

CITY OF MERRIAM, KANSAS

ANNUAL BUDGET

2020



Public Works staff assembles and maintains more than 200 beautiful petunia baskets across the City.



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, 2019

Christopher P. Morill

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, 2019. 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



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City Department Heads and Appointed Officials



City Department Heads

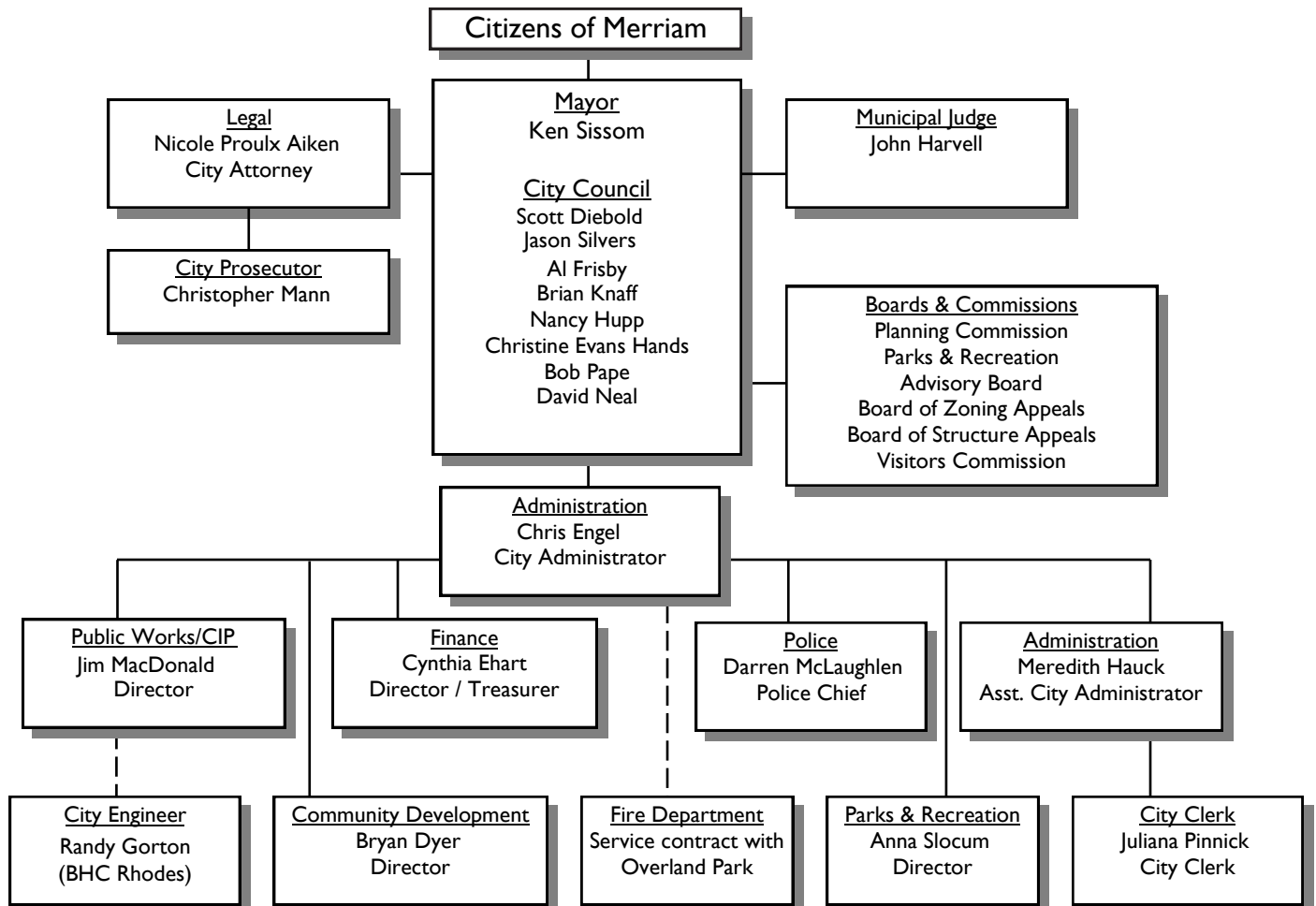
City Administrator	Chris Engel	cengel@merriam.org	913-322-5511
Assistant City Administrator	Meredith Hauck	mhauck@merriam.org	913-322-5515
Public Works Director	Jim MacDonald	jmacdonald@merriam.org	913-322-5571
Police Chief	Darren McLaughlin	darren.mclaughlin@merriam.org	913-322-5587
Community Development Director	Bryan Dyer	bdyer@merriam.org	913-322-5527
Finance Director/City Treasurer	Cynthia Ehart	cehart@merriam.org	913-322-5504
Parks & Recreation Director	Anna Slocum	aslocum@merriam.org	913-322-5556

Appointed Officials

City Attorney	Nicole Proulx Aiken
Municipal Judge	John Harvell
Prosecutor	Christopher Mann
City Engineer	Randy Gorton (BHC Rhodes)



City Organizational Chart



CITY OF MERRIAM, KANSAS

EXECUTIVE SUMMARY

ANNUAL BUDGET
2020



Flags 4 Freedom organizers place more than 1,500 flags in Merriam around July 4 each year.

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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 2020 Budget. The budget cycle commenced on February 25, 2019, 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 2020 Budget:

- Sustain financial stability
- Hold the mill rate 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.

2020 Budget Considerations and Approach

The City's new 66,000 square foot community center will open in summer 2020, completing an important City Council initiative to construct a "uniquely-Merriam" facility. The \$36.6 million facility and parking structure will feature indoor and outdoor pools, gymnasium, and indoor track. Fee revenues will climb an estimated \$660,000 as patrons purchase memberships and sign up for new program offerings. Expenditures will increase with the addition of five new full-time positions and seven part-time positions necessary to operate the facility. The incremental cost of the new employees is about \$625,000 in salary and benefits. Estimated revenue and expenditures were based upon projections from the 2017 Parks and Recreation Master Plan and estimates of City staff. The operational cost recovery rate for 2020 is expected to be 48%, but will improve to 66% or better in future years.

Sales taxes are an important driver for Merriam's budget, providing 51% 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 2019 declined 2.8%, as a result of the cyclical slowdown in automobile sales. Because industry analysts expect auto sales to hover at lower levels, 2019 estimated collections were reduced to 95% of 2018 actual, while 2020 budget is set for 97% of estimated 2019. Conservative revenue estimates will help protect the City's reserves as the automobile market contracts after the peak demand of recent years.

Overall property values increased 2.2% in 2019 due to new construction and property revaluations. The increase will generate an additional \$98,510 in property taxes. 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.

The budget provides for salaries and benefits for the City's 123 full-time equivalent employees (FTE's), including the additional FTE's to support the new community center. Salary ranges for 2019 will be lifted by 1.3% to keep pace with higher Consumer Price Indexes (CPI). 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 2020. Budget 2020 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.

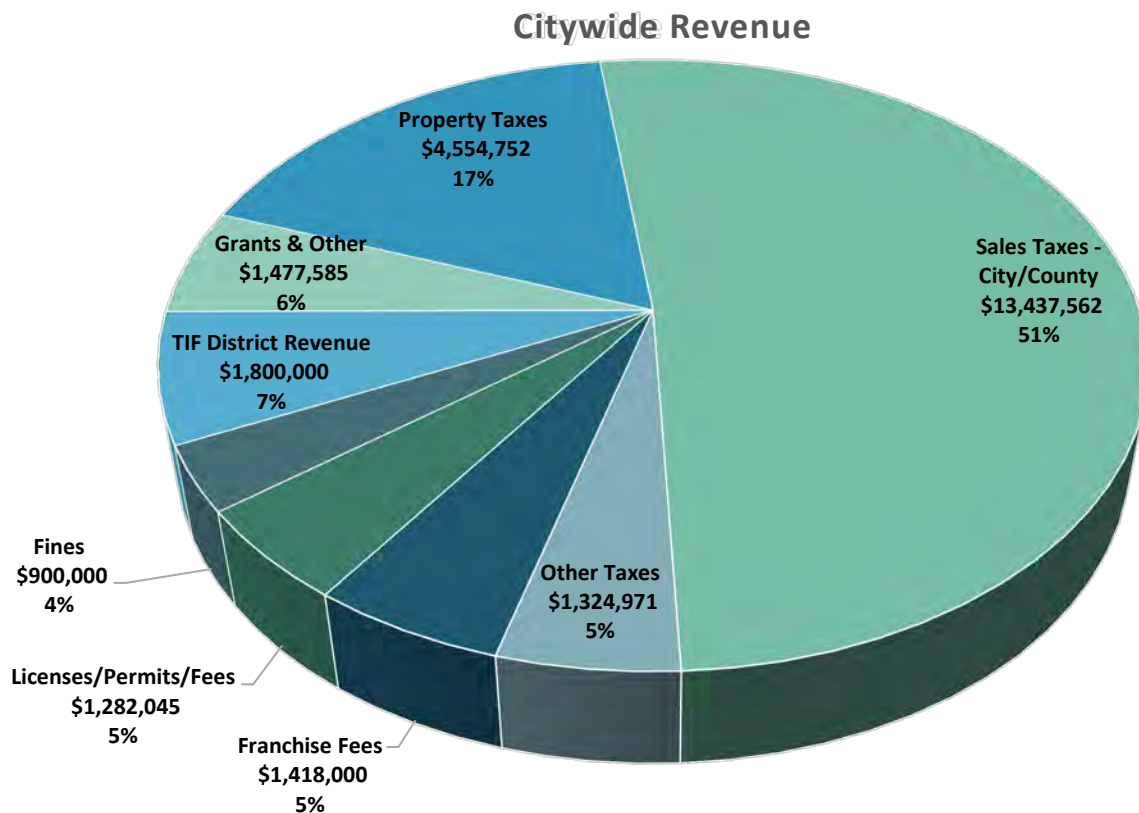
The 2020 – 2024 Capital Improvement Program (CIP) estimates \$11.6 million in spending for 2020 projects, including \$7 million for completion of the new community center. The fate of the old community center is being studied by a citizen-led steering committee who will make a recommendation to the City Council. The budget

includes \$650,000 to be available for options ranging from demolition to design studies. The CIP will receive support from \$1.0 million in local grant assistance and \$3.6 million from General Fund transfers.

The 2020 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 27.765
- Public safety and other services continue at existing high levels with 123 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 2020 total \$26,194,915, an increase of \$163,269 or 0.6% from Estimated 2019. The increase reflects increased fee revenue from the mid-year opening of the new community center offset by the one-time receipt of redistributed tax increment financing funds.

Property Taxes and the Mill Levy: The final mill levy obtained from Johnson County is 27.765, a decrease of 0.115 from the 2019 level. The annual bill for City real estate taxes on the average home valued at \$190,000 will be \$607 or \$51 per month. Property tax receipts are budgeted at \$4,554,752 for the General Fund and Bond Funds, an increase of 2.2%. Property taxes comprise 17.4% of citywide revenue. Estimated 2019 property tax revenue includes the one-time receipt of \$550,000 from the redistribution of unused tax increment financing funds.

Sales and Use Taxes: Budget 2020 includes \$13,437,562, the largest category of citywide revenues at 51.3%. Receipts include \$7,051,412 from the 1% City sales tax, \$1,835,075 from the 0.25% City sales tax for streets/stormwater improvements, \$1,835,075 from the 0.25% City sales tax for recreational facilities, \$648,000

from City use tax, and \$2,068,000 from County sales taxes. Budget 2020 is \$21,605 or 0.2% more than Estimated 2019 due to expected lower automobile sales with an offset for new retail establishments.

Miscellaneous Revenues: Budget 2020 includes \$992,600 from an intergovernmental grant on the Johnson Drive-Kessler to Mackey Street Reconstruction project and \$1,800,000 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.

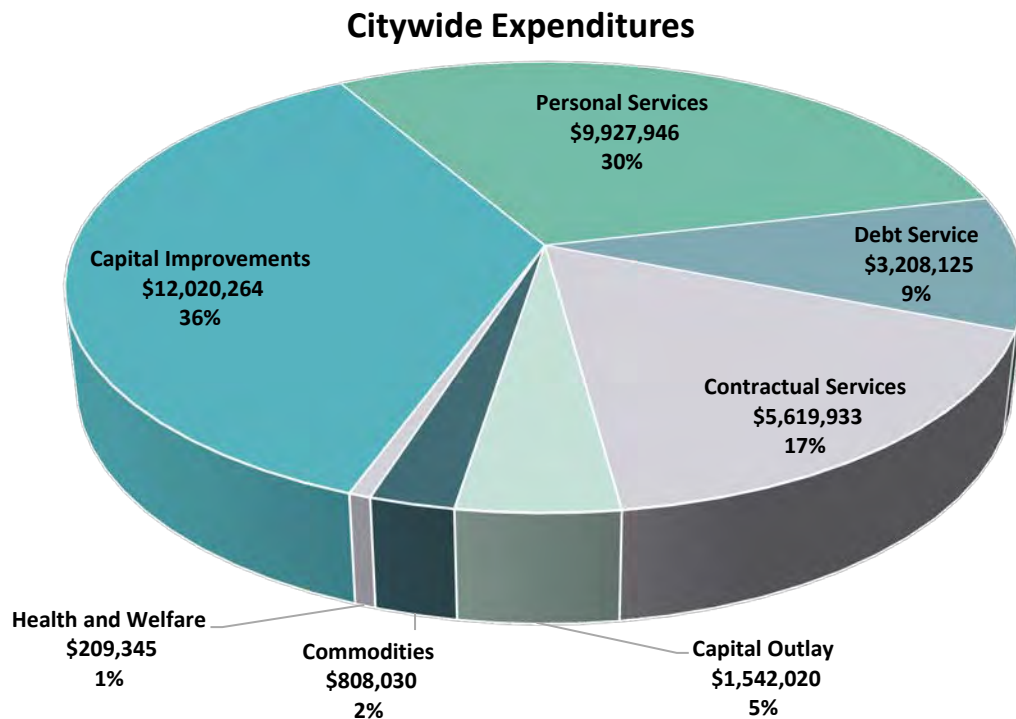
Franchise Fees: Budget 2020 includes \$1,418,000, or 5.4% of citywide revenue, from franchise fees on electricity, natural gas, cable television, trash, and some telephone services. Water, internet service, and cellular phones are not subject to franchise fees. Unseasonably hot or cold weather can impact collections associated with electricity and natural gas usage.

