fund Budget by Line Item: Police

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 2,415,008	\$ 2,407,998	\$ 2,465,883
Benefits	1,068,643	1,143,063	1,292,146
Total	3,483,651	3,551,061	3,758,029
Contractual Services			
Mental Health Co-Responder	7,239	2,258	12,000
Animal Care	15,708	14,000	18,000
Professional/Technical Services	2,992	4,900	4,900
Metro Squad	-	-	4,000
Utilities-Building	58,200	71,500	86,500
Building and Grounds Maintenance	19,963	21,100	27,000
Equipment Rental and Maintenance	18,238	21,500	31,500
Motor Vehicle Repair	14,903	15,000	15,000
Education and Training	12,817	12,500	12,500
Dues and Subscriptions	2,541	3,000	3,000
Communications	10,409	11,700	11,700
Printing & Publication	3,710	4,000	4,000
Travel Expenses	8,598	7,485	10,100
Other Contractual	9,986	10,000	10,000
Total	185,304	198,943	250,200
Commodities			
Office Supplies	7,260	7,750	8,750
Investigation & Crime Prevention Supplies	4,482	4,500	5,500
Ammunition	20,004	15,252	20,000
Uniforms	18,042	19,000	20,000
Vehicle Supplies (Gas,Oil,Tires,etc.)	52,013	59,450	76,000
Reception and Meals	1,260	1,900	1,900
Protective Clothing	4,550	4,600	6,600
Vehicle Equipment	8,472	8,500	9,000
Investigation & Crime Prevention Equip.	3,525	6,600	7,000
Equipment < \$5,000	13,036	13,000	18,000
Other Commodities	2,207	1,750	1,750
Total	134,851	142,302	174,500
Capital Outlay			
Furniture & Equipment	5,982	6,200	6,200
Total	5,982	6,200	6,200
Department Total	\$ 3,809,788	\$ 3,898,506	\$ 4,188,929

General Fund Budget by Line Item: Fire

	Actual 2017	Estimated 2018	Budget 2019
Contractual Services			
Physical Examinations	\$ -	\$ 6,250	\$ 6,250
Contractual Fire Services	2,263,952	2,429,818	2,596,430
Equipment Rental and Maintenance	65	2,500	13,500
Building and Grounds Maintenance	12,340	12,500	14,500
Motor Vehicle Repair	24,022	21,106	15,600
Education and Training	-	1,500	6,500
Dues and Subscriptions	233	500	500
Communications	564	2,200	2,200
Travel Expenses	-	1,500	1,500
Other Contractual	16,879	17,827	19,477
Total	2,318,055	2,495,701	2,676,457
Commodities			
Uniforms	4,793	6,850	11,850
Operating Supplies	2,657	5,450	10,450
Vehicle Supplies (Gas,Oil,Tires,etc.)	12,553	17,500	30,500
Communication/Radio Equipment	-	-	-
Protective Clothing	88	-	2,000
First Aid Supplies	634	1,500	1,500
Fire Prevention Supplies	-	-	-
Chemicals	-	1,600	1,600
Equipment <\$5k & Other Commodities	7,584	10,000	28,824
Total	28,309	42,900	86,724
Department Total	\$ 2,346,364	\$ 2,538,601	\$ 2,763,181

General Fund Budget by Line Item: Public Works

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 988,327	\$ 1,018,927	\$ 1,072,256
Benefits	498,295	557,272	624,163
Total	1,486,622	1,576,199	1,696,419
Contractual Services			
City-Wide Cleanup	21,418	26,000	31,000
Tree Trimming	8,437	8,564	11,100
Contractual Weed Control/Mowing	13,226	12,839	13,000
Pavement Marking	9,863	10,000	10,000
Utilities-Building	38,984	43,600	46,100
Building and Grounds Maintenance	28,550	28,500	31,081
Equipment Rental and Maintenance	43,274	47,000	46,000
Motor Vehicle Repair	4,284	9,300	8,000
Traffic Signal Maintenance	26,636	31,000	31,000
Education and Training	10,178	13,430	11,830
Dues and Subscriptions	1,242	1,250	1,250
Communications	2,731	4,240	4,240
Printing & Publication	-	-	-
Travel Expenses	2,311	1,291	3,691
Total	211,134	237,014	248,292
Commodities			
Office Supplies	1,938	2,350	2,350
Uniforms	9,268	10,500	11,500
Shop Supplies	9,510	11,200	10,600
Chemicals	10,446	10,700	10,700
Paint Supplies	2,869	5,000	7,000
Vehicle Parts/Repairs	40,656	41,885	41,885
Vehicle Supplies (Gas,Oil,Tires,etc.)	48,562	58,150	74,950
Tools	13,883	14,750	14,750
Salt/Sand/Ice Control	16,571	38,500	68,500
Rock/Asphalt/Concrete	47,619	50,000	65,500
Landscape Supplies	22,359	25,800	25,800
Reforestation	4,250	5,000	11,000
Equipment < \$5,000	3,748	10,000	10,000
Operating Supplies	13,841	16,825	17,825
Total	245,520	300,660	372,360
Department Total	\$ 1,943,276	\$ 2,113,873	\$ 2,317,071

General Fund Budget by Line Item: Culture & Recreation

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 367,940	\$ 409,136	\$ 468,362
Benefits	135,531	149,142	204,412
Total	503,471	558,278	672,774
Contractual Services			
Program Services	29,490	28,000	30,756
Utilities-Building	59,423	72,675	67,223
Building and Grounds Maintenance	43,635	32,825	33,000
Equipment Rental and Maintenance	14,713	20,590	21,050
Education and Training	2,459	3,015	2,875
Dues and Subscriptions	1,095	1,335	1,375
Communications	4,145	4,980	4,500
Printing & Publication	24,223	26,990	1,750
Travel Expenses	3,403	3,521	6,344
Other Contractual	19,928	23,150	21,520
Total	202,514	217,081	190,393
Commodities			
Office Supplies	2,414	2,850	2,525
Operating Supplies	10,453	10,650	10,300
Recreation Supplies	6,168	7,200	6,067
Other Commodities	8,183	9,525	8,650
Total	27,218	30,225	27,542
Department Total	\$ 733,203	\$ 805,584	\$ 890,709

General Fund Budget by Line Item: Aquatic Center

	Actual 2017	Estimated 2018	Budget 2019 *
Personal Services			
Salaries	\$ 149,696	\$ 153,589	\$ -
Benefits	17,349	20,560	-
Total	167,045	174,149	-
Contractual Services			
Swimming Competitions	634	1,700	-
Utilities	39,454	37,355	-
Building and Grounds Maintenance	2,781	3,560	-
Pool & Equipment Maint. and Repair	1,824	3,000	-
Education and Training	2,145	2,010	-
Communications	157	300	-
Printing & Publication	200	200	-
Other Contractual	6,295	9,525	39,015
Total	53,490	57,650	39,015
Commodities			
Uniforms	2,724	3,250	-
Chemicals & Pool Supplies	21,041	15,275	-
Concession Supplies	8,454	8,160	-
Operating & Cleaning Supplies	2,104	2,700	-
Total	34,323	29,385	-
Department Total	\$ 254,858	\$ 261,184	\$ 39,015

* Limited budget for 2019 due to construction of a new Community Center and indoor/outdoor pools. The existing aquatic center will be demolished to make way for the new community center and indoor/outdoor pools.

General Fund Budget by Line Item: Community Development

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 446,118	\$ 462,685	\$ 468,029
Benefits	195,466	217,507	249,760
Total	641,584	680,192	717,789
Contractual Services			
Professional/Technical Services	7,495	20,000	50,000
Equipment Rental and Maintenance	745	3,500	3,200
Education and Training	1,754	2,750	3,125
Dues and Subscriptions	2,268	2,600	2,650
Communications	548	1,000	1,000
Printing & Publication	451	700	700
Travel Expenses	4,211	4,555	5,525
Other Contractual	4,148	6,500	4,500
Total	21,620	41,605	70,700
Commodities			
Other Commodities	5,041	7,200	6,520
Total	5,041	7,200	6,520
Department Total	\$ 668,245	\$ 728,997	\$ 795,009

Capital Improvements Fund Budget by Line Item: CIP Administration

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 85,696	\$ 150,305	\$ 155,700
Benefits	39,953	72,482	79,285
Total	125,649	222,787	234,985
Contractual Services			
Outsourced & Special Engineering	24,787	35,000	35,000
Bridge Inspections	-	10,000	10,000
Motor Vehicle Repair	-	500	500
Education and Training	-	1,760	1,760
Dues and Subscriptions	3,125	4,400	4,400
Communications	313	600	600
Travel Expenses		200	200
Other Contractual	266	600	700
Total	28,491	53,060	53,160
Commodities			
Office Supplies & other	245	1,000	1,500
Uniforms, Books, Other Supplies	-	600	600
Gasoline	992	2,000	2,000
Total	1,237	3,600	4,100
Department Total	\$ 155,377	\$ 279,447	\$ 292,245

Transient Guest Tax Budget by Line Item: Visitor's Bureau

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 128,650	\$ 133,544	\$ 138,381
Benefits	71,286	81,033	83,223
Total	199,936	214,577	221,604
Contractual Services			
Utilities	12,539	14,550	14,300
Advertising	19,606	23,400	29,000
Building Maintenance	11,314	14,400	21,000
Conferences	1,414	1,450	1,500
Travel Expenses	1,695	1,950	2,100
Dues and Subscriptions	3,550	3,650	3,850
Telephone and Communications	3,894	4,700	4,200
Custodial Services	2,864	3,000	2,300
Postage	151	2,200	400
Printing and Binding	141	9,000	8,600
Total	57,168	78,300	87,250
Commodities			
Office and Cleaning Supplies	369	750	700
Reception & Meeting Expenses	627	600	1,000
Equipment < \$5,000	555	500	500
Total	1,551	1,850	2,200
Department Total	\$ 258,655	\$ 294,727	\$ 311,054

Transient Guest Tax Budget by Line Item: Special Community Events

	Actual 2017	Estimated 2018	Budget 2019
Personal Services			
Salaries	\$ 59,773	\$ 61,584	\$ 64,098
Benefits	23,236	33,961	35,471
Total	83,009	95,545	99,569
Health and Welfare			
Turkey Creek Festival	35,845	37,310	38,500
Art Gallery and Shows	13,639	12,850	12,450
Party in the Park Event	4,532	4,710	4,770
Car Show at Merriam Marketplace	13,500	13,210	13,850
Aquatic Center Event, Holiday, other	1,574	6,700	7,400
Concert in the Park/Music in the Marketplace	2,703	3,475	3,625
Total	71,793	78,255	80,595
Commodities			
Banners, other	5,833	6,500	6,500
Total	5,833	6,500	6,500
Department Total	\$ 160,635	\$ 180,300	\$ 186,664

***Transient Guest Tax Fund Budget by Line Item:
Merriam Marketplace***

	Actual 2017	Estimated 2018	Budget 2019
<i>Personal Services</i>			
Salaries	\$ 4,741	\$ 4,870	\$ 5,016
Benefits	479	481	512
Total	5,220	5,351	5,528
<i>Contractual Services</i>			
Utilities	7,056	7,745	7,340
Program Services	4,755	4,200	4,400
Building and Grounds Maintenance	3,520	9,750	7,800
Equipment Rental and Maintenance	2,640	400	400
Dues and Subscriptions	49	120	120
Conferences & Training	110	150	150
Advertising	7,772	7,000	7,400
Printing & Publication/Other	357	250	250
Total	26,259	29,615	27,860
<i>Commodities</i>			
Operating & Cleaning Supplies	736	1,145	2,025
Total	736	1,145	2,025
<i>Department Total</i>	\$ 32,215	\$ 36,111	\$ 35,413

Transient Guest Tax Budget by Line Item: Economic Development

	Actual 2017	Estimated 2018	Budget 2019
<i>Personal Services</i>			
Salaries	\$ 50,000	\$ 50,000	\$ 50,000
Total	50,000	50,000	50,000
<i>Contractual Services</i>			
Dues and Subscriptions	7,335	10,110	10,060
Marketing	4,619	10,000	15,000
Total	11,954	20,110	25,060
<i>Commodities</i>			
Meals/Receptions/Catering	-	1,720	2,280
Total	-	1,720	2,280
<i>Department Total</i>	\$ 61,954	\$ 71,830	\$ 77,340

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CITY OF MERRIAM, KANSAS

CAPITAL IMPROVEMENT PROGRAM

ANNUAL BUDGET
2019



The Wayside Horns Project reduces train noise at three Merriam railroad crossings.

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Five Year Capital Improvement Program – Introduction

Purpose of the Program

Cities continually face the need to repair and replace worn out and antiquated facilities and infrastructure and to build new ones that keep pace with citizen needs and community growth. To determine what, when, and where future improvements are to be made, the City Council adopts a Five Year Capital Improvement Plan which is reviewed and updated on an annual basis. The plan helps the City Council and staff better prepare for the future needs of the community while ensuring that adequate resources are available to finance those needs. Without this long range planning, public improvements may be given the wrong priorities, be poorly located, or unrealistic due to lack of available financial resources.

To formulate the Five Year Capital Improvement Plan, it is necessary to forecast funds available each year in the plan. The forecast is based upon facts and assumptions including actual trends and forecasted trends for revenues and construction costs. Typically, the forecast will demonstrate that the City does not have unlimited funds and that priorities must be established. With suggestions and input from City staff and the citizens of the community, the Council must undertake the task of prioritizing numerous projects and allocating them to the future years as funds are available.

This Five Year Capital Improvement Plan represents a schedule of major public improvement projects and expenditures which will guide budget development. It is the result of the Council's study and deliberation of the City's capital improvement needs.

Typical Projects

"Capital improvements" refer to infrastructure additions and improvements, rather than repairs. Typically such improvements have a useful life of twenty years or more and a cost of greater than \$100,000. Merriam's Capital Improvement Program, consists of street improvements, drainage improvements, park improvements and facility improvements. Examples include:

Street Improvements

- Arterial streets safety improvements
- Curb and gutter construction
- Storm drain construction
- Residential street lighting
- Sidewalk construction
- Traffic signal installation and coordination
- Bridge repair and rehabilitation

Drainage Improvements

- Bank stabilization
- Culverts
- Channel/creek improvements
- Flood mitigation projects
- Reconstruction/rehabilitation of old storm drain systems

Building Construction and Improvements

- Community Center construction
- Police Facility/City Hall
- Visitor's Bureau

Park Acquisition and Development

- Land acquisition
- Parkland amenities
- Streamway Park trail construction
- Waterfall Park development

Funding the Program

Merriam's share of the program costs are financed chiefly from sales tax collections. City Council Policy No. 116 permits the use of one-half of the City's 1.0% sales tax for the Capital Improvement Program. Additionally, Merriam voters have authorized a special 0.25% City sales tax dedicated to stormwater drainage and street improvements to be collected from January 2011 through December 2020. This tax provides funding to complete the street reconstruction program as well as drainage improvement projects identified in the Northeast Johnson County Watershed Study.

City Council has further directed that the City's share of the Johnson County "courthouse" sales tax (effective April 2017 through March 2027) be used to support the Capital Improvement Program.

Many projects can be undertaken only with the assistance of outside funds including:

- CARS County Assisted Road System (Johnson County)
- SMAC Stormwater Management Advisory Council (Johnson County)
- KDOT Kansas Department of Transportation (State)
- CDBG Community Development Block Grant (Federal)
- STP Surface Transportation Program (Federal)

Impact of Projects on the Operating Budget

Maintenance of road and drainage improvements is an ongoing expense that is a normal part of the City's operating budget. Many of the road and drainage projects included in the plan are improvements to existing infrastructure. The anticipated impact of a project (if any) on the operating budget is described on individual project pages.