Licenses/Permits/Fees: Budget 2020 includes \$1,282,045, or 4.9% of citywide revenue from occupational licenses, building permits, and community center user fees. The budget reflects approximately \$660,000 in additional user fees from the mid-year opening of the new community center.

Court Fines: Budget 2020 includes \$900,000 or 3.4% of citywide revenue. Collections can vary due to the availability of police officers for traffic duty.

Transfers: Budget 2020 includes \$5,737,706 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. Transfers from the General Fund consider the City Council's fund balance policy and do not reduce the fund balances below the 30% to 35% target level.

Expenditure Highlights



Overall: Operating expenditures for 2020 total \$33,335,663, including \$13,562,284 for capital outlay and improvements. Budget 2020 is \$18,820,678 or 36.1% less than Estimated 2019, primarily due to the significant

construction expenses incurred in 2019 for the new community center. While overall expenditures exceed revenues for 2020, 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 29.8% of operating expenditures. Budget 2020 includes \$6,568,601 for salaries and \$3,342,195 for benefits, a combined increase of \$1,184,655 or 13.5% more than Estimated 2019. The increase is due to the addition of 12 FTE's necessary for operation of the new community center at an incremental cost of \$625,000. Additionally, employees are eligible for merit raises averaging 4.1%, and a 1.3% CPI increase in salary ranges. Medical insurance is projected to rise 10.0%. While pension rates will not increase, pension costs remain significant at 21.9% of salaries.

Contractual Services: Expenditures for 2020 are budgeted at \$5,619,933, which is \$494,632 or 9.7% over Estimated 2019. The increase is due to budgeted costs for a website redesign and a move to cloud computing. Additionally, the cost of labor associated with fire services is higher. The City of Overland Park provides fire services for the City through an inter-local agreement. Opening of the 66,000 sq. ft. community center will also contribute to higher contractual service costs.

Commodities: Expenditures for 2020 are budgeted at \$808,030, which is \$105,985 or 15.1% over Estimated 2019. The increase is primarily due to an allowance for rising gasoline costs plus increases for salt, sand, and concrete. Budget 2020 includes the cost of pool chemicals and recreation supplies for the community center.

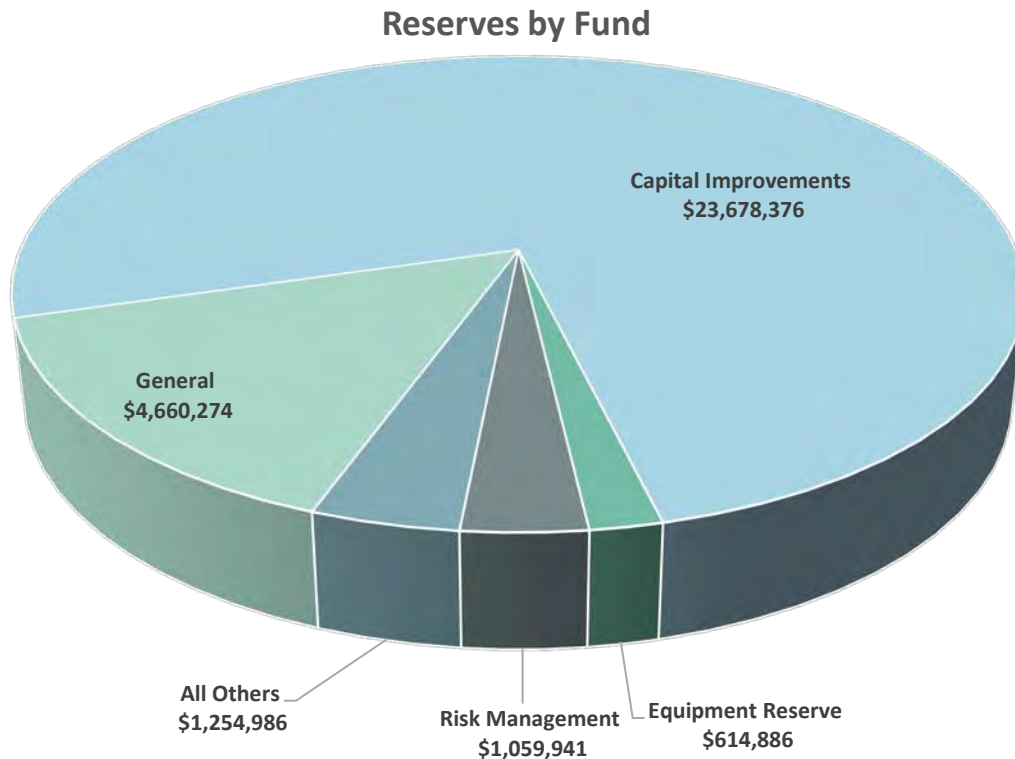
Capital Equipment: Expenditures for 2020 are budgeted at \$1,542,020 or 4.6% of operating expenditures. Purchases will include a new fire truck; three police vehicles; new radio equipment for police, fire and public works; maintenance facility truck; a truck lift for public works; and a swing set for Chatlain Park.

Capital Improvements: Expenditures for 2020 are budgeted at \$12,020,264, significantly less than Estimated 2019. Construction expenditures for the community center and parking structure will total \$26.4 million in 2019 compared to \$7.0 million in 2020. Budget 2020 also includes \$2.0 million for the Johnson Drive-Kessler to Mackey Street reconstruction project. The projects support citywide goals to sustain capital improvement efforts and construct a "uniquely-Merriam Community Center and Aquatic Center".

Debt Service: Principal and interest payments are budgeted at \$3,208,125 or 9.6% of operating expenditures. As of October 1, 2020, outstanding general obligation debt is \$19,385,000, down \$2,200,000 from the prior year. Debt service for the 2018 General Obligation Bond issue is supported by a ten-year special 0.25% sales tax for recreational facilities.

Health & Welfare: Budget 2020 includes \$209,345 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.

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 2020 reserves for General Fund plus Risk Management Fund are projected at 31.0% 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. Auto industry experts are projecting new vehicle sales to flatten through 2022 after several years of strong sales. As a result, sales tax growth for the City will be muted unless new retail development occurs.

The Kansas Board of Tax Appeals (BOTA) recently sided with Walmart on a Johnson County property valuation appeal that could have a far-reaching impact on property tax collections. The "dark store" theory allows for valuation of a fully-operational retail store at the same value as a vacant retail store. The ruling will be appealed by Johnson County with final results unknown for two or three years. The county indicates that Merriam could lose \$350,000+ on pending cases.

While the 2020 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 will 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

Although automobile sales have slipped for the last two years, the fundamentals of the economy should contribute to above average auto sales. Economists report that the 2019 labor market is strong, unemployment is low, and inflation is less than 2%. The Federal Reserve Open Market Committee recently cut interest rates which may contribute to lower consumer interest rates and affordability for automobiles.

Merriam's location will continue to attract retailers and developers to the City. Audi is currently constructing a new 26,000 sq. ft. dealership that will open in fall 2019. Jeep/Chrysler/Dodge/Ram announced plans to construct a 61,000 sq. ft. dealership on a vacant parcel in the Merriam Pointe development. Site work continues on a TIF-incentivized project to transform a vacant drainage parcel into another auto dealership at Merriam Pointe.

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 2020 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 2018</u>	<u>Budget 2019</u>	<u>Estimated 2019</u>	<u>Budget 2020</u>
Beginning Fund Balance	\$ 34,830,056	\$ 54,483,619	\$ 56,993,819	\$ 30,819,124
Revenues				
Property Taxes	4,144,683	4,456,242	5,006,242	4,554,752
City Sales/Use Taxes	12,091,093	11,396,670	11,339,957	11,369,562
County Sales Taxes	2,070,804	2,057,000	2,076,000	2,068,000
Other Taxes	1,724,643	1,333,106	1,331,162	1,324,971
Franchise Fees	1,494,896	1,451,490	1,356,490	1,418,000
Licenses/Permits/Fees	870,741	502,305	502,305	1,282,045
Fines	910,292	925,000	925,000	900,000
Interest Income	832,153	148,023	555,754	297,000
Bond Proceeds	24,156,436	-	-	-
Miscellaneous	2,752,318	2,938,341	2,938,736	2,980,585
Total Revenues	51,048,059	25,208,177	26,031,646	26,194,915
Transfers In	5,274,428	5,821,806	5,876,349	5,737,706
Total Resources*	<u>\$ 91,152,543</u>	<u>\$ 85,513,602</u>	<u>\$ 88,901,814</u>	<u>\$ 62,751,745</u>
Expenditures				
Personal Services	\$ 8,443,632	\$ 8,965,291	\$ 8,743,291	\$ 9,927,946
Contractual Services	7,159,249	5,269,301	5,125,301	5,619,933
Commodities	588,811	772,045	702,045	808,030
Capital Outlay	756,142	1,784,714	1,601,627	1,542,020
Capital Improvements	8,005,730	31,829,136	32,576,232	12,020,264
Debt Service	3,727,079	3,191,150	3,191,150	3,208,125
Health & Welfare	190,683	216,695	216,695	209,345
Total Expenditures	28,871,326	52,028,332	52,156,341	33,335,663
Contingency	12,970	-	50,000	-
Transfers Out	5,274,428	5,821,806	5,876,349	5,737,706
Total Uses	<u>\$ 34,158,724</u>	<u>\$ 57,850,138</u>	<u>\$ 58,082,690</u>	<u>\$ 39,073,369</u>
Ending Fund Balance	<u>\$ 56,993,819</u>	<u>\$ 27,663,464</u>	<u>\$ 30,819,124</u>	<u>\$ 23,678,376</u>
Uses + Ending Fund Balance*	<u>\$ 91,152,543</u>	<u>\$ 85,513,602</u>	<u>\$ 88,901,814</u>	<u>\$ 62,751,745</u>

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

Fund Overview - 2020 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	\$ 6,309,630	\$ 102,269	\$ 10,712	\$ 26,426	\$ 525,198	\$ 1,074,941	\$ 1,161,706	\$ 21,546,834	\$ 61,408	\$ 30,819,124
Revenues										
Property Taxes	4,384,441					-	-		170,311	4,554,752
City Sales/Use Taxes	7,699,412							1,835,075	1,835,075	11,369,562
County Sales Taxes	2,068,000									2,068,000
Other Taxes	542,857	305,780	24,000	24,000	408,165				20,169	1,324,971
Franchise Fees	1,418,000	-	-	-	-	-	-	-	-	1,418,000
Licenses/Permits/Fees	1,282,045	-	-	-	-	-	-	-	-	1,282,045
Fines	900,000	-	-	-	-	-	-	-	-	900,000
Interest Income	75,000	-	-	-	-	15,000	5,000	200,000	2,000	297,000
Bond Proceeds	-	-	-	-	-	-	-	-	-	-
Miscellaneous	87,000	-	-	-	65,985	-	35,000	2,792,600		2,980,585
Total Revenues	18,456,755	305,780	24,000	24,000	474,150	15,000	40,000	4,827,675	2,027,555	26,194,915
Transfers In	-	-	-	-	-	-	900,000	3,637,706	1,200,000	5,737,706
Total Resources*	\$ 24,766,385	\$ 408,049	\$ 34,712	\$ 50,426	\$ 999,348	\$ 1,089,941	\$ 2,101,706	\$ 30,012,215	\$ 3,288,963	\$ 62,751,745
Expenditures										
Personal Services	\$ 9,313,769	\$ -	\$ -	\$ -	\$ 387,202	\$ -	\$ -	\$ 226,975	\$ -	\$ 9,927,946
Contractual Services	5,390,261	-	-	-	144,525	30,000	-	55,147	-	5,619,933
Commodities	756,375	40,000	-	-	11,655	-	-	-	-	808,030
Capital Outlay	6,200	-	-	49,000	-	-	1,486,820	-	-	1,542,020
Capital Improvements	-	350,000	-	-	-	-	-	11,670,264	-	12,020,264
Debt Service	-	-	-	-	-	-	-	-	3,208,125	3,208,125
Health & Welfare	101,800	-	25,000	-	82,545	-	-	-	-	209,345
Total Expenditures	15,568,405	390,000	25,000	49,000	625,927	30,000	1,486,820	11,952,386	3,208,125	33,335,663
Contingency	-	-	-	-	-	-	-	-	-	-
Transfers Out	4,537,706	-	-	-	-	-	-	1,200,000	-	5,737,706
Total Uses	\$ 20,106,111	\$ 390,000	\$ 25,000	\$ 49,000	\$ 625,927	\$ 30,000	\$ 1,486,820	\$ 13,152,386	\$ 3,208,125	\$ 39,073,369
Ending Fund Balance	\$ 4,660,274	\$ 18,049	\$ 9,712	\$ 1,426	\$ 373,421	\$ 1,059,941	\$ 614,886	\$ 16,859,829	\$ 80,838	\$ 23,678,376
Uses + Ending Fund Bal*	\$ 24,766,385	\$ 408,049	\$ 34,712	\$ 50,426	\$ 999,348	\$ 1,089,941	\$ 2,101,706	\$ 30,012,215	\$ 3,288,963	\$ 62,751,745