Program Development

The development process of Capital Improvement Program involves input from various groups within the City. Following suggestions/requests from citizens, staff identifies and ranks the project based on criteria including:

- Safety concerns
- Property value/loss of property
- Availability of outside funding sources
- Community-wide benefit

After review and consideration, staff recommends appropriate projects to City Council along with project impact and approximate cost of improvement. Council reviews the capital improvement program each spring as part of the City's budget process and provides guidance as to priorities.

City Council's Role

City Council is the decision making body of the City and approves all project budgets. The Capital Improvement Program is prioritized and authorized by the Council each year. Once a project is part of the five year Capital Improvement Program, City Council approves various milestones during the project including:

- Selection of engineer or architect
- Review of concept studies and designs
- Approve designs and concurrence to bid
- Acceptance of construction bid
- Approval of change orders during construction
- Acceptance of certificate of completion

Five Year Capital Improvement Program – Highlights

The Capital Improvement Program (CIP) Highlights summarize the facts, assumptions, and projections that were used to formulate the revenue-forecasting model. The 2019-2023 Capital Improvement Program (CIP) continues City efforts to upgrade and maintain City streets, improve stormwater/drainage infrastructure, and rehabilitate bridges.

Fund Balances

- *2017 Balances (Unaudited)* — Total CIP balances increased \$1.5 million, to \$24.0 million in 2017. Restricted Tax Increment Financing (TIF) project fund balances increased by \$2.2 million due to declining TIF-related debt and contractual obligations plus an increase in TIF area property values. This was offset by a \$0.7 million decrease in General and Special Sales Tax Project fund balance due to a high level of construction activity.
- *2017 Actual Expenditures* — Project expenditures for 2017 totaled \$7.5 million, including \$2.0 million for the Police Department Improvements, \$1.2 million for Residential Street Group V, \$0.5 million for Shawnee Mission Parkway Bridge, \$0.4 million for Sidewalk Infill, and \$0.4 million for Wayside Horns.
- *2018 Balances (Projected)* — Projected CIP balances at December 31, 2018 are \$44.5 million after estimated expenditures of \$11.0 million. Estimated revenues are \$34.4 million, including \$24.1 million in bond proceeds.
- *2019 (Projected)* — Projected CIP balances at December 31, 2019 are \$20.5 million including \$7.8 million restricted TIF funds. Estimated 2019 CIP expenditures are \$31.6 million. Estimated 2019 revenues are \$8.7 million including \$4.0 million from General Fund sales tax transfers, \$1.9 million from the 0.25% Street/Stormwater City Sales Tax collections, and \$1.0 million from various federal and county grants.
- *Sales Tax Estimates* — Fund Balance projections depend heavily on the accuracy of sales tax estimates. City Sales Tax collections for 2017 were 3% less than 2016 as a result of softer auto sales. Projections for 2018 are estimated to drop 4% with another 2% drop in 2019. Future collections will be reviewed closely to assess the need for changes to the program.
- *Individual Project Funds* — Capital Improvement funds are comprised of four separate categories, described below. Except for General Projects, restrictions apply to the use of project funds.
 1. *General CIP Projects* — Funding is provided by the City Council's Capital Improvements Funding Policy (#116). The policy allows for transfers up to 50% of the 1.0% City Sales Tax plus 0.25% of the City Use tax. There are no restrictions on the type or location of projects using these funds.
 2. *2018 Bond Issue – Recreational Facilities* — Voters approved the issuance of general obligation bonds that generated \$24.0 million in net proceeds for construction of a new recreational facility. The project fund will also track use of the non-bonded contribution from General CIP Projects.
 3. *Special Sales Tax Projects – Stormwater/Streets* — Merriam voters approved a 0.25% City Sales tax dedicated to stormwater drainage and street improvements, to be collected for ten years from January 2011 through December 2020. Revenues are supplemented with external grants whenever possible. Projects may be supported by transfers from General Projects if needed. Renewal of the 0.25% City Sales tax is not reflected in this program period, but may be considered.
 4. *I-35 Redevelopment District Projects* — Revenue consists of property taxes from the tax increment generated by the I-35 Redevelopment District less contractual payments to developers. Eligible projects must be located within the boundaries of the I-35 Redevelopment TIF District. Balances have grown due to completion of obligations under TIF agreements with some developers. Additionally, TIF increment has risen with property values. Funds may be used for economic

development or projects in accordance with approved project development plans. Projections indicate available fund balance of \$3.0 million by 2023.

5. *Merriam Town Center District Projects* – Although the District was formally closed as of February 1, 2016, a fund balance of \$2.5 million remains. Revenue consists of TIF increment generated by the District and the annual “state guarantee payment”. Staff is reviewing eligible uses for these funds in conjunction with outside counsel, but no projects using these funds are programmed currently.

Connection between the Bond Fund and the CIP Program

Outstanding general obligation (GO) bonds will be \$21,585,000 at December 31, 2018, including the 2018 bond issue. Related debt service is funded from the Bond Fund mill levy (currently 1.038 of the 27.741 mills) and special assessment taxes on the Merriam Pointe project area (only through 2018). Additionally, voters approved a special 0.25% cent City sales tax for Recreational Facilities which will apply to debt service on the new bond issue.

Remaining amounts needed to fully fund debt service will be transferred from the Capital Improvement Fund. Such transfers allow the Bond Fund to maintain a steady mill levy. The necessary transfers to the Bond Fund for this five year period average \$1.2 million per year. If collections for the special 0.25% Recreational Facilities City sales tax fall below projections, increased transfers from the Capital Improvement Fund will be needed. Such transfers will reduce funding available for projects. **Note:** Because the 2018 bond issue was approved subsequent to preparation of the 2018 budget, associated debt service will be paid directly from the Capital Improvement Fund for **2018 only**. Also, revenue from the new, dedicated 0.25% sales tax will be deposited to the Capital Improvement Fund for **2018 only**.

Project Summaries

The summaries below are for significant, upcoming projects. More information on all programmed projects may be found on the individual project pages which follow.

General Projects

- Comprehensive Plan Revision/Update – The City of Merriam's Comprehensive Land Use Plan was adopted in 2001. The plan's lifespan is 20 years and so the city is preparing to undertake an extensive revision/update of the plan in 2019 and 2020.
- Recreational Facilities Construction – Transfer out – The City has committed to spend \$6.0 million in general project funds to supplement \$24.0 million in bond proceeds for construction of a \$30.0 million recreational facility.
- Residential Streetlight Program – The Council implemented this streetlight program to use available dollars as streets and neighborhoods are improved through the capital improvements program. The program also includes retrofitting new decorative lighting into the neighborhoods improved before the program was implemented. Program funding levels continue in the proposed 2019-2023 CIP Program.
- Sidewalk Program – Citywide in-fill – The program will fill in approximately 27,053 linear feet of sidewalk in areas that either have no sidewalk or have partial sidewalks that need to be connected. The work will be conducted in three phases so that it can be properly managed. Phase I is complete. Phase II is scheduled for 2018 and Phase III in 2019.
- Sidewalk Maintenance/Repair Program – City Council provided direction to assess the condition of existing sidewalks throughout the City and to conduct repairs and maintenance as needed. This program is to supplement the Public Works efforts in addressing these repairs.

- Upper Turkey Creek Feasibility Study/Construction – This is a long-term project that is rather complex and requires cooperation from multiple jurisdictions at the local, county, state and federal levels. The U. S. Army Corps of Engineers (USACE) began a feasibility study in 2002 to address flooding concerns in the Upper Turkey Creek basin. The draft feasibility study was completed in spring 2010. In October of 2011, USACE, City of Merriam and the consulting engineers hosted a public open meeting to discuss the feasibility study and get public feedback. Alternative Formulation Briefing meeting was held in January 2013 to receive comments from other Federal reviewing agencies and to finalize the report. In May 2015, the KC Regional Corps Engineers and City Staff presented the project to the Civil Works Review Board in Washington D.C. At this meeting, the project competed with other flood mitigation projects nationwide for funding. It was moved forward for Agency Review. The project construction is not anticipated to occur before 2019 and has an estimated cost of approximately \$37.5 million, with the local entities' share at approximately \$13.0 million. Merriam's potential share is estimated at \$5.0 million plus approximately \$2.0 million in-kind for easement acquisition.

2018 Bond Issue – Recreational Facilities

- Recreational Facilities Construction – In September 2017, Merriam voters approved the issuance of \$24 million in bonds and implementation of a new 0.25% sales tax to pay for a recreational facility at Vavra Park. The facility will include an indoor/outdoor pool, walking/jogging track, a full-sized gym, and a child watch area, among other amenities. Site work will begin in fall 2018 with completion in summer 2020.

Special Sales Tax Projects (Stormwater/Streets) - effective January 2011 thru December 2020

- 67th Street Reconstruction (west City limit to Antioch Rd.) – The project entails West 67th Street between West City Limits to Antioch Road. The scope of work includes removal of concrete cap around Antioch Road area, a 2-inch mill/overlay, new pavement markings, installation of new streetlights, new traffic signal system and replacement of curb/gutters/sidewalk/ADA ramps as required. The project is eligible for Johnson County CARS funding.
- Other CARS-eligible projects – Four additional projects will be submitted for Johnson County CARS funds: 49th Street/Antioch to Switzer; 55th Street/ Merriam Drive to west City limit; and Merriam Drive/Johnson Drive to 55th Street; new this year is Johnson Drive – BNSF Railroad to Mackey.

Redevelopment District Projects

- 67th Street/E. Frontage Intersection Improvements – Results of an on-going traffic study will determine the actual cost and nature of improvements to this intersection. TIF funds are available if City Council determines that the improvements support a new or existing I-35 TIF project plan.
- Vavra Parking Project – The City Council approved an I-35 TIF project plan to construct a two-story parking structure adjacent to the new recreational facility at Vavra Park. The parking structure will help provide flexibility for future uses in this area, and create additional green space on the site.
- W. Frontage Road Curb/Gutter Improvement – This project is now scheduled for 2020, following development of the remaining vacant parcels at Merriam Pointe. TIF funds are available if City Council determines that the improvement supports the amended Merriam Pointe TIF Project Plan. West Frontage Road between the Merriam Pointe auto dealers and 75th Street has curb/gutter only on the east side. Street run-off drains directly to the grassy area and down the slopes to the businesses below the street level. Staff proposes to install curb/gutter, sidewalk, drainage improvements and mill/overlay of pavement. Adjustments of existing decorative streetlights are part of the project. This corridor is substantially developed. The completion of the street will make this commercial corridor more attractive and safer for businesses.

Five Year Capital Improvement Fund Forecast

	Actual 2017	Budget 2018	Estimated 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023
REVENUES								
Beginning Balance	\$ 22,495,017	\$ 20,175,268	\$ 23,994,706	\$ 44,531,216	\$ 20,466,775	\$ 16,136,201	\$ 15,437,869	\$ 11,695,983
Interest	127,904	65,000	105,000	100,000	65,000	55,000	40,000	15,000
Transfer from General Fund-Sales Tax	4,130,680	4,399,378	4,040,741	3,971,806	2,660,877	2,163,846	2,102,404	1,941,349
Transfer from General Fund - Other	200,000	-	-	-	-	-	-	-
Transfer from I-35 TIF Fund	2,185,000	1,700,000	1,650,000	1,750,000	1,700,000	700,000	600,000	1,700,000
Proceeds from GO Bonds	-	-	24,107,739	-	-	-	-	-
1/4 cent sales tax- Stormwater/Streets	1,981,855	2,095,501	1,902,581	1,864,529	1,855,207	-	-	-
1/4 cent sales tax- Rec Facilities	-	-	1,902,581	-	-	-	-	-
Miscellaneous	732	-	-	-	-	-	-	-
Intergovernmental Grant	606,735	658,018	785,071	995,605	646,221	703,706	512,017	867,152.00
TOTAL REVENUES	\$ 31,727,923	\$ 29,093,165	\$ 58,488,419	\$ 53,213,156	\$ 27,394,080	\$ 19,758,753	\$ 18,692,290	\$ 16,219,484
EXPENDITURES								
Transfer to Bond & Interest Fund	\$ 275,000	\$ 300,000	\$ 300,000	\$ 1,150,000	\$ 1,150,000	\$ 1,200,000	\$ 1,150,000	\$ 1,200,000
Principal & Interest (2018 GO Bond)	-	-	2,661,639	-	-	-	-	-
Project Administration	155,375	279,447	279,447	292,245	306,857	322,200	338,310	355,226
Capital Improvements Projects	7,302,842	9,718,123	10,716,117	31,304,136	9,801,022	2,798,684	5,507,997	7,879,053
TOTAL EXPENDITURES	\$ 7,733,217	\$ 10,297,570	\$ 13,957,203	\$ 32,746,381	\$ 11,257,879	\$ 4,320,884	\$ 6,996,307	\$ 9,434,279

**Capital Improvement Program
Revenue Summary By Project or Source**

Project or Source	Revenue Source	Actual YTD thru 3/15/18	Remaining Projected Revenues by Year					
			2018	2019	2020	2021	2022	2023
2018 GO Bond Issue	Bond Issue	24,107,739	-	-	-	-	-	-
49th St - Antioch to Switzer	CARS	-	-	-	-	-	-	867,152
55th St - Merriam Dr to W. City Limit	CARS	-	-	-	-	703,706	-	-
67th St Reconstruction (west limit to Antioch Rd)	CARS	-	-	995,605	-	-	-	-
CDBG 2018 Streetlights	CDBG	-	61,250	-	-	-	-	-
Interest	Interest on Investments	-	105,000	100,000	65,000	55,000	40,000	15,000
Johnson Dr - BNSF to Mackey	CARS	-	-	-	-	-	512,017	-
Johnson Dr Reconstruction (Kessler Ln to west limit)	CARS	-	723,820	-	-	-	-	-
Merriam Dr - Jo Dr to 55th St	CARS	-	-	-	646,221	-	-	-
Rec Facility Construction - Transfer Out	Transfer from General Projects	-	-	2,000,000	4,000,000	-	-	-
Special Sales Tax Stormwater/Street	1/4 cent Sales Tax eff. 1/2011	-	1,902,581	1,864,529	1,855,207	-	-	-
Special Sales Tax Recreational Facility	1/4 cent Sales Tax eff. 1/2018	-	1,902,581	-	-	-	-	-
Transfer from General Fund - Sales Taxes	Council Policy	699,419	3,341,322	3,971,806	2,660,877	2,163,846	2,102,404	1,941,349
Transfer from I-35 TIF Fund	Increment per KSA 12-1771	-	1,650,000	1,750,000	1,700,000	700,000	600,000	1,700,000
Total All Projects		\$ 24,807,158	\$ 9,686,554	\$ 10,681,940	\$ 10,927,305	\$ 3,622,552	\$ 3,254,421	\$ 4,523,501
Less: Transfers Between Project Funds		-	-	2,000,000	4,000,000	-	-	-
Total All Projects - Net of Transfers		\$ 24,807,158	\$ 9,686,554	\$ 8,681,940	\$ 6,927,305	\$ 3,622,552	\$ 3,254,421	\$ 4,523,501

Abbreviations:

BR/STP - Bridge/Surface Transportation Enhancement Program

STP - Surface Transportation Enhancement Program

CARS - County Assisted Road System

CDBG - Community Development Block Grant

KDOT - Kansas Department of Transportation

SMAC - Stormwater Management Advisory Committee

Capital Improvement Program - Five Year Plan
Expense Summary by Project

Project Name	Project #	Total Project Estimate	Expenditures Through 3/15/18	Remaining Anticipated Expenditures by Year					
				2018	2019	2020	2021	2022	2023
General Projects									
CDBG 2018 Streetlights	GD1801	102,221	24,691	77,530	-	-	-	-	-
Comprehensive Plan Revision/Update	GM1901	250,000	-	-	125,000	125,000	-	-	-
Future of 5701 Merriam Dr.	GM1902	30,000	-	-	30,000	-	-	-	-
Overlay Supplement	GM0303	5,245,925	3,445,925	400,000	200,000	300,000	300,000	300,000	300,000
Police Department Facility Improvements	GM1609	2,400,000	2,166,138	233,862	-	-	-	-	-
Project Administration	GMMY99	3,016,835	1,152,798	249,199	292,245	306,857	322,200	338,310	355,226
Public Art	GM1504	564,867	249,867	105,000	105,000	105,000	-	-	-
Rec Facility Construction - Transfer Out	GMGNPR	6,000,000	-	-	2,000,000	4,000,000	-	-	-
Residential Streetlight Program	GM0403	1,373,435	716,194	107,241	150,000	100,000	100,000	100,000	100,000
Sidewalk Maintenance/Repair Program	NEW	800,000	-	-	-	200,000	200,000	200,000	200,000
Sidewalk Program - Citywide in-fill	GM1704	1,779,545	492,474	737,071	550,000	-	-	-	-
Small Drainage Projects - Replacement/Rehabilitation	GM1103	2,012,898	212,898	300,000	300,000	300,000	300,000	300,000	300,000
Streamway Trail Ext (Brown Park)	GM1705	200,000	-	200,000	-	-	-	-	-
Upper Turkey Creek Drainage Improvement	None	5,046,250	-	-	-	67,250	55,250	2,854,000	2,069,750
Contingency	GMGNPR	2,349,707	349,707	300,000	350,000	550,000	100,000	400,000	300,000
Subtotal General Projects		\$ 31,171,684	\$ 8,810,692	2,709,904	4,102,245	6,054,107	1,377,450	4,492,310	3,624,976
			project fund balance	\$ 11,504,283	\$ 10,698,844	\$ 6,610,614	\$ 6,657,010	\$ 3,592,104	\$ 1,193,477
2018 Bond Issue - Recreational Facilities									
2018 GO Bond Issuance Costs	BM1801	107,739	100,149	7,590	-	-	-	-	-
Rec Facility Construction (bonded)	BM1802	24,000,000	48,189	3,260,000	20,691,811	-	-	-	-
Rec Facility Construction (non-bonded)	GM1802	6,000,000	-	-	2,000,000	4,000,000	-	-	-
Subtotal 2018 Bond Issue		\$ 30,107,739	\$ 148,339	3,267,590	22,691,811	4,000,000	-	-	-
			project fund balance	\$ 20,691,811	\$ -	\$ -	\$ -	\$ -	\$ -
Special Sales Tax Projects - Streets/Stormwater (Ends in 2020)									
49th St - Antioch to Switzer	GC2301	1,964,266	-	-	-	-	-	204,963	1,759,303
55th St - Merriam Dr to W. City Limit	GC2101	1,688,743	-	-	-	166,331	1,522,412	-	-
67th St Reconstruction (west limit to Antioch Rd)	GC1901	2,541,534	-	235,325	2,306,209	-	-	-	-
Johnson Dr - BNSF to Mackey	NEW	1,170,056	-	-	-	-	121,022	1,049,034	-
Johnson Dr Reconstruction (Kessler Ln to west limit)	GC1801	1,800,475	117,301	1,683,174	-	-	-	-	-
Merriam Dr - Jo Dr to 55th St	GC2001	1,481,934	-	-	164,493	1,317,441	-	-	-
Shawnee Mission Pkw/Turkey Creek Bridge Study/Rehab	GM1507	248,878	17,255	-	231,623	-	-	-	-
Contingency	GM1105	500,000	-	-	100,000	100,000	100,000	100,000	100,000
Subtotal Special Sales Tax Projects - Streets/Stormwater		\$ 11,395,886	\$ 134,555	\$ 1,918,499	\$ 2,802,325	\$ 1,583,772	\$ 1,743,434	\$ 1,353,997	\$ 1,859,303
			project fund balance	\$ 1,889,355	\$ 1,967,164	\$ 2,909,820	\$ 1,890,092	\$ 1,053,112	\$ 60,961
I-35 Redevelopment District Projects									
67th Street/E. Frontage Intersection Improvements	None	2,500,000	-	-	-	-	-	-	2,500,000
Vavra Parking Project	GT1801	6,600,000	-	1,600,000	4,000,000	1,000,000	-	-	-
W. Frontage Rd Curb/Gutter	None	1,220,000	-	-	-	1,220,000	-	-	-
Contingency	GMGNRD	613,849	113,849	-	-	250,000	-	-	250,000
Subtotal I-35 Redevelopment District Projects		\$ 10,933,849	\$ 113,849	\$ 1,600,000	\$ 4,000,000	\$ 2,470,000	\$ -	\$ -	\$ 2,750,000
			project fund balance	\$ 7,909,708	\$ 5,264,708	\$ 4,079,708	\$ 4,354,708	\$ 4,514,708	\$ 2,994,708
Total All Projects		\$ 83,609,158	\$ 9,207,435	\$ 9,495,992	\$ 33,596,381	\$ 14,107,879	\$ 3,120,884	\$ 5,846,307	\$ 8,234,279
Less: Transfers Between Project Funds		6,000,000	-	-	2,000,000	4,000,000	-	-	-
Total All Projects - Net of Transfers		\$ 77,609,158	\$ 9,207,435	\$ 9,495,992	\$ 31,596,381	\$ 10,107,879	\$ 3,120,884	\$ 5,846,307	\$ 8,234,279

Project Listing

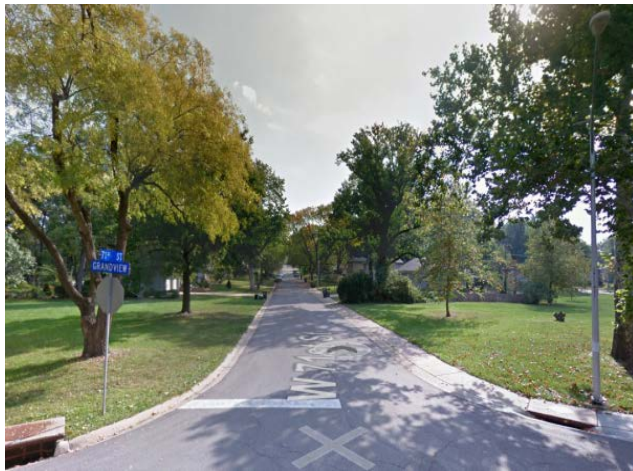
Page	Project	Description	Anticipated Construction Year
General Projects			
155	CDBG Streetlights 2018	Knox to Hayes - 47th to 49th	2018
156	Comprehensive Plan Revision/Update	Update Comprehensive Land Use Plan	2019/2020
157	Future of 5701 Merriam Drive	Future Development Site	2019
158	Overlay Supplement	Various Locations	2018-2023
159	Police Department Facility	Police Department	2016-2018
160	Public Art	Various Locations	2016-2019
161	Residential Streetlight Program	City-wide	2018-2023
162	Sidewalk Maintenance/Repair Program	City-wide	2020/2023
163	Sidewalk Program	City-wide / Sidewalk In-Fill	2017-2019
164	Small Drainage Projects	Various Pipes Replacement/Rehabilitation	2018-2023
165	Streamway Trail Ext (Brown Park)	Merriam Dr. to Brown Park/Brown Park to Knox	2018
166	Upper Turkey Creek Improvement	Entire Channel Through Merriam	2020/2023
2018 Bond Issue - Recreational Facilities			
168	Recreational Facilities Improvements	New Recreational Facility at Vavra Park	2018-2020
Special Sales Tax Projects - Stormwater/Streets			
169	49th Street Improvement	Antioch to Switzer	2022/2023
170	55th Street Improvement	Merriam Dr to W City Limit	2020/2021
171	67th Street Reconstruction/Improvement	From West City Limits to Antioch Road	2018-2019
172	Johnson Drive Rehabilitation	BNSF RR to Mackey St	2021/2022
173	Johnson Drive Reconstruction	Kessler Ln to West Limit	2017-2018
174	Merriam Drive Improvements	Johnson Dr to 55th St	2019-2020
175	Shawnee Mission Pkwy Bridge over Turkey Creek	Bridge Rehabilitation	2019
I-35 Redevelopment District Project			
176	67 th Street/I-35/ E. Frontage Road Improvement	67th St/I-35/E. Frontage Rd.	2023
177	Vavra Parking Project	Parking Lot Expansion	2019/2020
178	W. Frontage Road Curb/Gutter Improvement	Turkey Creek Dr (Merriam Pointe) to 75th St	2020/2021

Impact on Operating Budget
Summary by Project

Project	Description	Annual Maintenance Costs
General Projects		
CDBG Streetlights 2018	Knox to Hayes - 47th to 49th	\$ -
Comprehensive Plan Revision/Update	Update Comprehensive Land Use Plan	-
Future of 5701 Merriam Drive	Future Development Site	-
Overlay Supplement	Various Locations	-
Police Department Facility	Police Department	-
Public Art	Various Locations	-
Residential Streetlight Program	City-wide	-
Sidewalk Maintenance/Repair Program	City-wide	-
Sidewalk Program	City-wide / Sidewalk In-Fill	-
Small Drainage Projects	Various Pipes Replacement/Rehabilitation	-
Streamway Trail Ext (Brown Park)	Merriam Dr. to Brown Park/Brown Park to Knox	-
Upper Turkey Creek Improvement	Entire Channel Through Merriam	-
2018 Bond Issue - Recreational Facilities		
Recreational Facilities Improvements	New Recreational Facility at Vavra Park	-
Special Sales Tax Projects - Stormwater/Streets		
49th Street Improvement	Antioch to Switzer	-
55th Street Improvement	Merriam Dr to W City Limit	-
67th Street Reconstruction/Improvement	From West City Limits to Antioch Road	-
Johnson Drive Rehabilitation	BNSF RR to Mackey St	-
Johnson Drive Reconstruction	Kessler Ln to West Limit	-
Merriam Drive Improvements	Johnson Dr to 55th St	-
Shawnee Mission Pkwy Bridge over Turkey Creek	Bridge Rehabilitation	-
I-35 Redevelopment District Project		
67 th Street/I-35/ E. Frontage Road Improvement	67th St/I-35/E. Frontage Rd.	-
Vavra Parking Project	Parking Lot Expansion	-
W. Frontage Road Curb/Gutter Improvement	Turkey Creek Dr (Merriam Pointe) to 75th St	-

Community Development Block Grant 2018 (CDBG)

Street Lights – Knox to Hayes / 47th to 49th



Project Information

Project #: GD1801
Construction Year: 2018
Project Status: Preliminary
Project Manager: Public Works Director
Funding Source: CDBG / General CIP
Contractor: Public Works

Project Description

Community Development Block Grant (CDBG) is a Federal Grant reserved for use only in the approved CDBG area for economically disadvantaged neighborhoods. The grant will supplement the City's streetlight program.

Project Costs

	<u>As of</u> <u>3/15/18</u>	<u>2018</u>	<u>Total</u>
TOTAL PROJECT COST	\$24,691	\$77,530	\$102,221
CDBG GRANT		\$61,250	\$61,250
NET MERRIAM COST:	\$24,691	\$16,280	\$40,971

Impact on Operating Budget

The new decorative streetlights will be metered and maintained by the City's Public Works Department. The streetlights currently in place are not metered, and are maintained through a service contract with an outside provider. The Public Works Department will experience increased costs as more and more City maintained lights are installed. The City expects to offset much of this additional cost by gradually reducing the number of lights serviced contractually as well as the increased efficiency of the metered lights over non-metered lights.

COMPREHENSIVE PLAN REVISION / UPDATE



Project Information

Project #: GM1901
Construction Year: 2019-2020
Project Status: Conceptual
Project Engineer: TBD
Funding Source: General CIP
Contractor: TBD

Project Description

The City of Merriam's Comprehensive Land Use Plan was adopted in 2001. The plan's lifespan is 20 years and the city is preparing to undertake an extensive revision/update of the plan. This process will involve a substantial outreach effort to residents, property owners, businesses, and people who work in Merriam. The revision/update process will involve assistance from consultants and occur in the years of 2019 and 2020.

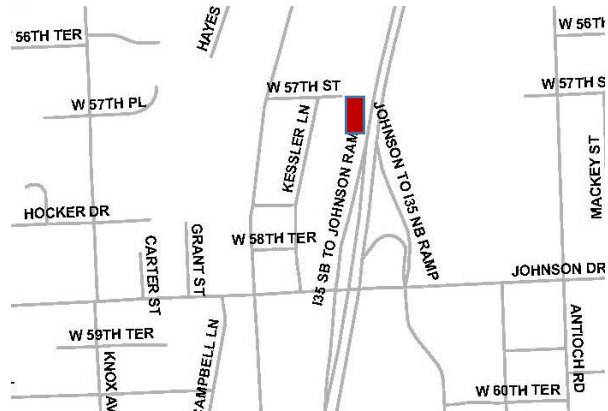
Project Costs

	<u>2019</u>	<u>2020</u>	<u>Total</u>
TOTAL PROJECT COST	\$125,000	\$125,000	\$250,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Future of 5701 Merriam Drive



Project Information

Project #: GM1902
Development Year: 2018
Project Status: Preliminary Studies
Project Manager: Department Director
Funding Source: General CIP

Project Description

The City will engage an outside consultant to facilitate public discussion about development of this site after the new community center is opened.

Project Costs

	<u>2019</u>
CONSULTANT, PUBLIC MEETINGS	\$30,000

Impact on Operating Budget

Budget impact will depend upon the choices made for future development.

Overlay Supplement

Various Locations



Residential Street (spring, 2011)

Project Information

Project #: GM0303
Construction Year: Multi-Year
Project Status: Ongoing
Project Engineer: City Engineer
Funding Source: General CIP
Contractor: Various

Project Description

The City has committed its share of Special Highway Fund revenues (state tax on motorized vehicle fuel) to the annual overlay/curb replacement program. To provide for adequate street maintenance, Staff recommends an additional supplement through 2023. Currently, the City of Merriam receives approximately \$300,000 annually in gas taxes. State budget shortfalls continue to place Special Highway Fund revenues in jeopardy. If State funding continues to reduce, it may become necessary to provide for even larger supplements if we wish to maintain the overlay program. Staff also recommends that some streets are beyond its design life, thus mill/overlay will be ineffective in prolonging structural life of the street. Council should consider reconstruction of the street instead of mill/overlay.

Project Costs

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
TOTAL COST	\$400,000	\$200,000	\$300,000	\$300,000	\$300,000	\$300,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Police Department Facility Improvements



Project Information

Project #: GM1609
Development Year: 2016-2017
Project Status: Substantially Complete
Project Engineer: Hoefer Wysocki
Project Manager: Department Director
Funding Source: General CIP
Contractor: Nabholz Construction

Project Description

The project was initiated to remedy three core concerns: troublesome HVAC, small inadequately ventilated property room and an inadequate locker room. A space study was conducted in 2016 by Hoefer Wysocki and was hired to design the project. Nabholz Construction was then hired as Construction Manager/Contractor. Working with Hoefer Wysocki and Nabholz, there was an opportunity to add some value and/or efficiencies to the project by fixing the core concerns and revising the design for the "old space". A design was developed to improve the various work areas that would be affected by the new addition.