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

2020 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	\$ 6,309,630	\$ 102,269	\$ 10,712	\$ 26,426	\$ 525,198	\$ 1,074,941	\$ 1,161,706	\$ 21,546,834	\$ 61,408	\$ 30,819,124
Revenues										
Taxes:										
Property	4,384,441	-	-	-	-	-	-	-	170,311	4,554,752
City Sales/Use	7,699,412	-	-	-	-	-	-	1,835,075	1,835,075	11,369,562
County Sales	2,068,000	-	-	-	-	-	-	-	-	2,068,000
Motor Vehicle	518,857	-	-	-	-	-	-	-	20,169	539,026
Alcohol	24,000	-	24,000	24,000	-	-	-	-	-	72,000
Transient Guest	-	-	-	-	408,165	-	-	-	-	408,165
Fuel	-	305,780	-	-	-	-	-	-	-	305,780
Total Taxes	14,694,710	305,780	24,000	24,000	408,165	-	-	1,835,075	2,025,555	19,317,285
Franchise Fees:										
Electric	925,000	-	-	-	-	-	-	-	-	925,000
Gas	230,000	-	-	-	-	-	-	-	-	230,000
Phone	46,000	-	-	-	-	-	-	-	-	46,000
Cable	109,000	-	-	-	-	-	-	-	-	109,000
Waste haulers	108,000	-	-	-	-	-	-	-	-	108,000
Total Franchise Fees	1,418,000	-	-	-	-	-	-	-	-	1,418,000
Lic/Pmts/Fees:										
Occupational Licenses	175,000	-	-	-	-	-	-	-	-	175,000
Other Licenses	11,500	-	-	-	-	-	-	-	-	11,500
Construction Permits	185,000	-	-	-	-	-	-	-	-	185,000
Pool Fees	-	-	-	-	-	-	-	-	-	-
Community Center Fees	900,845	-	-	-	-	-	-	-	-	900,845
Other Fees	9,700	-	-	-	-	-	-	-	-	9,700
Total Lic/Pmts/Fees	1,282,045	-	-	-	-	-	-	-	-	1,282,045
Fines	900,000	-	-	-	-	-	-	-	-	900,000
Intergovernmental	4,000	-	-	-	-	-	-	992,600	-	996,600
Interest Income	75,000	-	-	-	-	15,000	5,000	200,000	2,000	297,000
Miscellaneous	83,000	-	-	-	65,985	-	35,000	1,800,000	-	1,983,985
Total Revenues	18,456,755	305,780	24,000	24,000	474,150	15,000	40,000	4,827,675	2,027,555	26,194,915
Transfers In	-	-	-	-	-	-	900,000	3,637,706	1,200,000	5,737,706
Total Resources	\$ 24,766,385	\$ 408,049	\$ 34,712	\$ 50,426	\$ 999,348	\$ 1,089,941	\$ 2,101,706	\$ 30,012,215	\$ 3,288,963	\$ 62,751,745

BUDGET QUICK FACTS

- Total Adopted Budget: \$62,751,745
- Total General Fund Budget: \$24,766,385
- Major Source of Revenue: 1% Regular City Sales Tax \$7,051,412
- Real and Personal Property Tax provides 26.57% of the operating revenues in the General Fund (excluding transfers in)
- City and County Sales and Use Tax provides 52.92% of the operating revenues in the General Fund (excluding transfers in)
- Total Budget Reserves in the General Fund: \$4,660,274
- Assessed Valuation for the City of Merriam in 2019 is \$205,176,346
- The 2019 Mill Rate for the City of Merriam is 27.880 a decrease of 0.115 over last year
- The largest General Fund department budget is General Overhead: \$5,764,423
- The smallest General Fund department budget is City Council: \$85,657

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

Example:

Market Value of Home: \$190,000
Current Mill Rate: 27.765

Assessed Valuation: \$21,850
To determine assessed valuation multiply market value by 11.5%:
 $190,000 \times 11.5\% = \$21,850$

Annual Tax Liability for City Services: \$606.67

To calculate the annual tax bill, multiply the assessed valuation by the mill rate and divide the result by 1,000.
 $21,850 \times 27.765 = 606,665$; $606,665 \div 1,000 = \$606.67$

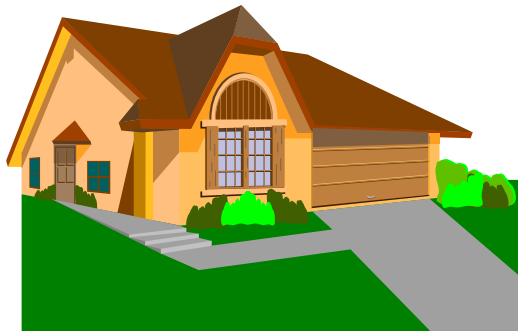
Monthly Expenses for City Services: \$50.56

To determine the monthly tax expenses for City services, divide the tax liability by 12 months:
 $606.67 \div 12 = \$50.56$

VALUE OF YOUR CITY OF MERRIAM TAX DOLLARS

The following list is a representative sampling of the City Services provided for \$50.56 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 \$3.00 per gallon would cost \$36.00.

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 27.765	Total Overlapping Ad Valorem Tax With Mill of 118.237
\$80,000	\$9,200	\$255.44	\$1,087.78
90,000	10,350	287.37	1,223.75
100,000	11,500	319.30	1,359.73
110,000	12,650	351.23	1,495.70
120,000	13,800	383.16	1,631.67
130,000	14,950	415.09	1,767.64
140,000	16,100	447.02	1,903.62
150,000	17,250	478.95	2,039.59
160,000	18,400	510.88	2,175.56
170,000	19,550	542.81	2,311.53
180,000	20,700	574.74	2,447.51
190,000	21,850	606.67	2,583.48
200,000	23,000	638.60	2,719.45
210,000	24,150	670.52	2,855.42
220,000	25,300	702.45	2,991.40
230,000	26,450	734.38	3,127.37
240,000	27,600	766.31	3,263.34
250,000	28,750	798.24	3,399.31

Each tax bill reflects a tax per \$1,000 of fair market value of \$3.19 city tax and \$13.60 total overlapping ad valorem property tax

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

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

118.237 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 11,178. 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	21.1%	Caucasian	76.5%
Age 20 - 39 years	31.6%	Hispanic	8.6%
Age 40 - 64 years	32.5%	Black	8.5%
Age 65 and above	14.8%	Asian	3.3%
		All other	3.1%

Median household income is \$57,109 and the median value of owner-occupied homes is \$154,700. The City has 5,232 housing units with the rate of homeownership at 54.8%. A language other than English is spoken in 9.1% of Merriam homes. Bachelor's degrees or higher are held by 34.0% of residents; high school diplomas are held by 92.8% 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 27,450. 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 89.6% 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 18,370, 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 2,000, 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 1,310 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

Advent Health-Shawnee Mission, 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, B.E. Smith Family 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 Theatre, 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 Kansas City Mavericks, of the Central Hockey League; the Kansas City T-Bones, a minor league baseball 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 nine municipal parks. 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, fishing, sailing, and paddle boating; twelve picnic shelters; an archery range; an 18 hole disc golf course; a 44 acre dog off-leash area; mountain biking 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.



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



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.

Transportation

The City of Merriam is very accessible to all forms of transportation. I-35 runs through the middle of the City. Merriam is 26.2 miles from Kansas City International Airport which serves as Mid-America's link to the world. Amtrak and Greyhound are located in downtown Kansas City, a mere 9 miles from Merriam via I-35. RideKC, KC Streetcar and other various taxi services provide visitors with ways to navigate the Kansas City metro area.

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 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	
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 Reed Hyundai. The four hotels located in the City are Drury Inn, Homestead Village, Quality Inn and Hampton Inn. Many offices are located in the City such as doctors' offices associated with Advent Helath-Shawnee Mission, 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 2019-2020.

While a breakdown of retail sales is not available, in 2018 the City collected \$7,483,953 in sales tax from the City's one-percent sales tax (excluding use taxes). This would indicate that over \$748,395,000 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 \$467 billion and is the fifth largest financial services holding company in the United States. The Bank of Blue Valley, formerly Morrill & Janes Bank, has a branch located in Merriam and has approximately \$1.2 billion in assets.

Employment

The City has more than 450 businesses and employers with total employment estimated at 13,739 jobs. Total employment for Johnson County is estimated at 344,227 jobs while the average 2019 to-date unemployment rate in Johnson County is 2.7%. 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>
Advent Health Shawnee Mission	Hospital	3,300
Synchrony Financial/GE Credit	Credit Services	800
DS Bus Lines	School Bus Service	340
IKEA Property, Inc.	Home Furnishings	350
Seaboard Allied Milling	Agri-business & Transportation	344
Baron BMW/Shawnee Mission Kia-Hyundai	Automobile Dealer	195
Aristocrat Motors	Automobile Dealer	180
Hendrick Chevrolet/Nissan	Automobile Dealer	180
Carmax	Automobile Dealer	169
Shawnee Mission School District	Education	452
Home Depot	Home Improvement Store	145
Hendrick Toyota	Automobile Dealer	130
Industrial Bearing (IBT)	Industrial Equipment	120
Hendrick Lexus	Automobile Dealer	94

<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 several successful projects, including Merriam Pointe and Merriam Village projects. The 35-acre Merriam Pointe redevelopment is home to four automobile dealerships and two more are 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 2019 final mill levy (supporting the 2020 Budget) decreased by 0.115 from the prior year, compared to an increase of 0.139 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 2020 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 four 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: 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 discuss 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 considers 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 0.25% 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.

The Comprehensive Plan has a 20-year lifespan. The City is undertaking an extensive revision of the current plan with assistance from outside consultants and will be completed in 2020.

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 2020 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>					
	2020	2021	2022	2023	2024
Beginning Fund Balance	\$ 6.310	\$ 4.660	\$ 4.839	\$ 4.793	\$ 4.906
Revenues	\$ 18.457	\$ 19.057	\$ 18.898	\$ 18.930	\$ 18.980
Operating Expenditures	\$ 15.569	\$ 16.045	\$ 16.441	\$ 16.845	\$ 17.261
Interfund Transfers/Contingency	\$ 4.538	\$ 2.833	\$ 2.503	\$ 1.972	\$ 1.840
Subtotal Expenditures	\$ 20.107	\$ 18.878	\$ 18.944	\$ 18.817	\$ 19.101
Projected Fund Balance	\$ 4.660	\$ 4.839	\$ 4.793	\$ 4.906	\$ 4.785

Major assumptions for the five-year General Fund Balance projection are based on current policies and expected economic conditions. Assumptions include:

- Property tax revenues increase 0.50% per year
- City sales taxes decrease by 1.00% to 2.00% per year, with adjustments for expected new retail
- County sales taxes increase by 0.50% per year
- User fees for the community center are based on estimates in the recreation facility master plan
- Personal services increase by 2.50% per year
- Contractual services and commodities rise by 2.00% to 3.00% per year
- Transfers to Equipment Reserve Fund support the 10-year equipment replacement schedule
- Transfers to the Capital Improvement Fund support the 5-year CIP.

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.

2019 Calendar for 2020 Budget

Date	Task/Event	Responsibility
January 22	Solicit Goals/Objectives updates from Council	City Administrator
February 11	Distribute updated report for Council Goals and solicit feedback from City Council	City Administrator
February 25	Accept new Goals/Objectives	City Council
February 27	Review and discuss update of Council Goals with Department Heads	City Administrator
February 26	Department Heads receive instructions on formulating/entering Budget Requests	City Administrator, Finance Director
March 29	Department Budget Requests due to City Administrator & Finance Director	Department Heads
April 1 - April 19	Review of Department Budget requests. Discussion with Department Heads.	City Administrator, Finance Director
April 19	CIP Tour/lunch	Council, City Administrator, Asst. City Admin, Fin Dir, Pub Works Dir
April 22	Work Session - CIP Forecast and Priorities	Council, City Administrator, Asst. City Admin, Fin Dir, Pub Works Dir
May 13	Work Session - Preliminary Operating Budget presentation/discussion	City Council, City Administrator Finance Director
May 14-June 19	Develop Recommended Budgets	City Administrator, Finance Director
June 24	Review 2019/2020 Revenue Projections	City Council, City Administrator Finance Director
July 22	Work Session - Review Detailed Draft Budgets	City Council, City Administrator Finance Director
July 23 - July 30	Finalize Budgets	Finance Director
July 30	Publication of Public Hearing Notice	Finance Director
August 12	Public Hearing for 2020 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:

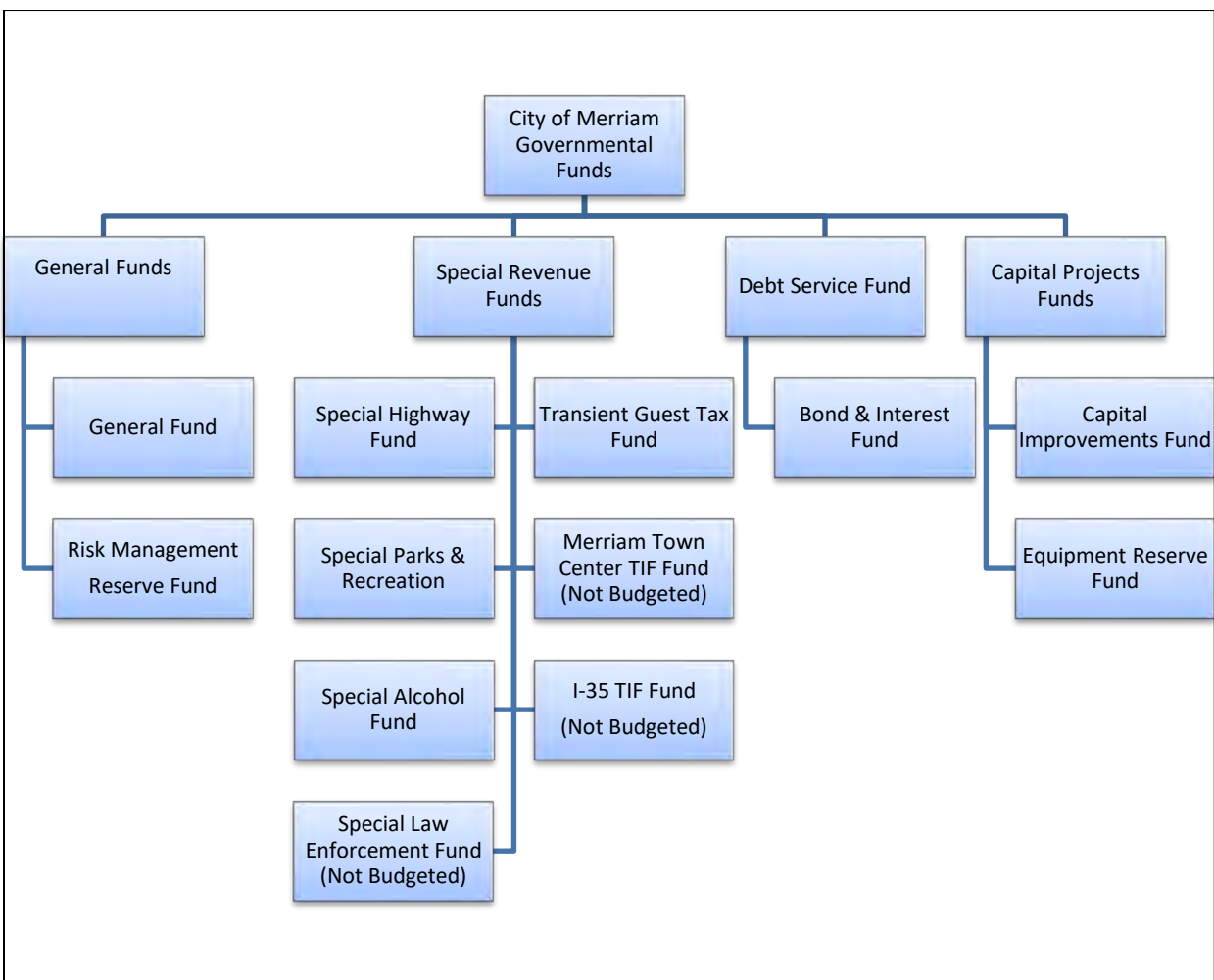
- **The General Fund** is the principal fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges and capital improvement costs that are not paid through other funds are financed through revenues received by the General 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 support the Johnson County Alcohol Tax Fund programs and the City's own programs to prevent and manage substance abuse.
 - *Transient Guest Tax Fund* accounts for Transient Guest tax receipts and is used to enhance the community in ways that attract visitors and economic development.
- **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.

Wastewater services are provided by Johnson County and water 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.

Department	Percent of Expenditures Associated with Funds (approximate)*							
	General	Special Highway	Special Alcohol	Special Parks	Transient Guest	Risk Mgmt	Equip. Reserve	Capital Improv.
City Council	100							
Administration	94				4	2		
Municipal Court	100							
General Overhead	99						1	
Information Services	89				5		6	
Police	92		1				7	
Fire	76						24	
Public Works	75	12					7	6
Culture Recreation	86			2	10		2	
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 and prevention 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, 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	
	2017	2018	% Change	2019	2020
General Fund	\$ 6,588,313	\$ 6,839,254	3.81%	\$ 6,309,630	\$ 4,660,274
Capital Improvements	23,994,706	45,982,578	91.64%	21,546,834	16,859,829
Bond & Interest	36,000	31,745	-11.82%	61,408	80,838
Other Governmental	4,194,277	4,140,242	-1.29%	2,901,252	2,077,435
Total	<u>\$ 34,813,296</u>	<u>\$ 56,993,819</u>		<u>\$ 30,819,124</u>	<u>\$ 23,678,376</u>

(See pages 16 and 17 for fund balances by fund for purposes of Budget 2020 presentation)

General Fund ending fund balance increased by 3.81% from 2017 to 2018. The increase was primarily due to lower than expected expenditures. Projected ending 2020 fund balances for General Fund plus Risk Management Fund satisfy the City's reserve policy.

The balance for the Capital Improvement Fund increased by 91.64% from 2017 to 2018. The increase was due to issuance of bonds in 2018 which will be expended between 2018 and 2020 for construction of the \$36.6 million community center and parking facility. The Bond and Interest Fund balance decreased 11.82% from 2017 to 2018 due to an increase in GO bond principal payments. 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 1/1/2019	Principal Payments FY 2020
General Obligation					
Refunding bonds to refinance 2004, 2005 & 2008 street/storm drainage improvements	03/01/12	10/01/23	\$ 7,300,000	\$ 2,680,000	\$ 510,000
Serial bonds for construction of Parks & Recreation capital improvements	02/15/18	10/01/27	20,935,000	18,905,000	1,800,000

Total Bonds	<u>\$28,235,000</u>	<u>\$21,585,000</u>	<u>\$2,310,000</u>
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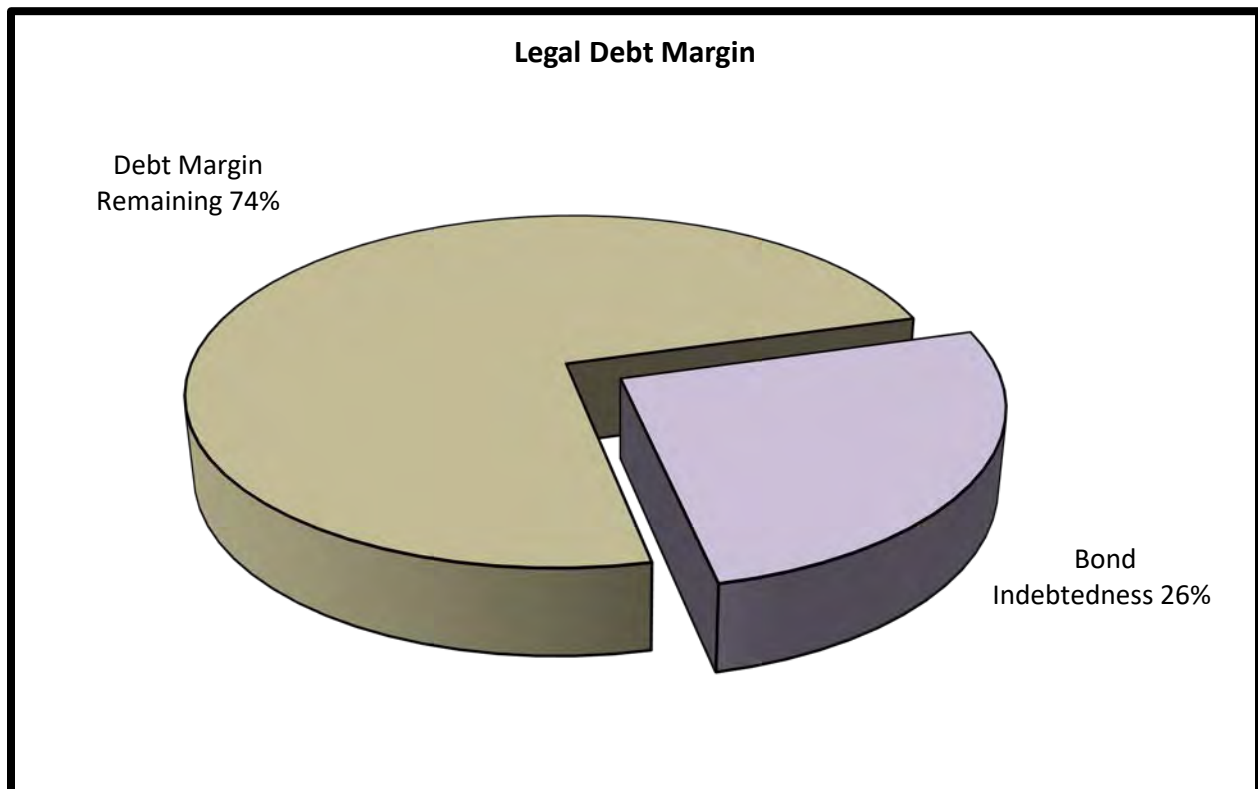
Legal Debt Margin

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 2019

Assessed value (a)	\$220,580,096
Debt limit	66,174,029
Debt applicable to limit:	
General Obligation bonds and notes	17,190,000
Less: Drainage and refunding issues not subject to limit	<u>(2,195,000)</u>
Total net debt applicable to limit	<u>17,190,000</u>
Legal debt margin remaining	<u>\$ 48,984,029</u>

(a) Combination of Motor Vehicle and Real Property values



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>
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>\$19,385,000</u>	<u>\$4,190,450</u>	<u>\$23,575,450</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 2018</u>	<u>Budget 2019</u>	<u>Estimated 2019</u>	<u>Budget 2020</u>
Total Expenditures	\$28,871,326	\$52,028,332	\$52,156,341	\$33,335,663
Debt Service Annually	\$3,727,079	\$3,191,150	\$3,191,150	\$3,208,125
Debt Service as a Percentage of Total Expenditures	12.91%	6.13%	6.12%	9.62%

The current debt service is funded from the Bond Fund mill levy and a special 0.25% City sales tax dedicated to the recreational facility bonds. However, these sources do not fully fund the annual debt service. Transfers from the Capital Improvement Fund to the Bond Fund make up the difference. 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. However, if collections for the special 0.25% City sales tax significantly below projections, increased transfers from the Capital Improvement Fund will be necessary. If this occurs, future capital projects may be deferred or cancelled to provide funding for debt service.

Authorized Paid Positions

Department	Position	Actual 2018	Estimated 2019	Budget 2020
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	0.00	0.00
	Administrative Clerk	0.00	1.00	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	4.00	4.00
	Master Police Officer	11.00	11.00	11.00
	Police Officer*	8.00	8.00	8.00
	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
	Facility Supervisor	0.00	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	5.00	5.00	5.00
	Maintenance Worker I	3.00	3.00	3.00
	Facility Maintenance Worker III	0.00	0.00	0.00
	Facility Maintenance Worker II	1.00	1.00	1.00
	Facility Maintenance Worker I	0.00	0.00	1.72
	Landscape Technician	0.00	0.00	0.25
	Administrative Assistant	1.00	1.00	1.00
	Seasonal Labor	3.96	3.96	3.96
	Total	21.96	22.96	24.93

Authorized Paid Positions

Department	Position	Actual 2018	Estimated 2019	Budget 2020
Culture and Recreation** and Special Events	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
	Administrative Assistant	1.00	0.00	0.00
	Administrative Clerk	0.00	1.00	1.00
	Facility Maintenance Worker I	1.00	1.00	0.00
	Facility Maintenance Worker II	1.00	0.00	0.00
	Facility Supervisor	2.47	2.47	0.00
	Fitness Specialist	0.23	0.23	0.00
	Landscape Technician	0.25	0.25	0.00
	Programs Coordinator	0.41	0.41	0.00
	Customer Service Rep	0.00	0.00	1.00
	Facility Attendant	0.00	0.00	2.00
	Child Watch Attendant	0.00	0.00	2.00
	Fitness Attendant	0.00	0.00	1.50
	Program Assistant	0.00	0.00	0.50
	Recreation Coordinator	0.00	1.00	1.00
	Fitness Coordinator	0.00	1.00	1.00
	Aquatics Supervisor	0.00	1.00	1.00
	Aquatics Coordinator	0.00	0.00	1.00
	Head Lifeguard	0.00	0.00	1.50
	Lifeguard	0.00	0.00	10.00
	Slide & Concessions Attendant	0.00	0.00	2.50
Total		9.36	11.36	29.00
Aquatic Center**	Pool Manager	0.24	0.00	0.00
	Assistant Pool Manager	0.20	0.00	0.00
	Swim Coach	0.29	0.00	0.00
	Swim Lesson Instructor	0.10	0.00	0.00
	Pool Supervisor	0.33	0.00	0.00
	Lifeguard/Head Lifeguard	5.21	0.00	0.00
	Cashier/Concession/Deck Attendant	3.90	0.00	0.00
	Concession Stand Supervisor	0.26	0.00	0.00
	Seasonal Maintenance Worker I	0.13	0.00	0.00
Total		10.66	0.00	0.00
Visitor's Bureau	Visitor's Bureau Director	1.00	1.00	1.00
	Graphic Designer/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	0.00	0.00
	Administrative Clerk	0.00	1.00	1.00
Total		7.00	7.00	7.00
City Total		111.20	103.54	123.15

Authorized Paid Positions

Department	Position	Actual 2018	Estimated 2019	Budget 2020
Classification By Category				
	Full Time	81.00	84.00	85.00
	Part Time	15.01	15.01	33.62
	Seasonal	15.19	4.53	4.53
	Total	111.20	103.54	123.15

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.

**The Aquatic Center was closed in 2019. A new community center including indoor/outdoor pools will open in 2020. No separate department for aquatics will exist since it will be a year-round facility. Many Culture and Recreation positions have been retitled to correspond to responsibilities associated with the new community center.