Project Costs

	<u>As of</u> <u>3/15/18</u>	<u>2018</u>	<u>Total</u>
ENGINEERING / ARCHITECTURAL & ALL OTHER	\$395,425	\$27,549	\$422,974
CONSTRUCTION	\$1,770,713	\$206,313	\$1,977,026
TOTAL PROJECT COST:	\$2,166,138	\$233,862	\$2,400,000

Impact on Operating Budget

Operating budget could be reduced due to energy efficiency items that will be added including LED lighting and improved HVAC system.

Public Art

Various Locations in the City



"Still Time" - Johnson Dr. & Merriam Dr.



"Planting the Seeds" – Merriam Marketplace

Project Information

Project #: GM1504
Construction Year: 2015-2019
Project Status: Ongoing
Project Manager: City Administrator and City Council Ad-hoc Arts Committee
Funding Source: General CIP
Contractor: Various

Project Description

As part of Council goals and objectives, the Council wishes to beautify and give positive image for City of Merriam. An ad-hoc committee was formed by staff and members of the Council to review what should be included as part of image branding for the City of Merriam.

Project Costs

	<u>As of</u>				
	<u>3/15/18</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Total</u>
TOTAL COST:	\$249,867	\$105,000	\$105,000	\$105,000	\$564,867

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Residential Streetlight Program



Residential Street light on Goodman north of Johnson Drive

Project Information

Project #:	GM0403
Construction Year:	2018 – 2023
Project Status:	Ongoing
Project Manager:	Public Works Director
Funding Source:	General CIP
Contractor:	Generally Public Works

Project Description

City Council instituted a residential streetlight program to begin installation of standard residential streetlights with all of the upcoming residential street projects. In addition, City Council directed staff to infill street lights in previously improved residential areas. This project dedicates available dollars each year to add new lighting to existing residential neighborhoods in addition to lighting that will be installed as streets are improved. The new systems are installed and maintained by Public Works crews.

Project Costs

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
TOTAL PROJECT COST:	\$120,000	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000

Impact on Operating Budget

The new decorative streetlights will be metered and maintained by the City's Public Works department. The streetlights currently in place are not metered, and are maintained through a service contract with an outside provider. The Public Works department will experience increased costs as more and more City-maintained lights are installed. The City expects to offset much of this additional cost by gradually reducing the number of lights serviced contractually, as well as the increased efficiency of the metered lights over non-metered lights.

Sidewalk Maintenance Program

City Wide



Project Information

Project #: NEW
Construction Year: 2020-2023
Project Status: Conceptual
Project Engineer: TBD
Funding Source: General CIP
Contractor: TBD

Project Description

City Council provided direction to assess the condition of existing sidewalks throughout the City and to conduct repairs and maintenance as needed. This program is to supplement the Public Works efforts in addressing these types of repairs.

Project Costs

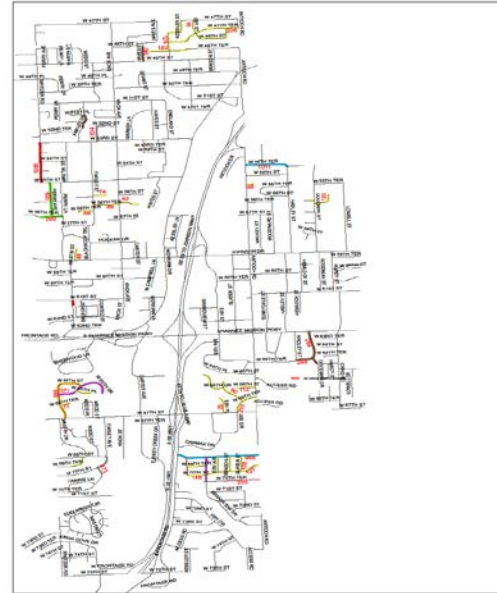
	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
TOTAL PROJECT COST:	\$200,000	\$200,000	\$200,000	\$200,000

Impact on Operating Budget

This project is not expected to have a significant effect on operating budget.

Sidewalk Program

City Wide – Sidewalk In-Fill



Project Information

Project #: GM1704
Construction Year: 2017-2019
Project Status: Design
Project Engineer: GBA
Funding Source: General CIP
Contractor: TBD

Project Description

Fill in approximately 27,053 linear feet of sidewalk in areas that either have no sidewalk or have partial sidewalks that need to be connected. It is proposed to break this project into three phases so that it can be properly managed and constructed with lower impact on the residents.

Project Costs

	<u>As of</u> <u>3/15/18</u>	<u>2018</u>	<u>2019</u>	<u>Total</u>
ENGINEERING	\$97,164	\$60,000	\$55,000	\$212,164
CONSTRUCTION	\$395,296	\$612,070	\$445,000	\$1,452,366
LEGAL	\$14	\$5,000		\$5,014
EASEMENT/ROW ACQUISITION		\$10,000		\$10,000
CONTINGENCY		\$50,000	\$50,000	\$100,000
TOTAL PROJECT COST:	\$492,474	\$737,070	\$550,000	\$1,779,544

Impact on Operating Budget

This project is not expected to have a significant effect on operating budget.

Small Drainage Projects

Various Pipes Replacement/Rehabilitation



Small storm drain outlet

Project Information

Project #:	GM1103
Construction Year:	Ongoing
Project Status:	Varies
Project Engineer:	City Engineer
Funding Source:	General CIP
Contractor:	Public Works for spot repairs

Project Description

City of Merriam has aging drainage infrastructures including Corrugated Metal Pipes (CMP) and Reinforced Concrete Pipe (RCP) that are at risk of failure. Various trenchless technologies are available and have been widely used throughout North America. Such trenchless pipe installation technologies include Cured-In-Place-Pipe (CIPP), thermo-formed Ultra-Liner and Pipe Bursting, which all utilize existing pipe cavity and line the pipe instead of trenching across street sections. The cost of these technologies is becoming very competitive and in many cases can be more economical due to savings in logistics and cost of traffic control over busy streets and reconstruction of street over the trench. Another benefit to the trenchless technology is the significant reduction in risk of liability and safety in trenching adjacent to homes and yards. If trenchless technology is not feasible, City Staff will collaborate to find best option including in-house work with the Public Works crews.

Project Costs

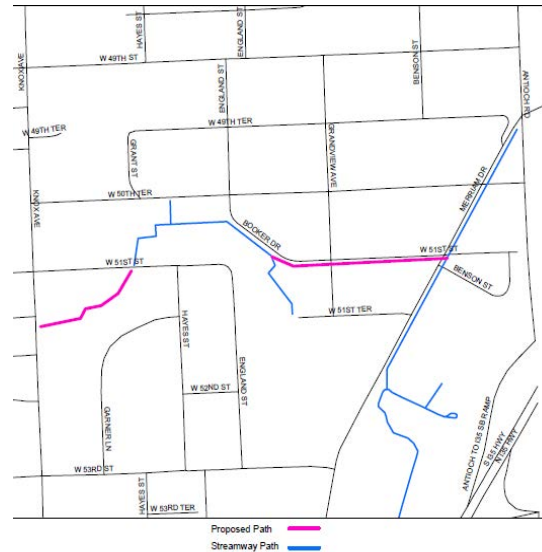
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
CONSTRUCTION	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Streamway Trail Extension

Merriam Dr. to Brown Park and Brown Park to Knox Ave. (Brown Park)



Project Information

Project #: GM1705
Construction Year: 2018
Project Status: Design
Project Engineer: N/A
Funding Source: General CIP
Contractor: Public Works

Project Description

Turkey Creek Streamway Trail is identified in the MetroGreen Program in Mid America Regional Council's (MARC) effort to connect trail and non-motorized form of recreation and means of transportation in the metropolitan areas surrounding the Kansas Cities. A six party Turkey Creek Coalition was formed to support the cooperative efforts to extend this trail system into surrounding participating cities which include Merriam, Overland Park, Kansas City, Ks, Mission, and Roeland Park. The project was submitted to MARC's Transportation Outlook 2040 for review and planning. Our current proposal is to extend the trail as shown on the map. This Project cost estimate includes a pedestrian activated traffic signal for the Merriam Dr. crosswalk. One of the links starts at Merriam Dr. via 51st St. to Brown Park; the other starts at Brown Park and extends southwest along the creek to Knox Ave. City of Overland Park has constructed the trail on the south side of I-35 and east of Antioch Rd.

Project Costs

	<u>2018</u>
SURVEYING/ENGINEERING	\$10,000
CONSTRUCTION	\$125,000
HAWK SIGNAL	\$31,000
EASEMENT/ROW ACQUISITION	\$10,000
LEGAL	\$5,000
CONTINGENCY	\$19,000
TOTAL PROJECT COST:	\$200,000

Impact on Operating Budget

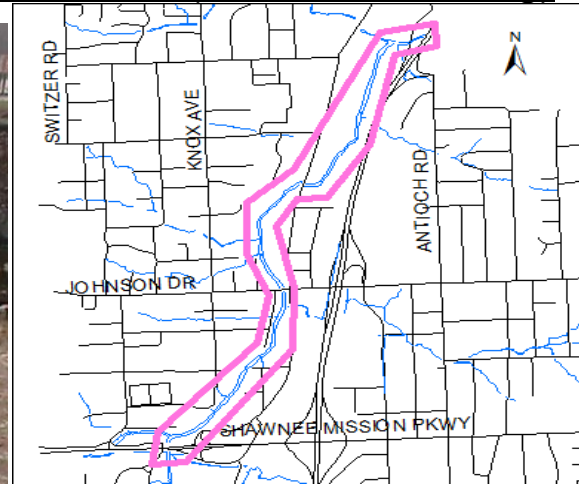
This project is not expected to have a significant effect on the operating budget.
 Anticipated annual increase in maintenance cost: Minimal.

Upper Turkey Creek Improvement

From Shawnee Mission Pkwy to Waterfall Park (Railroad Crossing)



Turkey Creek



Project Information

Project #:	NEW
Construction Year:	Unknown (2019 or 2020)
Project Status:	Preliminary Engineering Phase
Project Engineer:	US Army Corp of Engineers (Lead agency)
Funding Source:	Federal/General CIP/SMAC Funding
Contractor:	TBD

Project Description

In May of 2002, the City entered into an agreement with the USACE to assist in funding of the Feasibility Phase Study in an effort to define flood mitigation options. In January 2013, USACE hosted an Alternative Formulation Briefing with the Federal Agencies as a final step to finalize the Feasibility Study Report. In February 2013, the USACE requested the City to sign a non-binding Letter of Intent and financial certification in support for the project. In May 2015, the KC Regional Corps Engineers and City Staff presented the project to the Civil Works Review Board in Washington D.C. At this meeting, the project competed with other flood mitigation projects nationwide for funding. It was moved forward for Agency Review. It is anticipated that final engineering will take additional two years after study/preliminary engineering phase. Staff received verbal support for funding from SMAC/JOCO for construction when the project is ready to move forward. The easement acquisition that is subject to Federal Uniform Act (for property acquisition for construction) is not a SMAC eligible expense.

In spring, 2013, National Oceanic Atmospheric Administration (NOAA) released a new rainfall study for the Midwest region identified as Atlas 14. The USACE received comments from other Federal reviewing authority to address the higher rainfall rate in the Feasibility Study. This may affect the latest cost estimates.

Next page is the latest estimated budget and is subject to change. It is hoped that following the upcoming Civil Works Review Board in May that a more distinct project schedule with a definitive budget is developed.

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget. Merriam Drainage District has maintenance jurisdiction along Turkey Creek and its banks.

Upper Turkey Creek Improvement**

From Shawnee Mission Pkwy to Waterfall Park (Railroad Crossing)

Final Engineering and Construction Expenditures by Year

	<u>Total</u>
<u>Cost Category</u>	
Engineering	\$ 3,066,000
Easement Acquisition	4,854,000
Utility Relocations	5,268,000
Construction	22,565,000
Construction Engineering/Other	1,826,000
Project Total	<u>\$ 37,579,000</u>

Federal vs. Local Cost Apportionment

Federal Share	\$ 24,426,000
Local Share	13,153,000
Total	<u>\$ 37,579,000</u>

Local Share Funding Source

Johnson County Stormwater Mgmt	\$ 6,106,750
In Kind Contributions (Easements)	2,000,000
City of Merriam	5,046,250
	<u>\$ 13,153,000</u>

**Estimated costs represent the best available information as of April 20, 2015. Staff is awaiting further information from the US Army Corps of Engineers as to construction schedule. The current CIP plan includes \$5,046,250 of Merriam net costs.

New Recreational Facility



Project Information

Project #: BM1802 (bonded)
Project #: GM1802 (non-bonded)
Development Year: 2018-2020
Project Status: Design
Project Manager: CBC Real Estate Group, LLC
Funding Source: General CIP, Debt Issuance
Contractor: McCarthy Building Companies

Project Description

In September 2017, Merriam voters approved the issuance of \$24 million in bonds and implementation of a new 0.25% sales tax to pay for a recreational facility at Vavra Park. The facility will include an indoor/outdoor pool, walking/jogging track, a full-sized gym, and a child watch area, among other amenities. A contract for pre-construction services and design has been executed with McCarthy Construction. The process will ultimately provide the City with a guaranteed maximum price for construction. Public input for design elements will be solicited through a citizen-led design committee and open house meetings in summer 2018. Site work will begin in fall of 2018 with completion in summer 2020.

Project Costs

	<u>As of 3/15/18</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>TOTAL</u>
BM1802 (bonded)	\$48,189	\$3,260,000	\$20,691,811		\$24,000,000
GM1802 (non-bonded)			\$2,000,000	\$4,000,000	\$6,000,000
TOTAL					<u>\$30,000,000</u>

Impact on Operating Budget

Any budget impact will depend on the type, size, and operational expectations of the facilities. Staff anticipates that improvements will reduce operating expenditures and increase revenues as the building is updated and modernized.

49th Street – Antioch Rd. to Switzer Rd.



Project Information

Project #:	GC2301
Design:	2022
Construction Year:	2023
Project Status:	Preliminary
Project Engineer:	TBD
Funding Source:	CARS/Special Sales Tax
Contractor:	TBD

Project Description

This project entails the rehabilitation of 49th Street – Antioch Road to Switzer Road. The scope of work includes the replacement of curb/gutters/sidewalk/ADA ramps as required, a 2-inch mill/overlay, and new pavement markings. Street light improvements as needed. The City of Merriam plans to request funding from Johnson County CARS.

Project Costs

	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
ENGINEERING	\$204,963		\$204,963
CONSTRUCTION*		\$1,576,639	\$1,576,639
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$157,664	\$157,664
TOTAL PROJECT COST:	\$204,963	\$1,759,303	\$1,964,266
*CARS ELIGIBLE FUNDING (50%)		\$867,152	\$867,152
NET MERRIAM COST:	\$204,963	\$892,152	\$1,097,115

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

55th Street – Merriam Dr. to W. City Limits



Project Information

Project #:	GC2101
Design:	2020
Construction Year:	2021
Project Status:	Preliminary
Project Engineer:	TBD
Funding Source:	CARS/Special Sales Tax
Contractor:	TBD

Project Description

The project entails the rehabilitation of 55th Street – Merriam Drive to W. City Limits. The scope of work includes the replacement of curb/gutters/sidewalk/ADA ramps as required, a 2-inch mill/overlay, and new pavement markings. Street light improvements as needed. The City of Merriam plans to request funding from Johnson County CARS.

Project Costs

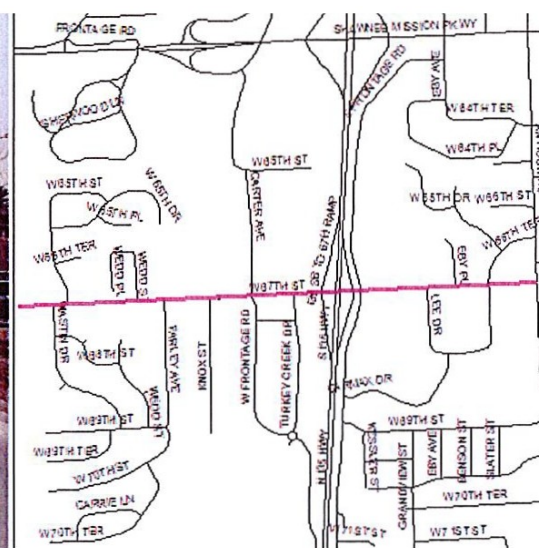
	<u>2020</u>	<u>2021</u>	<u>TOTAL</u>
ENGINEERING	\$166,331		\$166,331
CONSTRUCTION*		\$1,279,465	\$1,279,465
STREETLIGHT EQUIPMENT		\$90,000	\$90,000
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$127,947	\$127,947
TOTAL PROJECT COST:	\$166,331	\$1,522,412	\$1,688,743
*CARS ELIGIBLE FUNDING (50%)		\$703,706	\$703,706
NET MERRIAM COST:	\$166,331	\$818,706	\$985,037

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

67th Street Reconstruction/Improvement

From West City Limits to Antioch Road



Project Information

Project #:	GC1901
Design:	2018
Construction Year:	2019
Project Status:	Design
Project Engineer:	TBD
Funding Source:	CARS/Special Sales Tax
Contractor:	TBD

Project Description

The project entails West 67th Street between West City Limits to Antioch Road. The scope of work includes removal of concrete cap around Antioch Road area, a 2-inch mill/overlay, new pavement markings, install new streetlights, new traffic signal system and replacement of curb/gutters/sidewalk/ADA ramps as required. The City of Merriam plans to submit CARS application to Johnson County to request funding.

Project Costs

	<u>2018</u>	<u>2019</u>	<u>Total</u>
ENGINEERING	\$235,325		\$235,325
CONSTRUCTION*		\$1,810,190	\$1,810,190
STREETLIGHT EQUIPMENT		\$290,000	\$290,000
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$181,019	\$181,019
TOTAL PROJECT COST:	\$235,325	\$2,306,209	\$2,541,534
*CARS ELIGIBLE FUNDING (50%)		\$995,605	\$995,605
NET MERRIAM COST:	\$235,325	\$1,310,605	\$1,545,930

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Johnson Drive – BNSF Railroad to Mackey St.



Project Information

Project #:	GC2201
Design:	2021
Construction Year:	2022
Project Status:	Preliminary
Project Engineer:	TBD
Funding Source:	CARS/Special Sales Tax
Contractor:	TBD

Project Description

This project entails the rehabilitation of Johnson Drive - BNSF RR to Mackey St. The scope of work includes the replacement of curb/gutters/sidewalk/ADA ramps as required, a 2-inch mill/overlay, and new pavement markings. Street light improvements as needed. The City of Merriam plans to request funding from Johnson County CARS.

Project Costs

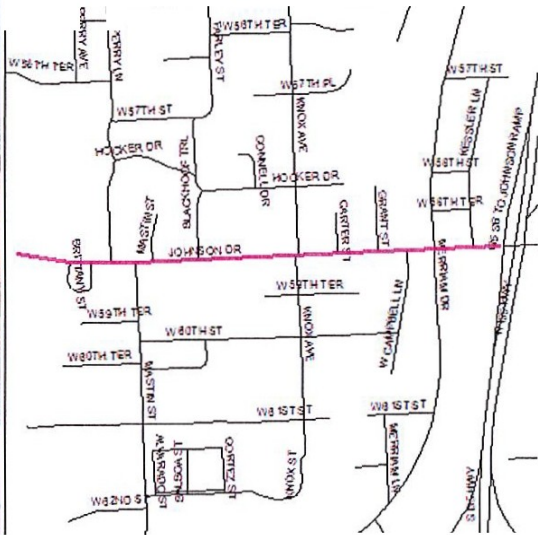
	<u>2021</u>	<u>2022</u>	<u>Total</u>
ENGINEERING	\$121,022		\$121,022
CONSTRUCTION*		\$930,940	\$930,940
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$93,094	\$93,094
TOTAL PROJECT COST:	\$121,022	\$1,049,034	\$1,170,056
*CARS ELIGIBLE FUNDING (50%)		\$512,017	\$512,017
NET MERRIAM COST:	\$121,022	\$537,017	\$658,039

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Johnson Drive Reconstruction/Improvement

From West City Limits through Kessler Lane



Project Information

Project #: GC1801
Design: 2017
Construction Year: 2018
Project Status: Design
Project Engineer: Affinis
Funding Source: CARS/Special Sales Tax
Contractor: TBD

Project Description

The project entails Johnson Drive from West City Limits through Kessler Lane. The scope of work includes removal of concrete cap around Merriam Drive area, 2 inch Mill/Overlay, pavement marking, install new streetlights, pedestrian traffic signal modification (HAWK signal at Mastin), traffic signal system/backup and replacement of curb/gutters/sidewalk/ADA ramps as required.

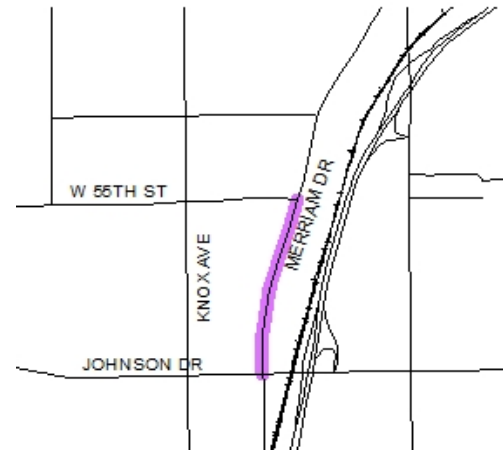
Project Costs

	<u>As of 3/15/18</u>	<u>2018</u>	<u>Total</u>
ENGINEERING	\$78,994	\$78,930	\$157,924
CONSTRUCTION*		\$1,316,036	\$1,316,036
ROW/EASEMENT ACQUISITION		\$15,000	\$15,000
LEGAL	\$1,022		\$1,022
UTILITY RELOCATION		\$10,000	\$10,000
STREETLIGHT EQUIPMENT	\$37,285		\$37,285
CONSTRUCTION ENGINEERING*		\$131,604	\$131,604
CONTINGENCY		\$131,604	\$131,604
TOTAL PROJECT COST:	\$117,301	\$1,683,174	\$1,800,475
*CARS ELIGIBLE FUNDING (50%)		\$723,820	\$723,820
NET MERRIAM COST:	\$117,301	\$959,354	\$1,076,655

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Merriam Dr. - Johnson Dr. to 55th St.



Project Information

Project #:	GC2001
Design:	2019
Construction Year:	2020
Project Status:	Preliminary
Project Engineer:	TBD
Funding Source:	CARS/Special Sales Tax
Contractor:	TBD

Project Description

The project entails the rehabilitation of Merriam Drive from Johnson Drive to 55th Street. The scope of work includes the replacement of curb/gutters/sidewalk/ADA ramps as required, a 2-inch mill/overlay, and new pavement markings. Street lights and traffic signal improvements as needed. The City of Merriam plans to request funding from Johnson County CARS.

Project Costs

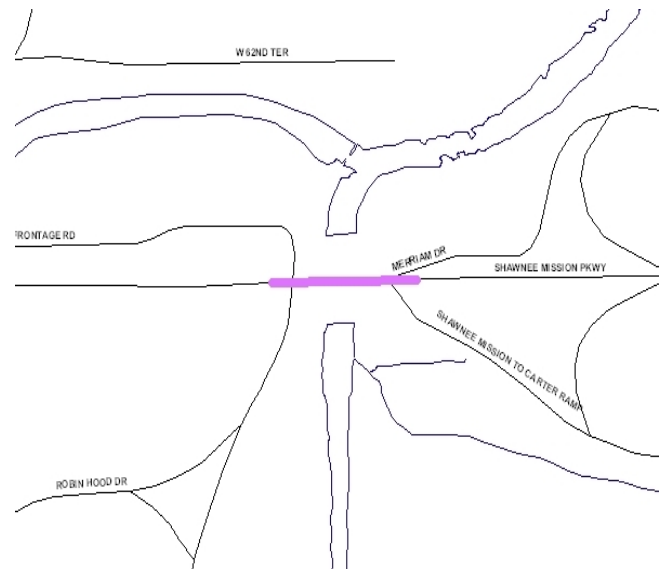
	<u>2019</u>	<u>2020</u>	<u>Total</u>
ENGINEERING	\$164,493		\$164,493
CONSTRUCTION*		\$1,174,946	\$1,174,946
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$117,495	\$117,495
TOTAL PROJECT COST:	\$164,493	\$1,317,441	\$1,481,934
*CARS ELIGIBLE FUNDING (50%)		\$646,221	\$646,221
NET MERRIAM COST:	\$164,493	\$671,221	\$835,714

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Shawnee Mission Pkwy Bridge over Turkey Creek

Study and Rehabilitation



Shawnee Mission Pkwy Bridge over Turkey Creek

Project Information

Project #: GM1507
Construction Year: 2019
Project Status: Design
Project Engineer: GBA
Funding Source: Special Sales Tax
Contractor: TBD

Project Description

Shawnee Mission Pkwy Bridge over Turkey Creek was identified in the 2013 Biennial Bridge Inspection Report to be in need of repair/maintenance on the bridge deck underside and wing walls. The deck underside is showing signs of fatigue and exposed corroded steel rebars. The wing wall on the eastern bank of the creek has separated from the main structure and is creeping. A feasibility study was completed in 2016 to provide options to improve the structural integrity of the bridge while maintaining or improving the hydraulic characteristics. This study provided the following construction options: Rehabilitation of existing structure - \$150,000; New multi-cell continuous slab - \$2,500,000; and New span-type bridge - \$2,000,000. The strategy is to construct option 1 in 2019 to extend the life of the bridge.

Project Costs

	<u>As of</u> <u>3/15/18</u>	<u>2019</u>	<u>Total</u>
ENGINEERING SERVICES	\$17,255	\$20,700	\$37,955
CONSTRUCTION		\$210,923	\$210,923
TOTAL PROJECT COST:	\$17,255	\$231,623	\$248,878

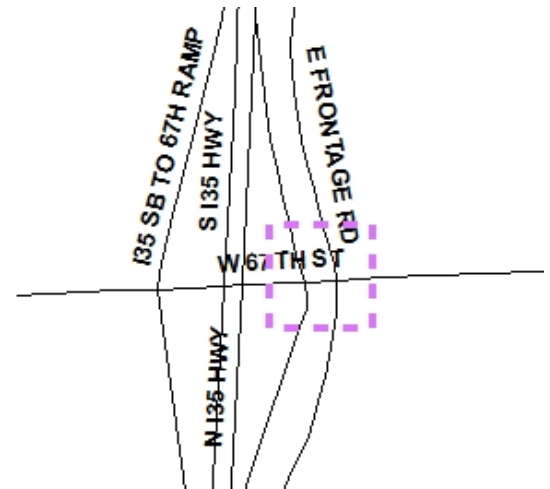
Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

67th Street/I-35/ E. Frontage Road Improvement



67th Street & E. Frontage Rd.



Project Information

Project #:	NONE
Construction Year:	2023
Project Status:	Conceptual
Project Engineer:	TBD
Funding Source	I-35 TIF
Contractor:	TBD

Project Description

This intersection has been functionally deficient for years as a result of the confluence of the I-35 on and off ramps and East Frontage Road in a confined area. The signalization at various parts of the intersection is confusing with no right turn configuration for safety reasons. Confusion also occurs for drivers traveling east on 67th Street and turning north on either the I-35 on ramp or north on East Frontage Road. Additionally, semi-truck traffic heading north on the I-35 off ramp and wanting to drive south on East Frontage Road, have difficulty navigating the confined area and often jump the curb on the west side of East Frontage Road. Construction will require an approved project plan.

Project Costs

	<u>2023</u>
PRELIMINARY COST EST	\$2,500,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget.

Vavra Parking Project



Project Information

Project #: GT1801
Construction Year: 2019/2020
Project Status: Design
Project Manager: CBC Real Estate Group, LLC
Funding Source: I-35 TIF
Contractor: McCarthy Building Companies

Project Description

The I-35 TIF project plan was approved by the City to construct a two-story parking structure adjacent to the new recreational facility at Vavra Park. The parking structure will help provide flexibility for future uses in this area, and create additional green space on the site.

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Total</u>
PRELIMINARY COST EST	\$1,600,000	\$4,000,000	\$1,000,000	\$6,600,000

Impact on Operating Budget

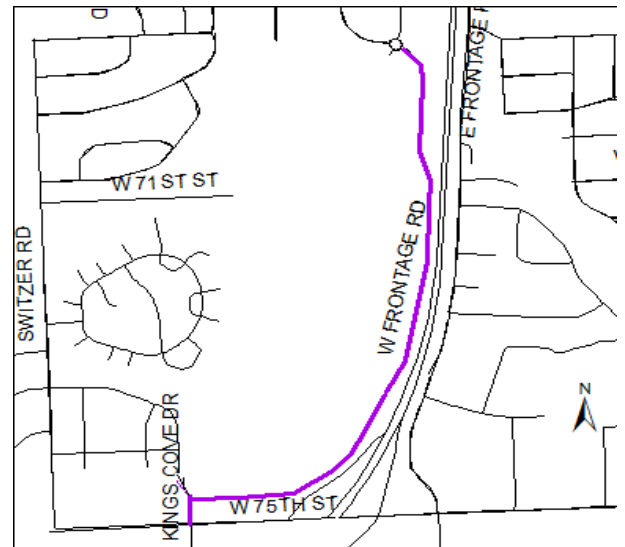
The impact will be determined after design.

W. Frontage Road Curb/Gutter Improvement

From Turkey Creek Drive (Merriam Pointe) to 75th Street



W. Frontage Road



Project Information

Project #:	NONE
Design Year:	2020
Construction Year:	2021
Project Status:	Preliminary
Project Engineer:	TBD
Funding Source:	I-35 TIF
Contractor:	TBD

Project Description

W. Frontage Road between the new Merriam Pointe auto dealerships to south of 75th Street has curb/gutter only on the east side. Street run-off drains directly to the grassy area and down the slopes to the businesses below the street level. Staff proposes to install curb/gutter, sidewalk, drainage improvements and mill/overlay of pavement. Existing decorative street lights need adjustments as part of the project. Construction will require an approved project plan.

Project Costs

	<u>2020/2021</u>
ENGINEERING	\$100,000
EASEMENT	\$10,000
LEGAL	\$10,000
CONSTRUCTION	\$1,000,000
CONTINGENCY	\$100,000
TOTAL PROJECT COST:	\$1,220,000

Impact on Operating Budget

The improvement is not expected to have a significant effect on operating budget.

CITY OF MERRIAM, KANSAS

STATISTICAL

ANNUAL BUDGET
2019



Merriam was near the "path of totality" during the 2017 total solar eclipse.