Net additions between 2018 and 2020 include 8.98 FTE's to Culture and Recreation; 2.97 to Public Works. More info may be found in the Budget by Department section.

Compensation Plan

FULL TIME POSITIONS EFFECTIVE JANUARY 1, 2020

Position	Range Bottom	Range Top
City Administrator	106,610	159,916
Assistant City Administrator	93,994	140,991
Police Chief	93,994	140,991
Police Major	82,871	124,306
Police Captain	68,599	102,899
Sergeant	56,794	85,191
Corporal	53,328	79,992
Master Police Officer	47,017	70,526
Police Officer	44,147	66,221
Police Officer Trainee	42,046	42,046
Crime Analyst	44,148	66,221
Community Service Officer	34,317	51,475
Records Clerk	32,222	48,334
Community Development Director	88,257	132,386
Building Inspector	44,147	66,221
Neighborhood Services Manager	53,328	79,992
Code Compliance Officer/Part-Time Code Compliance Planner I	38,923	58,384
Administrative Coordinator	47,017	70,526
Management Intern	36,548	54,822
	31,309	47,903
Director of Capital Improvements	88,257	132,386
Project Coordinator	44,148	66,221
Administrative Assistant	32,222	48,334
Finance Director	88,257	132,386
Accountant	50,073	75,110
Accounting Clerk	34,317	51,475
Network and Communication Administrator	82,871	124,306
Human Resources/Risk Manager	68,599	102,899
Communication and Public Engagement Manager	56,794	85,191
City Clerk	50,073	75,110
Administrative Assistant	32,222	48,334
Administrative Coordinator	36,548	54,822
Visitors' Bureau Director	50,073	75,110
Graphic Designer/Communication Specialist	41,453	62,180
Court Administrator	50,073	75,110
Court Clerk/Part Time Court Clerk	32,222	48,334

Compensation Plan

FULL TIME POSITIONS (continued) EFFECTIVE JANUARY 1, 2020

Position	Range Bottom	Range Top
Public Works Director	93,994	140,991
Public Works Superintendent	56,794	85,191
Facilities Superintendent	56,794	85,191
Foreman	44,148	66,221
Asset Management Technician	44,148	66,221
Public Works Technician	41,453	62,179
Mechanic	38,924	58,385
Maintenance Worker III	36,548	54,822
Maintenance Worker II	32,222	48,334
Maintenance Worker I/Part Time Maintenance Worker I	30,256	45,385
Facility Maintenance Worker III	36,548	54,822
Facility Maintenance Worker II	32,222	48,334
Facility Maintenance Worker I/Part Time Facility Maintenance Worker I	30,256	45,385
Administrative Assistant	32,222	48,334
Parks & Recreation Director	88,258	132,386
Assistant Parks & Recreation Director	64,418	96,626
Recreation Supervisor	50,074	75,109
Aquatics Supervisor	50,074	75,110
Administrative Coordinator	36,548	54,822
Aquatics Coordinator	36,548	54,822
Fitness Coordinator	36,548	54,822
Recreation Coordinator	36,548	54,822
Customer Service Rep	32,222	48,334

ELECTED POSITIONS EFFECTIVE JANUARY 1, 2020

Position	Range Bottom	Range Top
Mayor	12,426	12,426
City Councilmembers	5,633	5,633

Compensation Plan

PART TIME & SEASONAL POSITIONS EFFECTIVE JANUARY 1, 2020

Position	Range Bottom	Range Top
Crossing Guard	12.04	18.07
Seasonal Laborer	12.04	18.07
Landscape Technician	13.66	20.48
Intern PT	12.04	18.07
Seasonal Construction Inspector	18.75	28.69
Part Time Farmers Marketplace Assistant Coordinator	12.04	18.07
Part Time Farmers Marketplace Coordinator	13.66	20.48
Facility Attendant	12.04	18.07
Child Watch Attendant	12.04	18.06
Fitness Attendant	12.04	18.06
Program Assistant	12.83	19.23
Head Lifeguard	12.04	18.07
Lifeguard	10.13	15.20
Slide & Concessions Attendant	8.61	12.92

Compensation Plan

RETAINERS FOR CONTRACTUAL POSITIONS EFFECTIVE JANUARY 1, 2020

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.

CITY OF MERRIAM, KANSAS

REVENUES: ALL FUNDS

ANNUAL BUDGET
2020



The Merriam Community Center will open in 2020, featuring an indoor track, gymnasium, fitness center, and indoor and outdoor aquatics.

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Revenue Sources

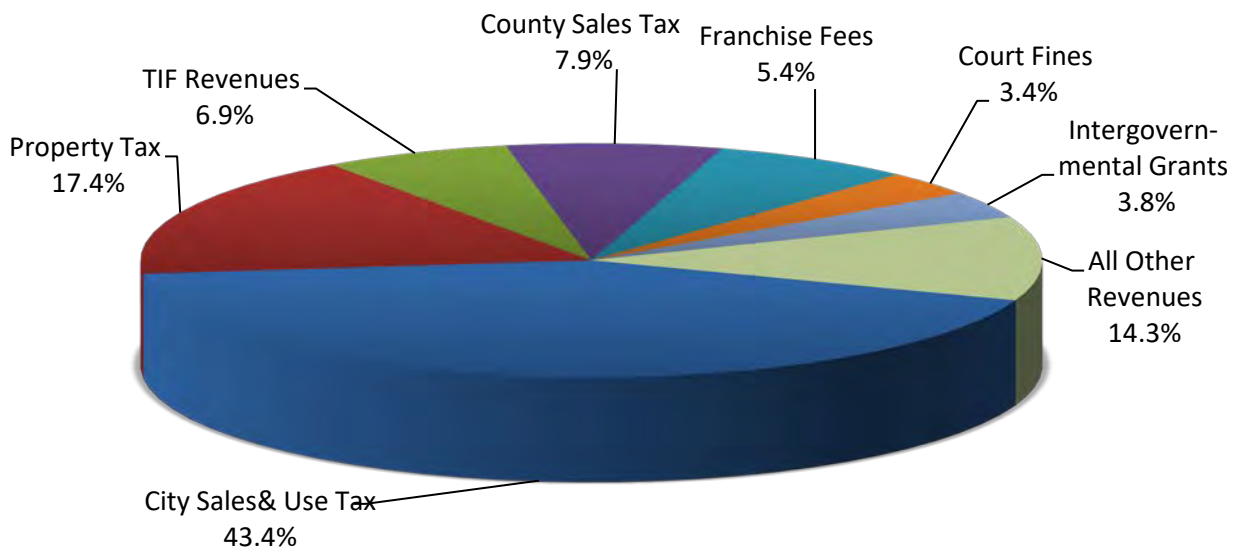
Introduction

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 88.2% of the City's projected current revenues in 2020. Current revenues are those funds that the City has budgeted to collect in 2020. 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 2020 budget total \$26,194,915. 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 2020 Revenue	Percent of Total Current Revenues
City Sales and Use Tax	\$11,369,562	43.4%
Ad Valorem Property Tax	4,554,752	17.4%
Tax Increment Financing Property Taxes (Miscellaneous)	1,800,000	6.9%
County Sales Tax	2,068,000	7.9%
Franchise Fees	1,418,000	5.4%
Court Fines	900,000	3.4%
Intergovernmental Grants	992,600	3.8%
Subtotal Major Revenue Sources	22,454,914	88.2%
All Other Revenues	3,092,001	11.8%
Total Current Revenues	\$26,194,915	100%

Major Revenue Sources - Projected 2020



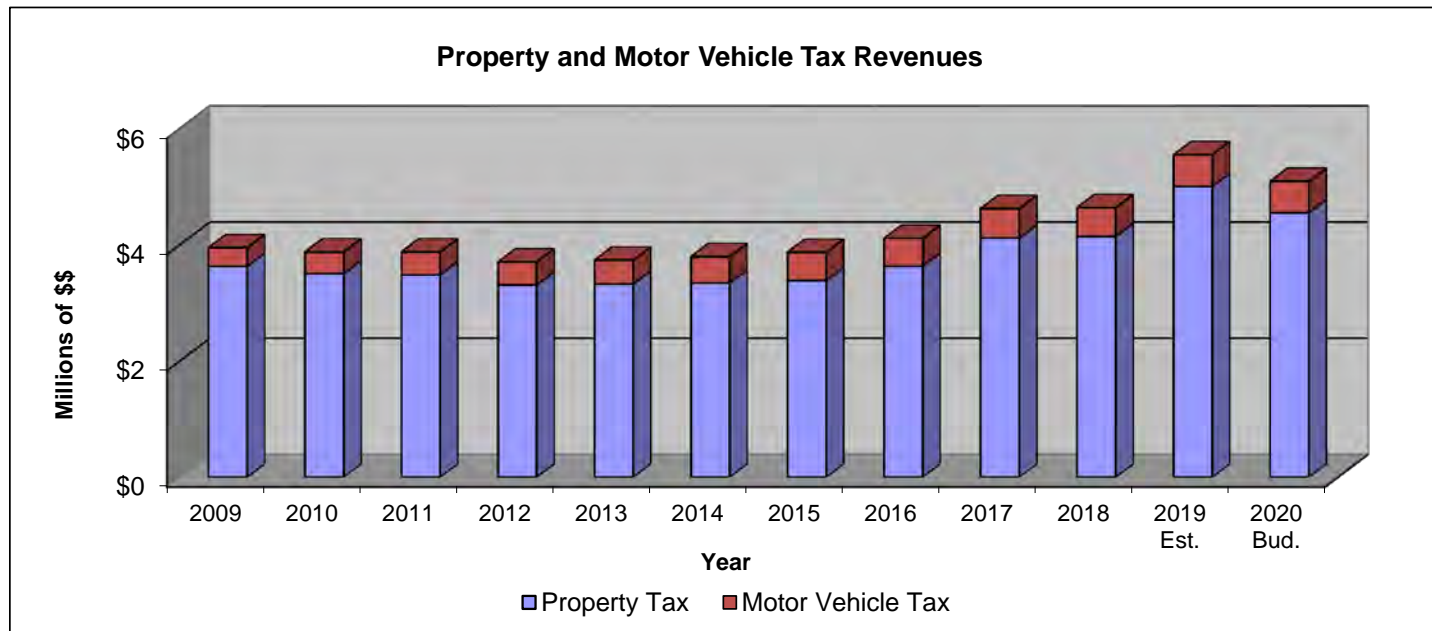
Major Revenue Sources - Citywide*
2009 through 2020

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*
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	4,144,683	497,794	10,711,957	708,416	2,070,804	1,650,000	789,349	1,494,896	910,292	3,242,712	26,220,903
2019 Est.	5,006,242	545,239	10,691,957	648,000	2,076,000	1,750,000	996,000	1,356,490	925,000	2,036,718	26,031,646
2020 Bud.	4,554,752	539,026	10,721,562	648,000	2,068,000	1,800,000	992,600	1,418,000	900,000	2,552,975	26,194,915

* 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.

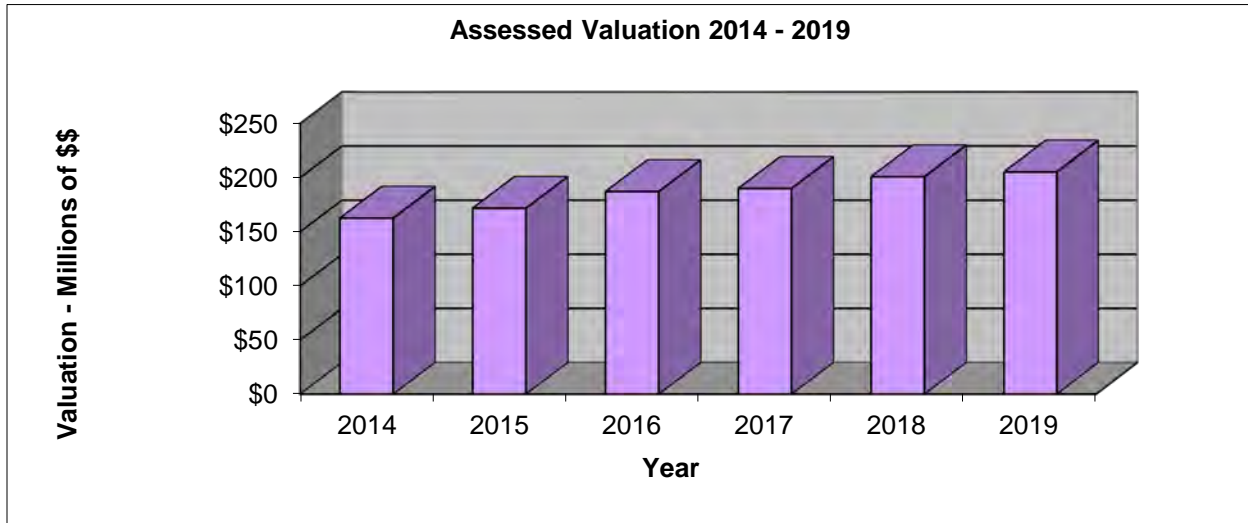
*** The City sales tax rate is 1.50%, effective January 1, 2018.



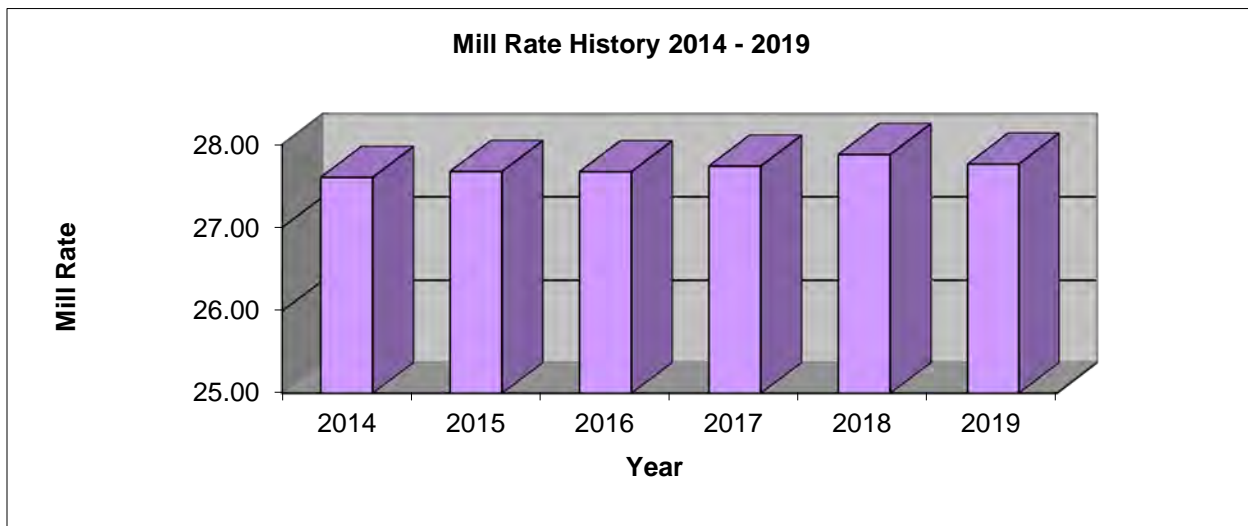
Ad Valorem Property Tax (Excluding Motor Vehicle Tax)

Budgeted 2020 ad valorem property taxes total \$4,554,752 or 17.4% of current revenues. General Fund ad valorem property taxes comprise \$4,384,441, or 23.8% of total General Fund current revenues (excluding transfers). Bond and Interest Fund ad valorem property taxes comprise \$170,311 or 8.4% 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 2019 will fund the 2020 Budget.*



Based upon the projected assessed valuation, the mill levy is calculated to fund ad valorem property tax revenue requirements. The 2020 budget will require an effective City property tax rate of 27.765 mills.



Sales Taxes

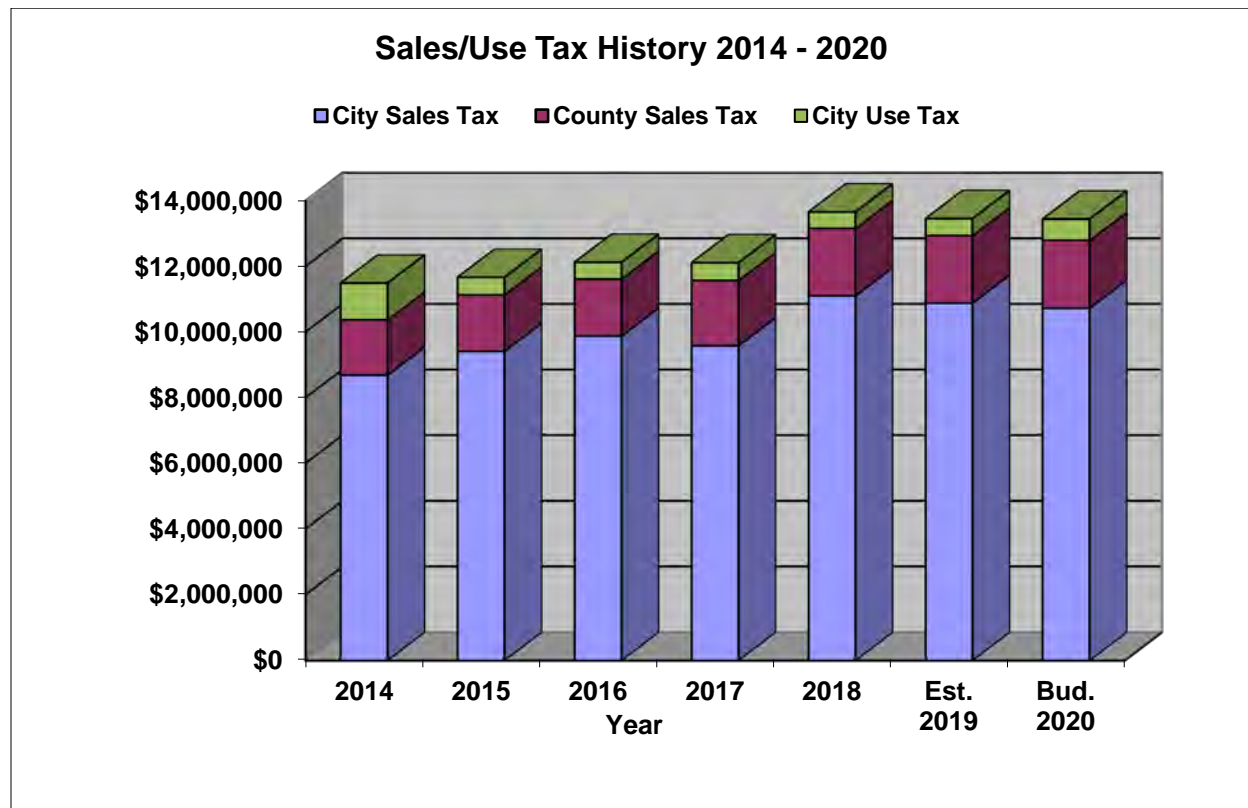
City Sales/Use Tax

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 and use tax revenues budgeted for 2020 for all funds total \$11,369,562 and are projected to comprise 43.4% of Citywide revenues. Sales taxes have declined due to softer automobile sales. Budget 2020 projects City sales taxes at \$10,721,562 based on 97.0% of estimated 2019 with adjustments for new or changed retail. Use taxes are budgeted at \$648,000 based on estimated 2019.

County Sales Tax

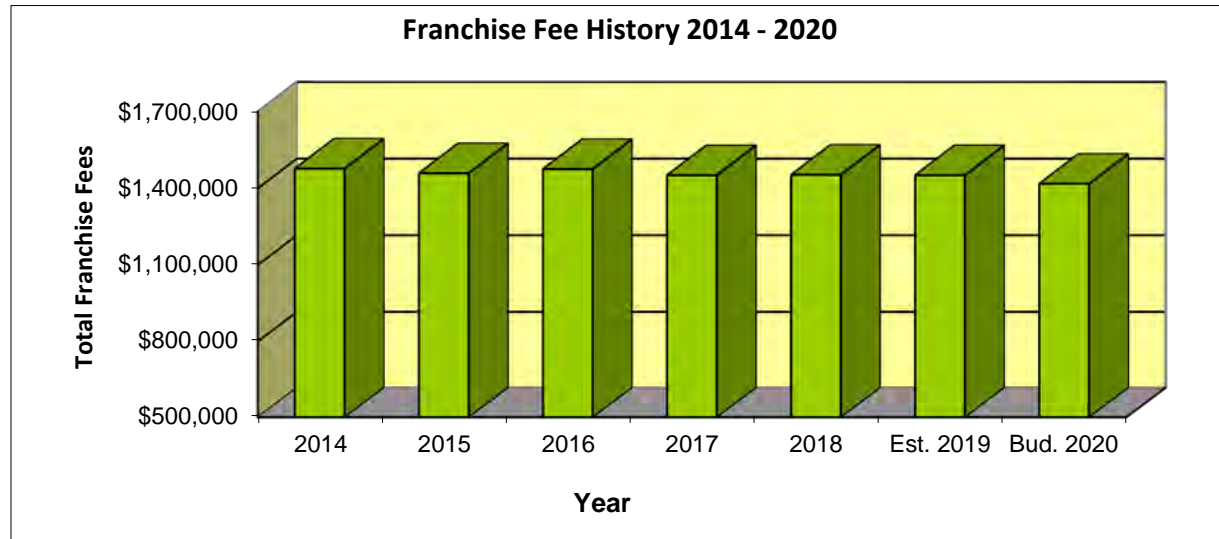
The City's allocation of the countywide sales tax is made up of four components: 1) the City's share of the countywide 0.6% sales tax, 2) the City's share of the original countywide 0.25% Public Safety sales tax (effective 2011), 3) the City's share of the countywide 0.25% Public Safety sales tax effective 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 2020 are \$2,068,000. County sales tax revenues are projected to comprise 7.9% of total current revenues. Budget 2020 projects county sales taxes at 100% of actual 2018.

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 5.4% of total current revenues. Franchise revenues budgeted for 2020 total \$1,418,000, which is approximately 100.5% of estimated 2019 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 \$1,800,000 for 2020, and may be used to fund eligible 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 \$900,000 for 2020.

Intergovernmental Grants

The 2020 Capital Improvement Fund budget includes \$992,600 in Intergovernmental Grants from various sources. In 2020, this will include money from the Johnson County Assistance Road System Program (CARS) for the Johnson Drive-Kessler to Mackey 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 2020 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 2019 of \$205,176,346 (26.727 mills). This is a decrease of 0.11 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 97.0% of estimated 2019 with an adjustment for new/lost retail. 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 0.5% sales tax. Based on 100% of actual 2018 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 0.25% Public Safety sales tax. Based on 100% of actual 2018 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 0.25% 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 0.25% 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 0.25% 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 2020 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.
Community Center Fees Received from patrons per use/monthly/quarterly/annually	Based on department estimates and historical receipts and trends.	Program services, aquatics and admission fees are set by the governing body. Concession fees are set by the 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 2020 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 2020 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 2020 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 2020 PROJECTION FACTORS	APPLICABLE LAWS
Transient Guest Tax Received from State of KS quarterly	Based on 100% of estimated 2019 collections.	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 2020 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 2020.	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 2020 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 2020 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 2020 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 97.0% of estimated 2019 with an adjustment for new/lost retail. The City reviews collection trends of individual businesses in detail.	The City levies a separate voter-approved 0.25 % sales tax. It will be collected from 1-1-11 through 12-31-20 and 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 2020 PROJECTION FACTORS	APPLICABLE LAWS
City Sales Tax-Parks & Rec Received from State of KS monthly	Based on 97.0% of estimated 2019 collections with an adjustment for new/lost retail. The City reviews collection trends of individual businesses in detail.	The City levies a separate voter-approved 0.25% 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 2019 of \$205,176,346 (1.038 mills). This is a decrease 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 2020 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 ended 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
2020



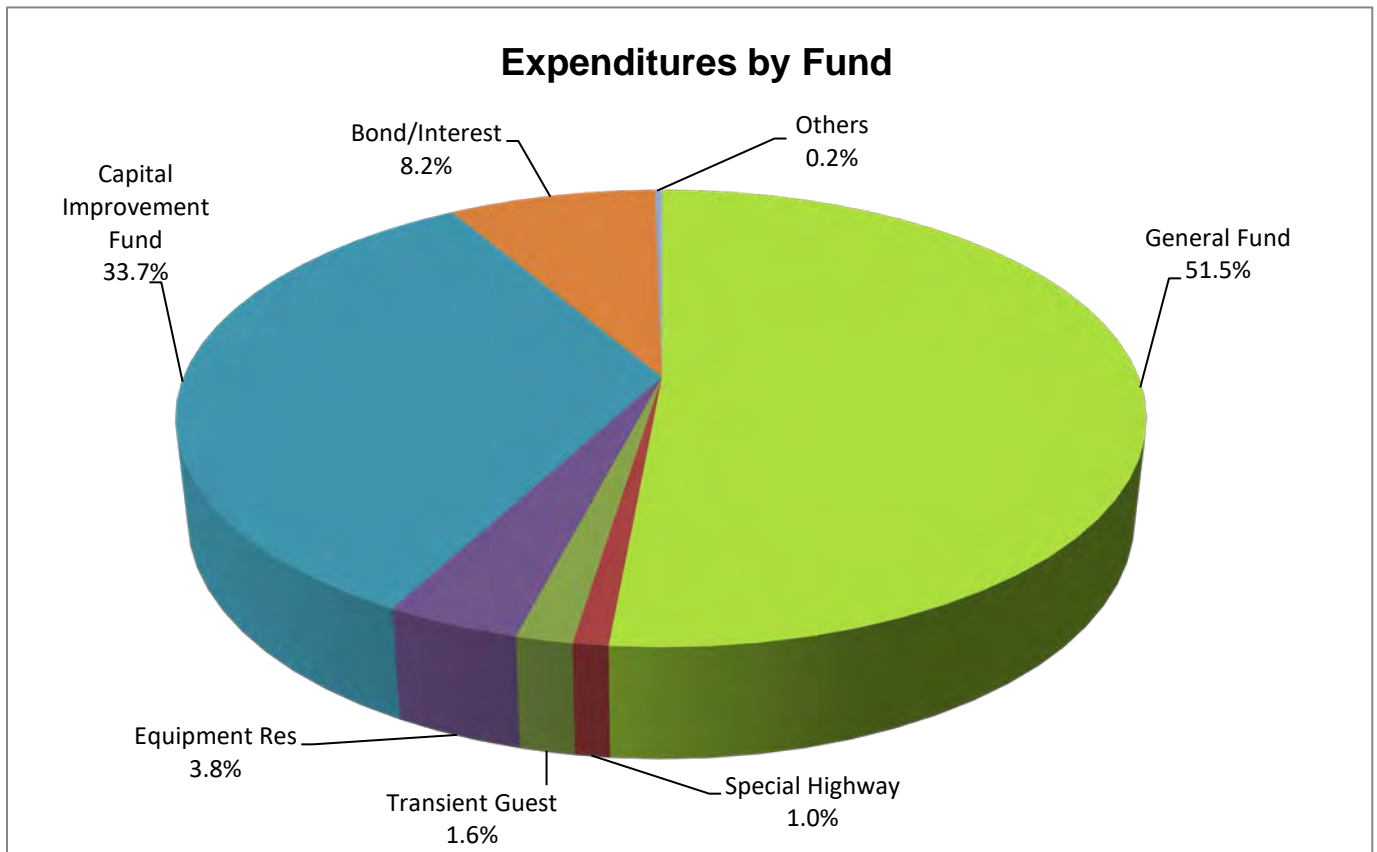
Parks and Recreation sponsors parties in neighborhood parks featuring food, entertainment, and fun!