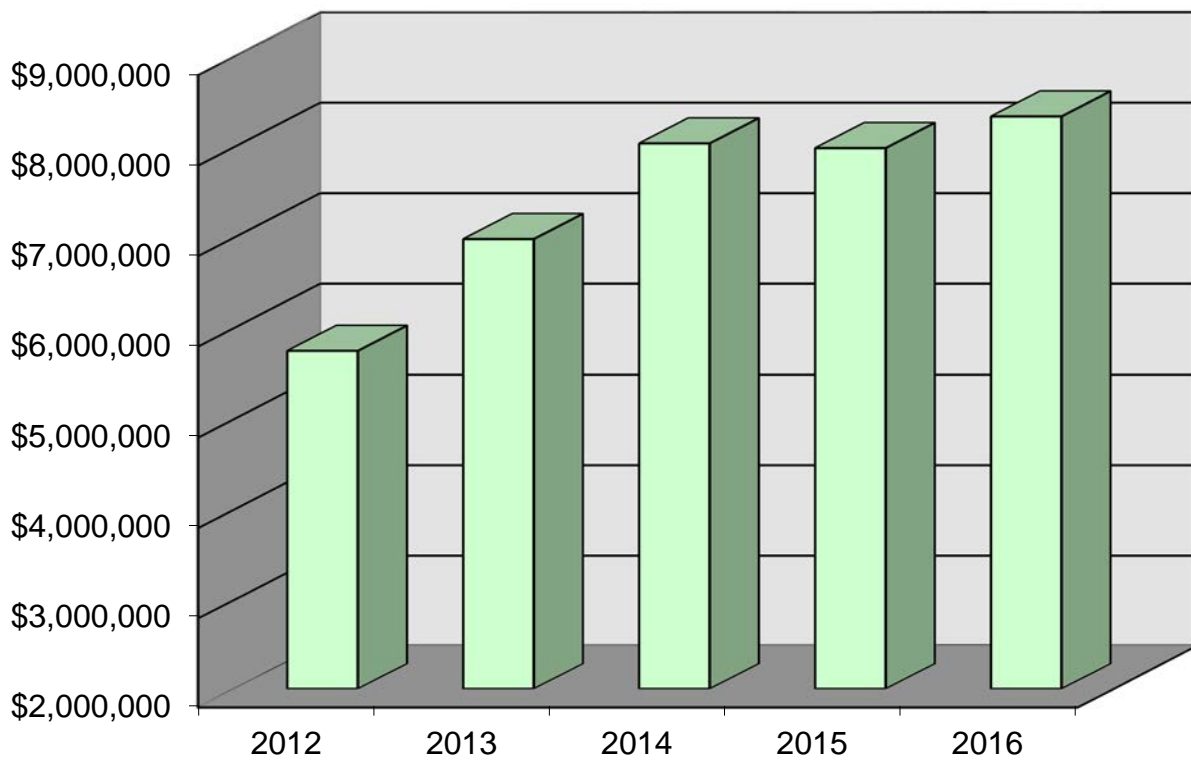


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City Sales and Use Tax History (General Fund only)
2012 through 2016

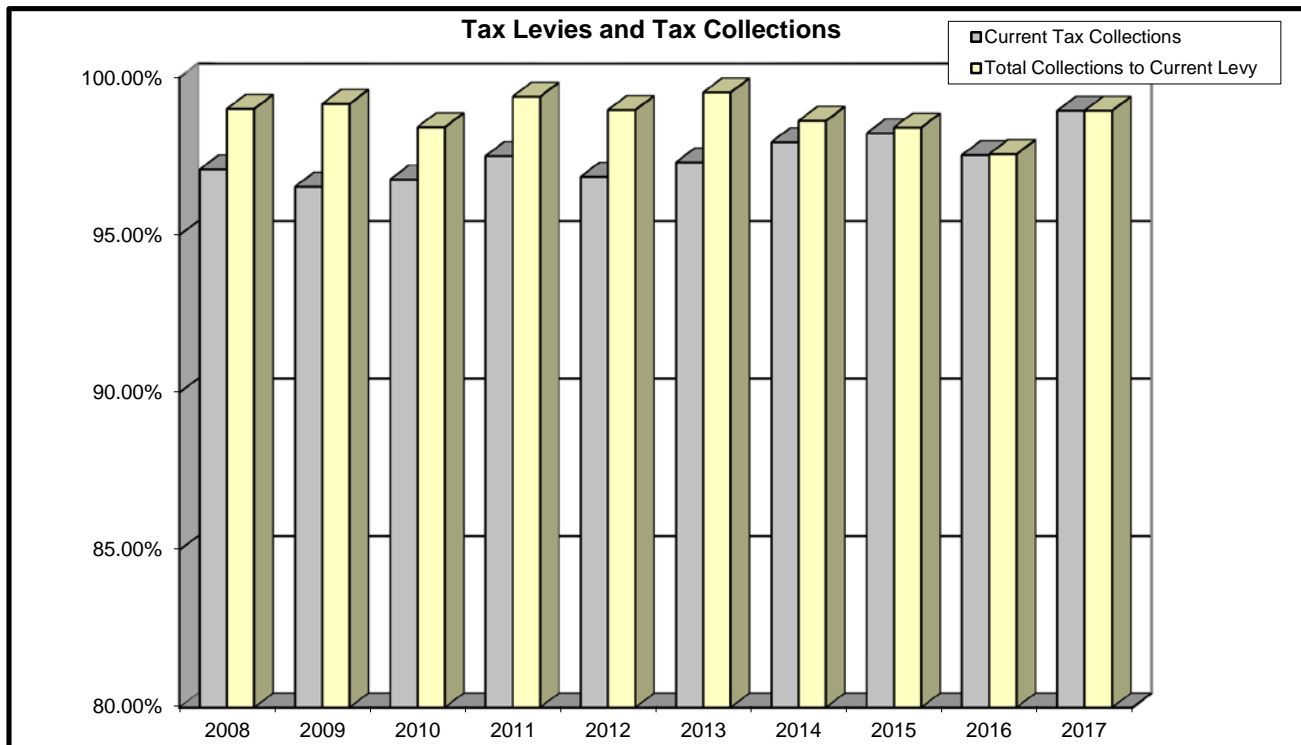
Year	2012	2013	2014	2015	2016
Annual Total	\$ 5,744,633	\$ 6,980,208	\$ 8,037,560	\$ 7,985,695	\$ 8,335,608

**Annual City Sales and Use Tax Comparison
2012 - 2016**



Property Tax Levies and Collections - Last Ten Fiscal Years
December 31, 2017

Year (1)	Total Tax Levy	Current Tax Collections	Percentage Current Tax Collected	Prior Years' Tax Collected	Total Tax Collections	Percentage Total Collection to Current Levy
2008	\$ 3,511,387	\$ 3,408,974	97.08%	\$ 67,586	\$ 3,476,560	99.01%
2009	4,536,145	4,378,952	96.53%	119,291	4,498,243	99.16%
2010	4,399,200	4,256,814	96.76%	73,093	4,329,907	98.42%
2011	4,132,227	4,029,285	97.51%	77,955	4,107,240	99.40%
2012	4,008,423	3,882,278	96.85%	84,924	3,967,202	98.97%
2013	3,986,833	3,879,588	97.31%	88,474	3,968,062	99.53%
2014	4,121,652	4,037,075	97.95%	27,947	4,065,022	98.63%
2015	4,486,131	4,406,678	98.23%	8,265	4,414,943	98.41%
2016	4,752,735	4,635,807	97.54%	1,443	4,637,250	97.57%
2017	5,176,528	5,122,174	98.95%	-	5,122,174	98.95%

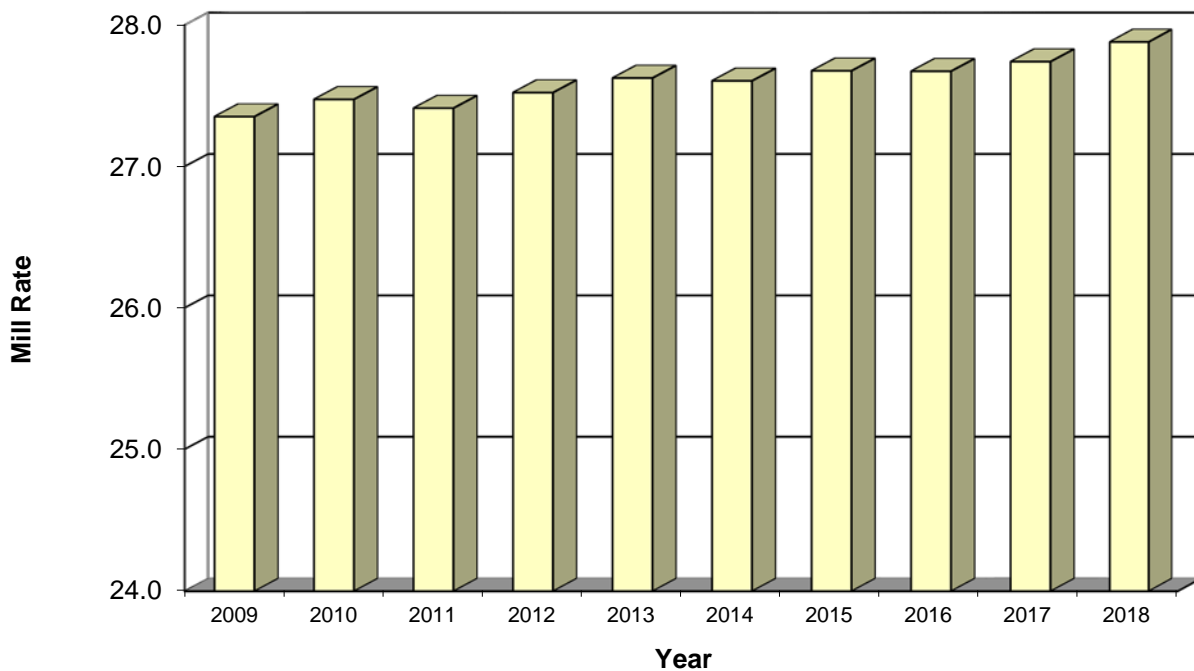


Note (1): The year shown is the year in which collections were received. The levy or assessment is certified to the County the previous year.

Assessed Valuation Growth/ Mill History - Last Ten Fiscal Years
December 31, 2017

Year	Assessed Valuation	Increase/ (Decrease)	% of Increase/ (Decrease)	Mill Rate	Mill Generated Tax Collections	Increased Ad Valorem Taxes
2009	\$ 160,836,511	\$ (4,958,259)	-2.99%	27.352	\$ 4,399,200	-3.02%
2010	150,405,068	(10,431,443)	-6.49%	27.474	4,132,229	-6.07%
2011	146,228,815	(4,176,253)	-2.78%	27.412	4,008,424	-3.00%
2012	144,859,898	(1,368,917)	-0.94%	27.522	3,986,834	-0.54%
2013	149,200,072	4,340,174	3.00%	27.625	4,121,652	3.38%
2014	162,552,346	13,352,274	8.95%	27.605	4,487,258	8.87%
2015	171,727,663	9,175,317	5.64%	27.676	4,752,735	5.92%
2016	187,060,595	15,332,932	8.93%	27.673	5,176,528	8.92%
2017	190,021,196	2,960,601	1.58%	27.741	5,271,378	1.83%
2018	200,819,865	10,798,669	5.68%	27.880	5,598,858	6.21%

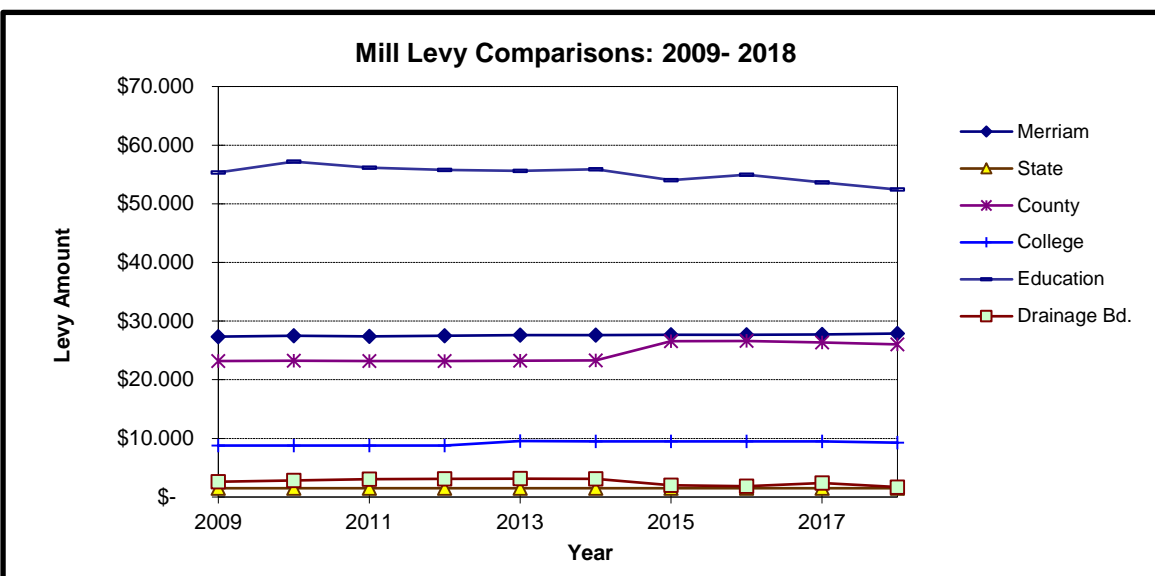
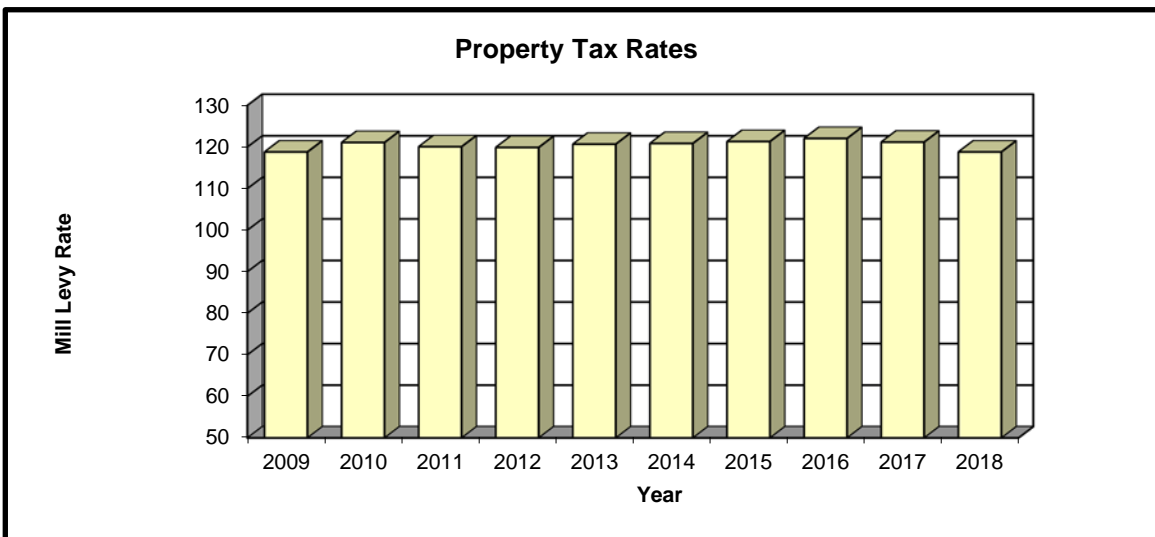
**Mill Rate History
Last Ten Fiscal Years**