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Expenditure by Fund

Fund	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
001-General	\$ 17,976,459	\$ 18,901,622	\$ 18,570,165	\$ 20,106,111
201-Special Highway	443,517	565,000	565,000	390,000
202-Special Alcohol	22,000	27,000	27,000	25,000
203-Special Parks and Recreation	24,145	29,000	6,000	49,000
204-Transient Guest Tax	551,657	610,471	610,471	625,927
221-Risk Management Reserve	7,205	30,000	30,000	30,000
222-Equipment Reserve	725,825	1,749,514	1,589,427	1,486,820
301-Capital Improvements	13,491,266	32,746,381	33,493,477	13,152,386
401-Bond and Interest	916,650	3,191,150	3,191,150	3,208,125
TOTAL	\$ 34,158,724	\$ 57,850,138	\$ 58,082,690	\$ 39,073,369



General Fund

	Actual 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 6,605,072	\$ 6,839,254	\$ 6,309,630
Taxes:			
Property	3,988,914	4,289,471	4,384,441
Redistributed TIF	-	500,000	-
Motor Vehicle	473,534	524,827	518,857
City Sales Tax	7,483,953	7,028,697	7,051,412
City Use Tax	708,416	648,000	648,000
County Sales Tax	1,182,993	1,188,000	1,180,000
County Sales Tax 1/4 (eff 1995)	295,749	296,000	296,000
County Sales Tax 1/4 (eff 2009)	295,749	296,000	296,000
County Sales Tax 1/4 (courthouse)	296,313	296,000	296,000
Alcohol Tax	23,829	23,000	24,000
Franchise Fees	1,494,896	1,356,490	1,418,000
Licenses/Fees/Permits	626,299	335,350	371,500
Charges for Service	244,442	166,955	910,545
Court Fines	910,292	925,000	900,000
Federal Grants	4,623	-	4,000
Interest	73,758	75,000	75,000
Miscellaneous	106,881	91,751	83,000
SUBTOTAL OPERATING REVENUES	18,210,641	18,040,541	18,456,755
TOTAL RESOURCES	\$ 24,815,713	\$ 24,879,795	\$ 24,766,385
EXPENDITURES			
Personal Services	\$ 7,897,053	\$ 8,131,605	\$ 9,313,769
Contractual Services	4,447,199	4,897,871	5,390,261
Commodities	555,248	649,040	756,375
Capital Outlay	6,172	6,200	6,200
Health and Welfare	83,389	109,100	101,800
SUBTOTAL OPERATING EXPENDITURES	12,989,061	13,793,816	15,568,405
Interfund Transfers	4,974,428	4,726,349	4,537,706
Contingency	12,970	50,000	-
TOTAL USES	\$ 17,976,459	\$ 18,570,165	\$ 20,106,111
ENDING BALANCE	\$ 6,839,254	\$ 6,309,630	\$ 4,660,274

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

Guideline: Used for the payment of operating expenditures

Highlight: General Fund balance represents 25% of operating revenues. When combined with Risk Management, ending fund balance represents 31% of operating revenues

Special Highway Fund

	Actual 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 500,693	\$ 362,399	\$ 102,269
Taxes:			
Fuel Tax	305,223	304,870	305,780
TOTAL RESOURCES	\$ 805,916	\$ 667,269	\$ 408,049
EXPENDITURES			
Commodities	\$ 24,477	\$ 40,000	\$ 40,000
Annual Overlay/Street Repairs	419,040	525,000	350,000
Contingency	-	-	-
TOTAL EXPENDITURES	\$ 443,517	\$ 565,000	\$ 390,000
ENDING FUND BALANCE	\$ 362,399	\$ 102,269	\$ 18,049

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 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 10,940	\$ 12,768	\$ 10,712
Taxes:			
Special Alcohol	23,828	24,944	24,000
TOTAL RESOURCES	\$ 34,768	\$ 37,712	\$ 34,712
EXPENDITURES			
Health and Welfare	\$ 22,000	27,000	\$ 25,000
TOTAL EXPENDITURES	\$ 22,000	\$ 27,000	\$ 25,000
ENDING FUND BALANCE	\$ 12,768	\$ 10,712	\$ 9,712

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 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 7,799	\$ 7,482	\$ 26,426
Taxes:			
Special Alcohol	23,828	24,944	24,000
TOTAL RESOURCES	\$ 31,627	\$ 32,426	\$ 50,426
EXPENDITURES			
Other Contractual Services	\$ -	\$ -	\$ -
Capital Outlay	24,145	6,000	49,000
TOTAL EXPENDITURES	\$ 24,145	\$ 6,000	\$ 49,000
ENDING FUND BALANCE	\$ 7,482	\$ 26,426	\$ 1,426

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 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 717,591	\$ 661,519	\$ 525,198
Transient Guest Tax	424,766	408,165	408,165
Rental and Special Event Income	64,982	65,985	65,985
Miscellaneous	5,837	-	-
SUBTOTAL OPERATING REVENUES	495,585	474,150	474,150
TOTAL RESOURCES	\$ 1,213,176	\$ 1,135,669	\$ 999,348
EXPENDITURES			
Personal Services	334,313	376,701	387,202
Contractual Services	122,964	140,170	144,525
Commodities	9,086	13,005	11,655
Health and Welfare	85,294	80,595	82,545
SUBTOTAL OPERATING EXPENDITURES	551,657	610,471	625,927
Contingency		-	-
TOTAL EXPENDITURES	\$ 551,657	\$ 610,471	\$ 625,927
ENDING FUND BALANCE	\$ 661,519	\$ 525,198	\$ 373,421

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 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 1,030,873	\$ 1,089,941	\$ 1,074,941
Miscellaneous	49,856	-	-
Interest	16,417	15,000	15,000
TOTAL RESOURCES	\$ 1,097,146	\$ 1,104,941	\$ 1,089,941
EXPENDITURES			
Contractual Services	\$ 3,533	\$ 10,000	\$ 10,000
Insurance Claims & Settlements	3,672	20,000	20,000
Contingency	-	-	-
TOTAL EXPENDITURES	\$ 7,205	\$ 30,000	\$ 30,000
ENDING FUND BALANCE	\$ 1,089,941	\$ 1,074,941	\$ 1,059,941

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 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 1,926,381	\$ 2,006,133	\$ 1,161,706
Transfer from General Fund	700,000	700,000	900,000
Interest	25,601	10,000	5,000
Miscellaneous	79,976	35,000	35,000
SUBTOTAL OPERATING REVENUES	805,577	745,000	940,000
TOTAL RESOURCES	\$ 2,731,958	\$ 2,751,133	\$ 2,101,706
EXPENDITURES			
Capital Outlay	\$ 725,825	\$ 1,589,427	\$ 1,486,820
Contingency	-	-	-
TOTAL EXPENDITURES	\$ 725,825	\$ 1,589,427	\$ 1,486,820
ENDING FUND BALANCE	\$ 2,006,133	\$ 1,161,706	\$ 614,886

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

Guidelines: To finance the acquisition of equipment.

Capital Purchases - Budgeted for 2020

Description	Department	Years Old	Cost
Radio System	Police, Fire, PW	10	\$417,000
Patrol Vehicles (2)	Police	6	70,000
Investigations Vehicle	Police	10	25,000
Pumper Truck	Fire	18	747,000
Cameras; WiFi; Door Locks	City Hall/Gen OH	various	25,320
Chatlain Park Swingset	Parks/Rec	12	32,000
Facility Maintenance Truck	Public Works	New	32,000
Large Truck Lift	Public Works	24	46,000
Trailer	Public Works	34	10,000
Tire Changer	Public Works	8	13,500
Snow Plow Blades (2)	Public Works	20	26,000
Fire Station appliances	Fire	various	10,000
Computers/Monitors, Memory	Information Tech	various	33,000
Total \$			\$1,486,820

Capital Improvement Funds

	Actual 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 23,994,707	\$ 45,982,578	\$ 21,546,834
Interest	709,386	453,754	200,000
Proceeds from GO Bonds	24,156,436	-	-
1/4 Cent Sales Tax - Streets/Stormwater	1,949,362	1,831,630	1,835,075
1/4 Cent Sales Tax - Rec Facilities	1,949,362	-	-
Miscellaneous	814	-	-
I-35 District Tax Increment for Future Projects	1,650,000	1,750,000	1,800,000
Intergovernmental Grant	789,349	996,000	992,600
SUBTOTAL OPERATING REVENUES	31,204,709	5,031,384	4,827,675
Transfer from General Fund	4,274,428	4,026,349	3,637,706
TOTAL RESOURCES	\$ 59,473,844	\$ 55,040,311	\$ 30,012,215
EXPENDITURES			
Principal on 2018 GO Bonds	2,030,000	-	-
Interest on 2018 GO Bonds	631,639	-	-
Bond Issuance Costs+Underwriter Fee	148,790	-	-
MTC TIF Reimbursement	2,536,059	-	-
Personal Services - Project Admin	212,266	234,985	226,975
Contractual/Commodities - Project Admin	45,822	57,260	55,147
Capital Improvements	7,586,690	32,051,232	11,670,264
SUBTOTAL OPERATING EXPENDITURES	13,191,266	32,343,477	11,952,386
Transfer to Bond and Interest Fund	300,000	1,150,000	1,200,000
TOTAL USES	\$ 13,491,266	\$ 33,493,477	\$ 13,152,386
ENDING FUND BALANCE	\$ 45,982,578	\$ 21,546,834	\$ 16,859,829

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 2018	Estimated 2019	Budget 2020
REVENUES			
Beginning Fund Balance	\$ 36,000	\$ 31,745	\$ 61,408
Taxes:			
Property Tax	155,769	216,771	170,311
Motor Vehicle	24,260	20,412	20,169
Special Assessment	425,375	-	-
1/4 Cent Sales Tax - Rec Facilities	-	1,831,630	1,835,075
Interest	6,991	2,000	2,000
SUBTOTAL OPERATING REVENUES	612,395	2,070,813	2,027,555
Transfer from CIP Fund	300,000	1,150,000	1,200,000
TOTAL RESOURCES	\$ 948,395	\$ 3,252,558	\$ 3,288,963
EXPENDITURES			
Principal	\$ 860,000	\$ 2,200,000	\$ 2,310,000
Interest	56,650	991,150	898,125
TOTAL EXPENDITURES	\$ 916,650	\$ 3,191,150	\$ 3,208,125
ENDING FUND BALANCE	\$ 31,745	\$ 61,408	\$ 80,838

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
2020



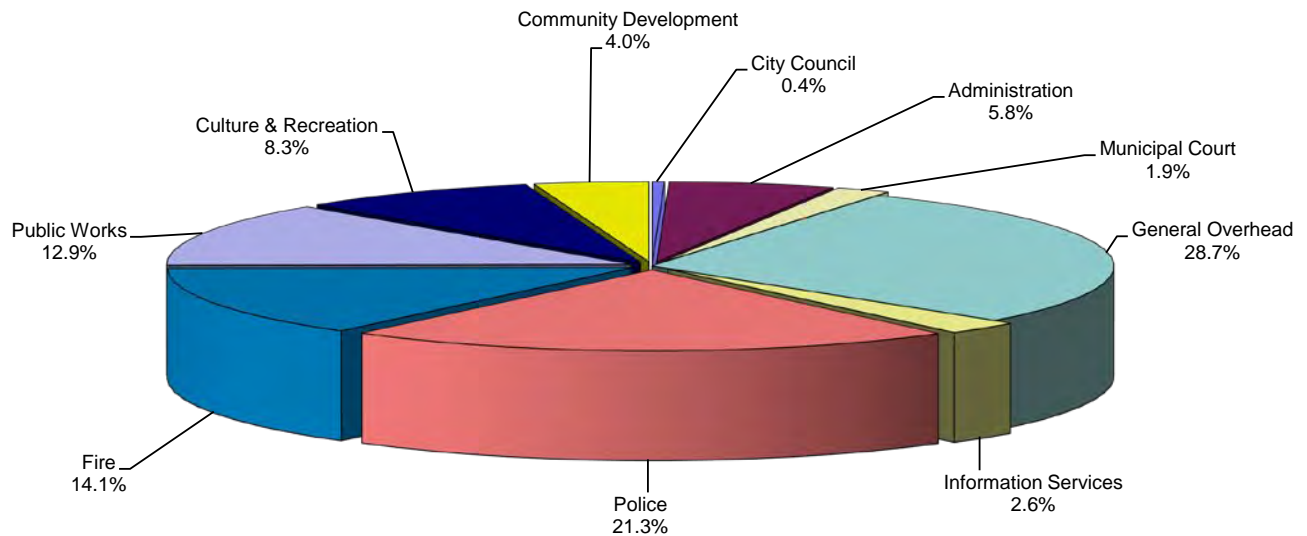
Master Police Officer Kristin Jasinski was named 2018 Officer of the Year.