**Direct and Overlapping Property Tax Rates - Last Ten Fiscal Years
(per \$1,000 Assessed Valuation)**

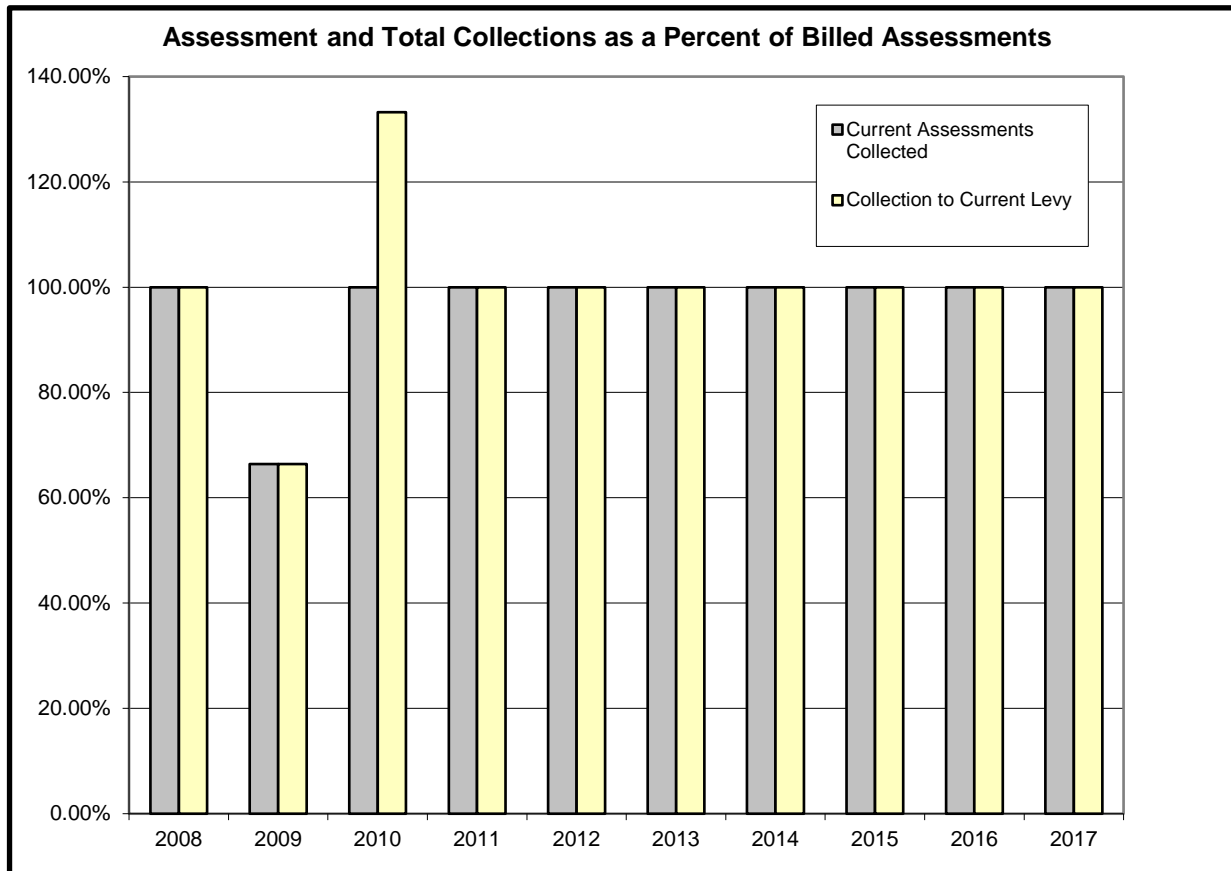
Year(1)	City of Merriam	State	County	Junior College	Board of Education	Merriam Drainage Bd.	Property Tax Total
2009	\$ 27.352	\$ 1.500	\$ 23.213	\$ 8.784	\$ 55.318	\$ 2.615	\$ 118.782
2010	27.474	1.500	23.256	8.799	57.192	2.849	121.070
2011	27.412	1.500	23.188	8.776	56.135	3.038	120.049
2012	27.522	1.500	23.210	8.785	55.766	3.091	119.874
2013	27.625	1.500	23.247	9.551	55.611	3.127	120.661
2014	27.605	1.500	23.270	9.461	55.911	3.088	120.835
2015	27.676	1.500	26.595	9.469	54.059	2.002	121.301
2016	27.673	1.500	26.607	9.473	54.940	1.852	122.045
2017	27.741	1.500	26.351	9.503	53.663	2.403	121.161
2018	27.880	1.500	26.013	9.266	52.427	1.700	118.786

Note (1) Indicates assessment year and year of levy. Represents basis for the following budget year.



Special Assessment Billings and Collections - Last Ten Fiscal Years
December 31, 2017

Year (1)	Assessments Certified to County	Current Assessments Collections	Percentage Current Assessments Collected	Prior Years' Assessments Collected	Total Tax Collections	Percentage Total Collection to Current Levy
2008	\$ 51,375	\$ 51,375	100.00%	\$ -	\$ 51,375	100.00%
2009	418,519	278,004	66.43%	-	278,004	66.43%
2010	422,900	422,900	100.00%	140,514	563,414	133.23%
2011	422,050	422,050	100.00%	-	422,050	100.00%
2012	420,850	420,850	100.00%	-	420,850	100.00%
2013	419,300	419,300	100.00%	-	419,300	100.00%
2014	422,400	422,400	100.00%	-	422,400	100.00%
2015	425,862	425,862	100.00%	-	425,862	100.00%
2016	423,283	423,283	100.00%	-	423,283	100.00%
2017	424,793	424,793	100.00%	-	424,793	100.00%



Note (1): The year shown is the year in which collections were received. The levy or assessment is is certified to the County the previous year.

Statement of Direct and Overlapping Debt
December 31, 2017 and 2016

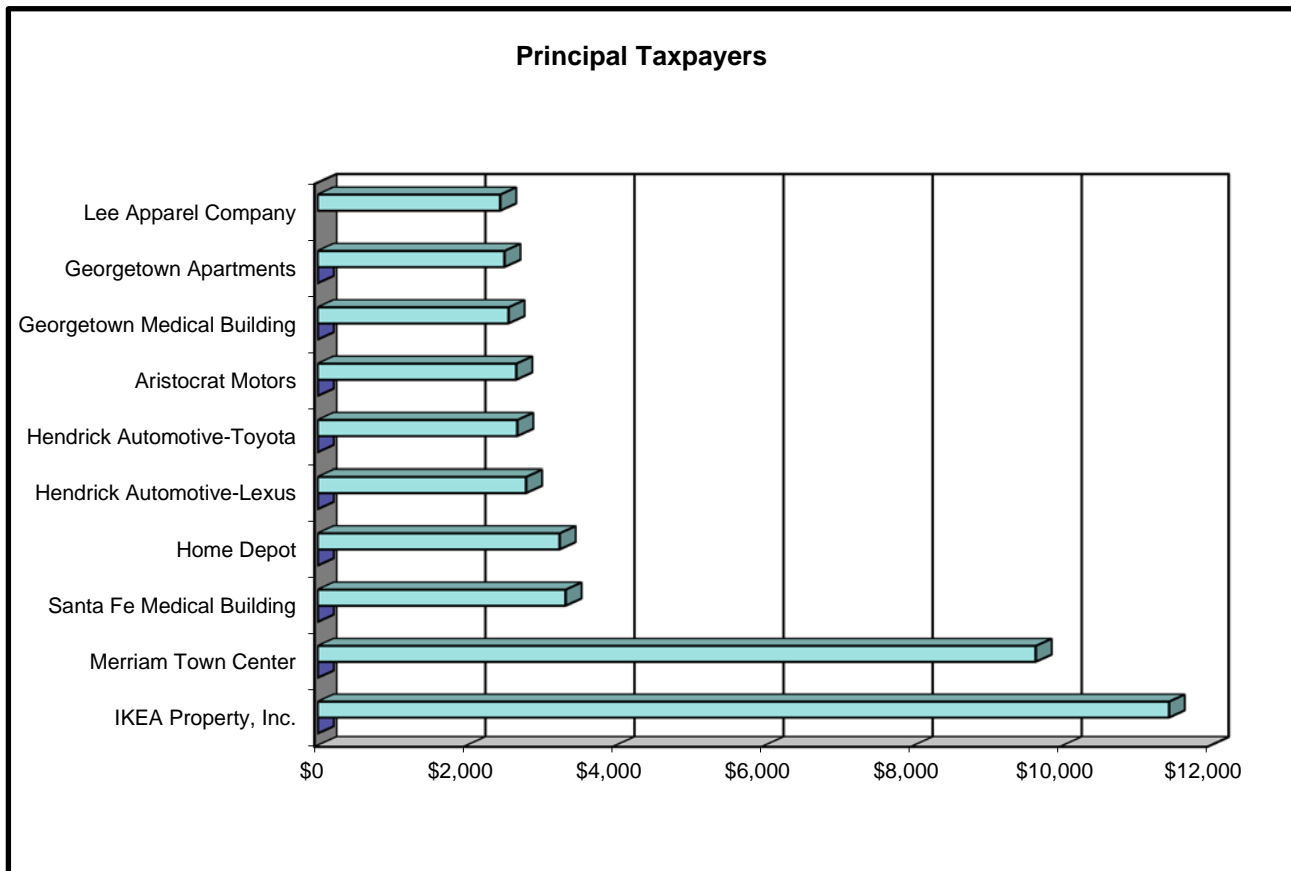
	December 31, 2017		December 31, 2016	
	<u>% of Debt Applicable to City</u>	<u>City of Merriam Share of Debt</u>	<u>% of Debt Applicable to City</u>	<u>City of Merriam Share of Debt</u>
Direct Debt:				
Bonded Debt				
General Obligation:				
Direct tax supported *		\$ 4,503,158		\$ 4,503,158
Special Obligation:				
TIF Revenue Bond		-		-
Total City Bonded Debt		<u>\$ 4,503,158</u>		<u>\$ 4,503,158</u>
Overlapping Debt:				
Governmental Unit:				
Shawnee Mission Unified				
School District	5.23%	\$ 17,215,683	5.47%	\$ 12,988,934
Johnson County	1.93%	107,750	2.03%	113,197
Johnson County Community College	1.93%	1,134,329	2.03%	245,837
Parks and Recreation	1.93%	692,933	2.03%	582,181
Total Overlapping Debt		<u>\$ 19,150,695</u>		<u>\$ 13,930,149</u>
Combined Direct and Overlapping Debt		<u><u>\$ 23,653,853</u></u>		<u><u>\$ 18,433,307</u></u>

* Amounts include unamortized premium/discount.

Principal Property Taxpayers
December 31, 2017

Company Name	Business	Assessed Valuation	Percent of Total Assessed Valuation
IKEA Property, Inc.	Home Furnishings	\$ 11,434,751	6.11%
Merriam Town Center	Shopping Center	9,632,000	5.15%
Santa Fe Medical Building	Medical Building	3,326,251	1.78%
Home Depot	Home Improvements	3,246,000	1.74%
Hendrick Automotive-Lexus	Automobile Dealer	2,795,936	1.49%
Hendrick Automotive-Toyota	Automobile Dealer	2,678,011	1.43%
Aristocrat Motors	Automobile Dealer	2,663,760	1.42%
Georgetown Medical Building	Medical Building	2,561,750	1.37%
Georgetown Apartments	Apartment Building	2,506,195	1.34%
Lee Apparel Company	Clothing Manufacturer	2,448,750	1.31%
Totals		\$ 43,293,404	23.14%

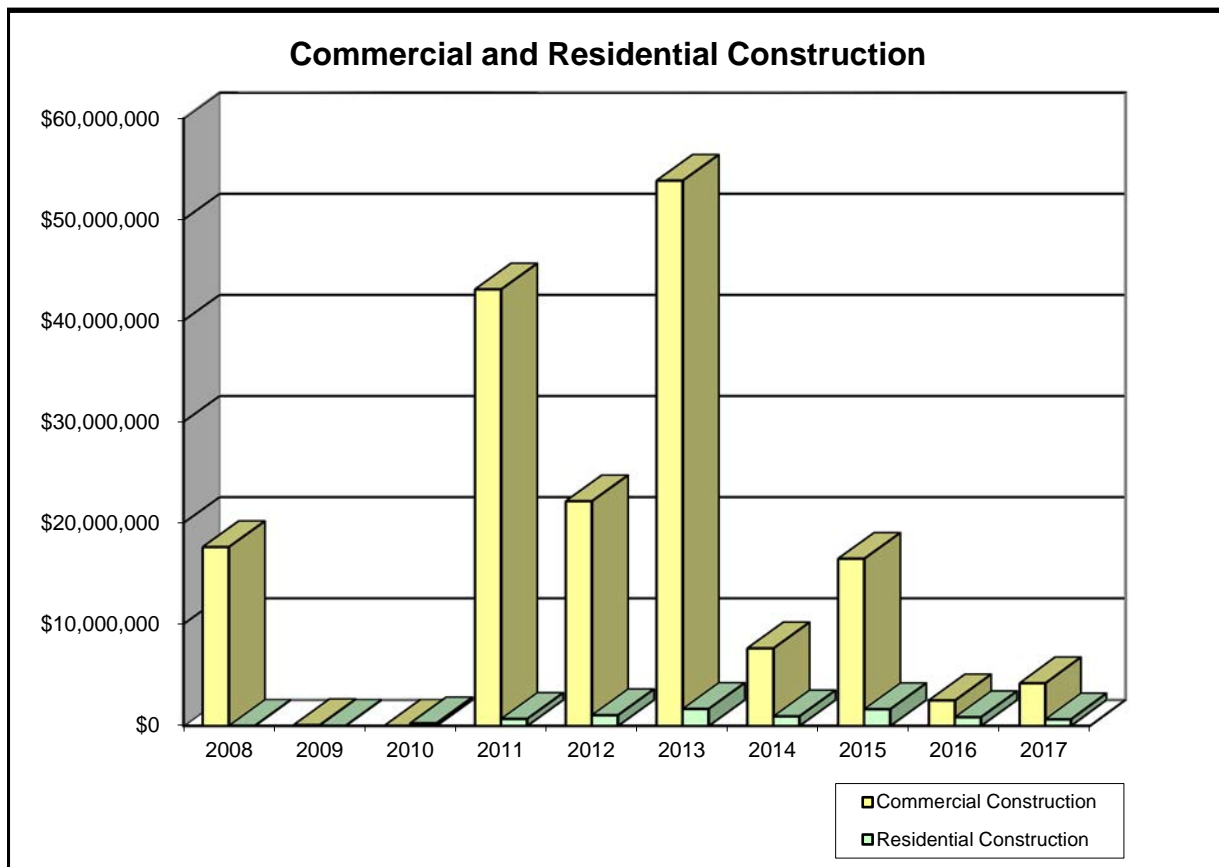
(Assessed values on chart below are in thousands of dollars.)



Source: Johnson County Appraiser

Property Value of New Construction - Last Ten Fiscal Years
December 31, 2017

Year	Commercial Construction (1)		Residential Construction (1)	
	Number of Units	Value (1)	Number of Units	Value (1)
2008	8	\$ 17,627,005	0	\$ -
2009	2	67,500	0	-
2010	0	-	1	248,550
2011	5	43,109,064	4	685,000
2012	6	22,160,963	8	1,048,000
2013	8	53,858,792	12	1,665,000
2014	8	7,623,420	6	938,000
2015	2	16,472,811	10	1,635,000
2016	5	2,501,419	5	850,000
2017	3	4,190,000	4	636,679



Note (1) Based on information obtained from issuance of building permits and estimated construction costs obtained from the City's Community Development Department.

CITY OF MERRIAM, KANSAS

GLOSSARY

ANNUAL BUDGET
2019



Residents enjoy a summer evening at this city-hosted "Party in Your Park."

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Glossary of Terms

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred as opposed to when cash is received or spent.

Adopted Budget: Refers to the budgeted amounts approved by the City Council and sent to the County Clerk's Office for certification. The budget is required to be delivered to the County Clerk by no later than the 25th of August.

Ad Valorem (Property Tax): Is a general tax on all real and personal property not exempt from taxation by law. It is sometimes called an "ad valorem" property tax, which means (from Latin) it is based on value.

Advanced Life Support (ALS): Is a set of life-saving protocols and skills that extend basic life support to further support circulation and provide an open airway and adequate ventilation.

Agency Fund: A fund established to account for assets held by the City as a collection or paying agent for individuals, private organizations, other governmental units, or other funds.

Alcohol Tax: A tax on gross receipts derived from sale of alcoholic liquor. The City is required by Statute to credit these revenues in three equal portions to the General Fund, Special Parks and Recreation Fund, and Special Alcohol Fund.

Appropriation: The legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. The assessed valuation for residential property in Kansas is 11.5% of fair market value.

Assets: Resources owned or held by the City which have monetary value.

Audit: A systematic examination and verification of an organization's accounting records and other relevant documents by qualified, independent accountants called auditors.

Authorized Positions: Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced Budget: Per Kansas statute, a budget in which total resources, including fund balance and reserves, equal total obligations.

Beige Book: A report published by the Federal Reserve Board eight times a year prior to Federal Open Market Committee meetings. The report contains anecdotal information on current economic conditions by each Federal Reserve Bank within its district. The information is obtained through interviews with key business contacts, economists, and market experts.

Big Box Store: A large retail superstore that sells a wide variety of merchandise, usually part of chain.

Board of Tax Appeals (BOTA): An administrative board within the executive branch of Kansas state government. The highest administrative tribunal for matters involving state and local taxation.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. Bonds are most frequently sold to raise funds for the construction of large capital projects.

Bond and Interest Fund: See Debt Service Fund

Bond Refinancing: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: The financial plan for the operation of the City for the year.

Budget Amendment: An increase in the published budget expenditure authority at the fund level for a given year's budget.

Budget Calendar: The schedule of key dates which the City follows in the preparation and adoption of the budget.

Budget Revision: A change in budgeted expenditure authority for any City department which does not result in an increase in the published budget authority of any fund.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

Budgetary Control: The control or management of the City in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAFR: Comprehensive Annual Financial Report. An annual, audited financial report issued by the City stating the results of the previous year's fiscal operations.

Capital Improvement Fund: A fund established for the purpose of financing capital improvement projects.

Capital Improvement Program (CIP): A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the long-term needs of the City.

Capital Outlay: Expenditures which result in the acquisition of, or addition to, fixed assets.

Capital Projects: Major construction, acquisition, or renovation activities which add value to the City's physical assets or significantly increase their useful life. Also called capital improvements.

CARS: County Assisted Road System.

Cash Basis: A basis of accounting in which transactions are recognized only when cash is received or spent.

CDBG: Community Development Block Grant.

City/County Revenue Sharing: Annually a percentage of the revenue from state sales and use tax collections are distributed by the State back to cities and counties.

Commodity: An expendable item which is consumable or has a short life span. Examples include office supplies, repair and replacement parts for equipment, supplies, salt, rock, gasoline and oil.

Consumer Price Index (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Consumer Use Tax: Is a sales tax placed on equipment or materials purchased outside of a city or county for use in said city or county.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Service: Services rendered to the City by private firms, individuals or other governmental agencies. Examples include, insurance, utility costs, printing services, and temporary employees.

CVB (Convention Visitor's Bureau): Term used to describe marketing organization in the tourism industry. Merriam does not have a convention center, but the term is used in reference to the City's Visitor's Bureau.

D.A.R.E. Program: A program whereby a specially trained police officer regularly visits schools and educates the students on **D**rug **A**wareness **R**esistance **E**ducation.

Dark Store Theory: Valuation method for commercial properties which argues that values should be calculated as if their stores were vacant or "dark". Fully functional retail stores are commonly assessed based upon their "best and highest use". Functional stores are generally taxed higher than vacant stores.

Debt Service: Expenditures to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Debt Service Fund: A fund established to account for the accumulation of resources for the payment of general long-term debt principal and interest.

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

Department: The basic organizational unit of the City which is functionally unique in its delivery of services.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Destination Retailer: A retailer that attracts consumers willing to make a special trip solely for the purpose of shopping at that location. Destination stores are unique and appealing enough to entice shoppers to come visit in person even over long distances and inconvenient locations. Retailers often offer other services to further enhance the experience, i.e. on-site restaurants and babysitting services.

Development Agreement: An agreement between the City and a private property development company which could provide for public assistance in the form of tax increment financing (TIF), transportation development district taxes or other incentives in return for development (or redevelopment) of property in a specified manner. This could include construction and leasing or sale of retail and residential units.

Disbursement: The expenditure of monies from an account.

Distinguished Budget Presentation Awards Program: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Emergency Operations Plan: Plan developed by the City to establish the policies, guidance and resources that provide elected and appointed officials, City staff, and volunteer agencies with the information necessary to function in a coordinated manner before, during, and after a disaster.

Employee (or Fringe) Benefits: Contributions made by the City to meet commitments or obligations for employee fringe benefits. Included are the City's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance: An amount of money committed and set aside, but not yet expended, for the purpose of a specific good or service.

Enterprise Fund: A governmental accounting fund in which services are financed and operated similar to those of a private business -- where the intent is that the costs (expenses, including depreciation) of providing goods and services be financed or received through user fees. The City currently has no Enterprise Funds.

Enterprise Zone: A redevelopment district established prior to July 1, 1992, pursuant to K.S.A. 12-17, 107 through 12-17, 113, whereby the City has designated that the conservation, development or redevelopment of the area is necessary to promote the general and economic welfare of the city.

Equipment Reserve Fund: A fund established pursuant to K.S.A. 12-1,117 to account for the accumulation of resources used to finance the acquisition of major equipment items.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays.

Federal Open Market Committee (FOMC): A committee within the Federal Reserve System charged with oversight of the nation's open market operations. They make key decisions about interest rates and growth of the nation's money supply.

Fiduciary Funds: Funds established to account for assets held by the City in the capacity of a trustee or an agent.

Fire Medic: A firefighter who is also trained and certified as a paramedic. The main job responsibilities are as a firefighter with additional training to handle emergency medical situations as the need arises.

Fiscal Policy: The City's policies with respect to revenues, spending, and debt management as these relate to City services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of the City's budget and its funding.

Fiscal Year: A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The fiscal year for the City of Merriam is the same as the calendar year (January 1-December 31).

Fixed Assets: Assets of a long term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment. The City has established a level of \$5,000 for an item to be considered an asset; below \$5,000 the item is considered to be a commodity.

Franchise Fees: Fees charged utility companies for operating within the City's corporate limits.

Full Faith and Credit: A pledge of the City's taxing power to repay debt obligations.

Full-Time Equivalent Position (FTE): A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 690 hours, would be equivalent to .33 of a full-time position.

Fund: An accounting entity which has a set of self-balancing accounts and which records all financial transactions for specific activities or functions.

Fund Balance: The excess of assets over liabilities in a fund.

Fund Type: In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

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

GASB: The Government Accounting Standards Board (GASB) creates generally accepted accounting principles and its mission is to establish and improve standards of state and local governmental accounting and financial reporting.

General Fund: The fund used to account for all financial resources of the City except those required to be accounted for in another fund.

General Obligation Bond (GO Bond): The full faith and credit of the City's taxing power is pledged for the payment of bonds' principal and interest.

GFOA: Government Finance Officers Association.

Governmental Funds: Funds generally used to account for tax-supported activities. The generic fund types considered as Governmental Funds are General, Special Revenue, Capital Projects, and Debt Service.

Grants: A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Health Savings Account (HSA): A medical savings account available to employees who are enrolled in a High Deductible Health Plan (HDHP). The funds contributed to the this account are not subject to federal income tax at the time of deposit. Funds must be used to pay for qualified medical expenses. Unlike a Flexible Spending Account (FSA), funds roll over from year to year if not spent.

High Deductible Health Plan (HDHP): An insurance plan that has higher deductibles than traditional insurance plans. HDHPs can be combined with a health savings account (HSA) or a health reimbursement arrangement to allow you to pay for qualified out-of-pocket medical expenses on a pre-tax basis.

Infrastructure: The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Insurance Service Office (ISO) Rating: The ISO Collects information on municipal fire protection efforts in communities throughout the United States. In each of these communities, the ISO analyzes the relevant data and then assigns a Public Protection Classification from 1 to 10. Class 1 represents superior property fire protection. Class 10 indicates that the area's fire suppression program does not meet the ISO's minimum criteria.

Interfund Transfers: The movement of monies between funds of the City.

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.

Interlocal Agreement: Agreement between two or more municipalities to cooperatively share resources for their mutual benefit. Such agreements will be of a specific duration and specific purpose which may include sharing of capital projects, rights-of-way, or other joint purchases.

JCCC: Johnson County Community College (JCCC) is a large undergraduate school of higher education located in south Overland Park, Kansas.

Levy: To impose taxes for the support of government activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

Line-Item Budget: A budget prepared along departmental lines that focuses on what is to be bought.

Local Ad Valorem Tax Reduction (LAVTR): Under KSA 79-2959, all local taxing sub-divisions other than school districts receive money from the State's Local Ad Valorem Tax Reduction (LAVTR) Fund. Distributions were discontinued by Kansas in 2002.

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

Major Fund: A fund whose balance is at least 10 percent of the corresponding total of all governmental or enterprise funds and at least 5 percent of the total of all governmental funds combined.

Marketing Impression: Measure of advertising volume in print circulation and on-line views. An impression includes on-line display, even if not clicked or viewed.

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

Mill: The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

Modified Accrual: Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which is recognized when due.

Motor Vehicle Tax: Tax received from the county for vehicles licensed in Merriam and is based on the age and value of the vehicle and is taxed according to the county-wide average tax rate for the previous year.

National Oceanic Atmospheric Administration (NOAA): Federal Agency focused on the conditions of the oceans, coastlines and atmosphere. NOAA also issues warnings of dangerous weather conditions and is a leader in applied scientific research.

Non-Major Fund: Any fund not classified as a major fund.

Object Category: An expenditure classification, referring to the highest and most comprehensive level of classification. These include Personal Services, Contractual Services, Commodities, Capital Outlay, Transfers/Refunds, Debt Service and Losses.

Object Class: An expenditure classification, referring to specific groups of objects, such as salaries and wages, utilities, rent, supplies and materials, and administrative equipment.

Objectives (Departmental): Departmental objectives for the upcoming year are prepared and submitted along with the department's budget request.

Object of Expenditure: An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt and furniture/furnishings.

Obligations: Amounts which the City may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Budget: The annual budget and process which provides a financial plan for the operation of the City and the provision of services for the year. Excluded from the operating budget are one-time capital projects, which are determined by a separate, but interrelated process.

Operating Expenses: The cost for personnel, materials and equipment required for a department to function.

Operating Revenue: Funds that the City receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Overlapping Debt: Debt of another taxing jurisdiction which geographically overlaps City boundaries and for which City taxpayers will pay in whole or in part. Overlapping jurisdictions for the City include Johnson County, Shawnee Mission School District, and Johnson County Community College.

Personal Services: Expenditures for salaries, wages and fringe benefits of City employees.

Property Tax: See Ad Valorem Tax.

PTO Program: Police Training Officer (PTO) Program was designed by the U.S. Dept. of Justice and was founded on adult-learning principles. The PTO Program focuses on learner-based teaching methods that use problem solving as the vehicle for learning by presenting real life problems that trainees must attempt to solve. Trainees are encouraged to collaborate with peers, develop resources and communicate effectively with the community.

Public Safety Tax (effective 1995): A voter approved, .25% special sales tax assessed by Johnson County since 1995 to fund public safety within the county. The City's share of this tax is transferred from the General Fund to the Capital Improvement Fund, as specified by Council policy. The tax has no sunset date.

Public Safety Tax (effective 2009): A voter approved, .25% special sales tax assessed by Johnson County since 2009 to fund public safety within the county. The City's share of this tax remains in the City's General Fund. The tax has no sunset date.

Pull Factor: Measures the relative retail strength of a community and is computed by dividing the per capita sales tax of a city by the statewide per capita sales tax. Purchases of city residents who shop in other cities are offset by the purchases of out-of-city customers.

Redevelopment Agreement: See "Development Agreement" above.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution: A special or temporary order of the City Council requiring less legal formality than an ordinance or statute.

Resources: Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue: Sources of income financing the operations of the City.

Risk Management Reserve Fund: A fund established pursuant to K.S.A. 12-2615 to account for the accumulation of reserves on hand to transfer to the General Fund for paying claims and related costs arising from legal action and settlement not covered by commercial insurance.

Sales Tax: The City of Merriam has an ongoing 1% general sales tax on all retail sales. The City also collects a .25% sales tax for streets/stormwater improvements which expires December 31, 2020. In September 2017, voters approved another .25% sales tax for parks and recreation to fund a new community center. The new tax will be effective from January 1, 2018 through December 31, 2027.

Special Alcohol Fund: A fund established in accordance with K.S.A. 79-41a04. Revenues for the fund are derived from alcohol taxes. Expenditures for the fund are limited to alcohol and drug abuse prevention and education.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the costs of a specific improvement deemed to primarily benefit the assessed properties.

Special Assessment Bond: A bond payable from the proceeds of special assessments.

Special Highway Fund: A fund established in accordance with K.S.A. 79-3425C to account for those revenues received from the state tax on motor fuel. Statutes restrict the use of these funds to non-capital street and highway expenditures.

Special Parks and Recreation Fund: A fund established in accordance with K.S.A. 79-41a04. Revenues for the fund are derived from alcohol taxes. Expenditures for the fund are limited to parks and recreational services, programs and facilities.

Special Revenue Fund: A fund created when the City receives revenues from a special source designated to be used for a specific purpose. In Kansas, many statutes exist whereby ad valorem taxes may be levied for specific purposes; when received, this revenue is accounted for in the Special Revenue Fund created to account for the specific purpose of the statute.

Taxes: Compulsory charges levied by the City for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Tax Increment Financing (TIF): A method of financing established in accordance with K.S.A. 12-1770 et seq. This method allows cities to help redevelop property through private investment. Revenues for this method are derived from the increased property tax payments (increment) caused by the higher assessments on the redeveloped property.

Transient Guest Tax Fund: A fund established in accordance with K.S.A. 12-1698 to account for revenue derived from transient guest tax levied upon the gross rental receipts paid by guests for lodging in the City. Expenditures are limited to be used for promotion of tourism, conventions and economic development.

United States Army Corps of Engineers (US ACE): A Federal Agency made up of civilian and military personnel who design and construct flood protection systems.

Wayside Horn System: A system of horns installed at railroad crossings either in place of or in addition to train horns, with the goal of reducing ambient noise at the crossing.