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General Fund Summary by Department

Department	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	% Increase Over 2019 Estimated
City Council	\$76,083	\$84,020	\$84,020	\$85,657	1.95%
Administration	1,025,281	1,131,434	1,131,434	1,166,278	3.08%
Municipal Court	327,704	344,967	344,967	381,248	10.52%
General Overhead	5,999,888	5,835,977	5,910,520	5,764,423	-2.47%
Information Services	400,301	474,172	439,172	530,303	20.75%
Police	3,945,281	4,190,673	4,025,673	4,280,552	6.33%
Fire	2,499,830	2,763,181	2,743,181	2,838,973	3.49%
Public Works	1,991,714	2,356,935	2,224,935	2,583,833	16.13%
Culture & Recreation	762,500	875,239	846,239	1,670,856	97.44%
Aquatic Center	240,956	50,015	50,015	0	0.00%
Community Development	706,921	795,009	770,009	803,988	4.41%
TOTAL	\$17,976,459	\$18,901,622	\$18,570,165	\$20,106,111	8.27%

General Fund Budget by Department



General Fund - Department by Character

Expenditures	Actual 2018	Budget 2019	Estimated 2019	Budget 2020	Increase Over 19 Est.
City Council					
Personal Services	\$ 62,650	\$ 64,036	\$ 64,036	\$ 64,782	1.16%
Contractual Services	11,045	17,034	17,034	17,575	3.18%
Commodities	2,388	2,950	2,950	3,300	11.86%
Total	76,083	84,020	84,020	85,657	1.95%
Administration					
Personal Services	976,160	1,058,518	1,058,518	1,095,628	3.51%
Contractual Services	45,066	67,536	67,536	65,370	-3.21%
Commodities	4,055	5,380	5,380	5,280	-1.86%
Total	1,025,281	1,131,434	1,131,434	1,166,278	3.08%
Municipal Court					
Personal Services	183,125	196,742	196,742	203,863	3.62%
Contractual Services	142,520	145,300	145,300	174,660	20.21%
Commodities	2,059	2,925	2,925	2,725	-6.84%
Total	327,704	344,967	344,967	381,248	10.52%
General Overhead					
Personal Services	12,717	20,225	20,225	17,150	-15.20%
Contractual Services	905,529	1,015,171	985,171	1,088,467	10.49%
Commodities	10,855	19,675	19,675	19,300	-1.91%
Health and Welfare	83,389	109,100	109,100	101,800	-6.69%
Interfund Transfers	4,974,428	4,671,806	4,726,349	4,537,706	-3.99%
Contingency Usage	12,970	-	50,000	-	-100.00%
Total	5,999,888	5,835,977	5,910,520	5,764,423	-2.47%
Information Services					
Personal Services	139,136	147,273	147,273	155,648	5.69%
Contractual Services	240,493	308,799	273,799	360,155	31.54%
Commodities	20,672	18,100	18,100	14,500	-19.89%
Capital Outlay	-	-	-	-	0.00%
Total	400,301	474,172	439,172	530,303	20.75%
Police					
Personal Services	3,598,839	3,758,029	3,643,029	3,849,752	5.67%
Contractual Services	187,284	251,944	221,944	243,200	9.58%
Commodities	152,986	174,500	154,500	181,400	17.41%
Capital Outlay	6,172	6,200	6,200	6,200	0.00%
Total	3,945,281	4,190,673	4,025,673	4,280,552	6.33%
Fire					
Contractual Services	2,472,278	2,676,457	2,676,457	2,775,073	3.68%
Commodities	27,552	86,724	66,724	63,900	-4.23%
Total	2,499,830	2,763,181	2,743,181	2,838,973	3.49%

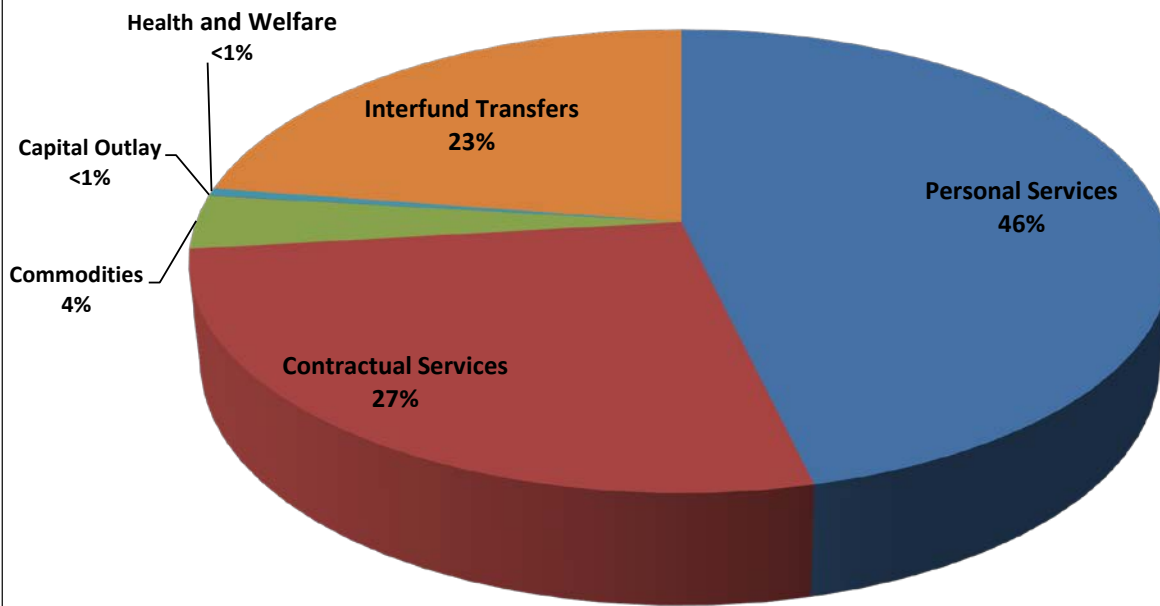
Expenditures	Actual 2018	Budget 2019	Estimated 2019	Budget 2020	Increase Over 19 Est.
<i>Public Works</i>					
Personal Services	1,523,399	1,733,919	1,641,919	1,951,577	18.86%
Contractual Services	191,137	248,292	238,292	254,996	7.01%
Commodities	277,178	374,724	344,724	377,260	9.44%
Total	1,991,714	2,356,935	2,224,935	2,583,833	16.13%
<i>Culture and Recreation</i>					
Personal Services	558,827	649,774	634,774	-	-100.00%
Contractual Services	177,335	197,923	183,923	113,430	-38.33%
Commodities	26,338	27,542	27,542	11,870	-56.90%
Total	762,500	875,239	846,239	125,300	-85.19%
<i>Culture and Recreation - New *</i>					
Personal Services	-	-	-	1,230,551	0.00%
Contractual Services	-	-	-	243,935	0.00%
Commodities	-	-	-	71,070	0.00%
Total	-	-	-	1,545,556	0.00%
<i>Aquatic Center *</i>					
Personal Services	168,943	7,300	7,300	-	-100.00%
Contractual Services	45,263	42,715	42,715	-	-100.00%
Commodities	26,750	-	-	-	0.00%
Total	240,956	50,015	50,015	-	-100.00%
<i>Community Development</i>					
Personal Services	673,257	717,789	717,789	744,818	3.77%
Contractual Services	29,249	70,700	45,700	53,400	16.85%
Commodities	4,415	6,520	6,520	5,770	-11.50%
Total	706,921	795,009	770,009	803,988	4.41%
Total All Departments	\$ 17,976,459	\$ 18,901,622	\$ 18,570,165	\$ 20,106,111	8.27%

* The Aquatic Center closed in August 2018. 2019 includes expenditures for the swim and dive team, which was relocated to another facility for the year. The 2020 budget for the new Community Center includes an Aquatics Program which will feature indoor/outdoor pools.

General Fund - Character Breakdown

Expenditures	Actual 2018	Budget 2019	Estimated 2019	Budget 2020	Increase Over 19 Est.
Personal Services	\$ 7,897,053	\$ 8,353,605	\$ 8,131,605	\$ 9,313,769	14.54%
Contractual Services	4,447,199	5,041,871	4,897,871	5,390,261	10.05%
Commodities	555,248	719,040	649,040	756,375	16.54%
Capital Outlay	6,172	6,200	6,200	6,200	0.00%
Health and Welfare	83,389	109,100	109,100	101,800	-6.69%
Interfund Transfers	4,974,428	4,671,806	4,726,349	4,537,706	-3.99%
Contingency Usage	12,970	-	50,000	-	-100.00%
Total Expenditures	\$ 17,976,459	\$ 18,901,622	\$ 18,570,165	\$ 20,106,111	

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: 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 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 62,650	\$ 64,036	\$ 64,782	75%
Contractual Services	11,045	17,034	17,575	21%
Commodities	2,388	2,950	3,300	4%
Department Total	\$ 76,083	\$ 84,020	\$ 85,657	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 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character - Administration				
Personal Services	\$ 976,160	\$ 1,058,518	\$ 1,095,628	94%
Contractual Services	45,066	67,536	65,370	6%
Commodities	4,055	5,380	5,280	0%
Department Total	\$ 1,025,281	\$ 1,131,434	\$ 1,166,278	100%

Summary by Character - General Overhead

Personal Services	\$ 12,717	\$ 20,225	\$ 17,150	0%
Contractual Services	905,529	985,171	1,088,467	19%
Commodities	10,855	19,675	19,300	0%
Health and Welfare	83,389	109,100	101,800	2%
Interfund Transfers	4,974,428	4,726,349	4,537,706	79%
Reserves and Contingency	12,970	50,000	-	0%
Department Total	\$ 5,999,888	\$ 5,910,520	\$ 5,764,423	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	-	-
Administrative Clerk	-	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, payroll, 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, 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 18 new employees for regular positions and 75 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, Driver Safety, DOT Supervisor Training, Hazard Communication, and Supervisor Incident Investigation Training.
- Awarded the 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. Two employees graduated from the program in 2019.
- Created new job descriptions and compensation analysis for the new Community Center positions.
- Switched benefit brokers to provide an increased level of services and efficiencies for the City and employees.
- Implemented a new payroll, time and attendance system.
- Facilitated meetings of the ad hoc Public Art Committee. "Hmmm" by artist Joshua Wiener was installed near Waterfall Park in 2019. Artist Blessing Hancock was selected for the New Community Center art project pieces, which will be installed in 2020. Conceptual plans for exterior upgrades to City Hall were included in the 2020-2024 Capital Improvement Plan approved by Council.
- 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).
- The Communications Team won five gold PRISM Awards from the Public Relations Society of America Greater Kansas City Chapter.

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.

Indicator	Actual 2017	Actual 2018	Projected 2019	Target/Est 2020
Employees Provided Human Resources & Payroll (Regular & Seasonal)	186	196	140*	210
Employee Turnover Rate	16%	11%	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	95%	97%	100%	100%
% of Unrestricted Cash Invested	85%	92%	86%	85%

*The outdoor pool was closed during 2019 due to the construction of the New Community Center so no lifeguards were hired.

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.

Indicator	Actual 2017	Actual 2018	Projected 2019	Target/Est 2020
Number of Facebook followers	1,245	1,739	2,500	2,750
Number of Twitter followers	4,638	5,109	5,400	5,550
Merriam website traffic**	329,418	327,115	325,000	330,000
Number of E-Merriam Updates subscribers	876	880	900	915
Number of Graphic Design Projects	132	92	110	130
Number of Website News Flash Stories	40	65	45	50

** Updated 2017 number to match the same source (Google Analytics) as the other traffic statistics. CivicPlus's Piwik service was previously used to calculate this.

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
% New Businesses Issued Occupational Licenses/Total Licenses*	(24%)	18%	0%	5%

* 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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
% of Employees Participating in the City Wellness Program	35%	26%	30%	35%
% of Employees Participating in the HDHP**	38%	57%	57%	60%
# of Employees Participating in the Tuition Reimbursement Plan***	3	4	4	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 for eligible employees.

General Fund Department: Municipal Court

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 183,125	\$ 196,742	\$ 203,863	53%
Contractual Services	142,520	145,300	174,660	46%
Commodities	2,059	2,925	2,725	1%
Department Total	\$ 327,704	\$ 344,967	\$ 381,248	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 700 cases each month.

Mission

To justly hear and dispatch all cases presented.

Department Highlights

- Began using Payment Plans to eliminate court appearances by defendants.
- Collected over \$25,000 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".

Indicator	Actual 2017	Actual 2018	Projected 2019	Target/Est 2020
Court Fines Collected	\$824,687	\$889,233	\$925,000	\$900,000
8% Court Fines Paid Electronically	15%	24%	20%	25%
Court Filings Processed	6,741	7,520	6,000	6,500
Warrants Issued	935	1151	850	900

General Fund Department: Information Services

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 139,136	\$ 147,273	\$ 155,648	29%
Contractual Services	240,493	273,799	360,155	68%
Commodities	20,672	18,100	14,500	3%
Department Total	\$ 400,301	\$ 439,172	\$ 530,303	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

- Completed Police Department transition to WatchGuard body camera project
- Installed new Virtual Host for Police, Court, and NetMotion Servers
- Implemented Lucity Upgrade with ESRI and Johnson County map interface
- Installed Google Fiber at City Hall and Public Works
- Installed new surveillance cameras at City Hall
- Participated in the Nationwide Cyber Security Review MS-ISAC

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Service Tickets (estimated) *	1,400	1,260	1,220	1,000
% of Workstation on most current Windows Operating System	87%	87%	93%	95%
% of Department Services Cloud Based	30%	35%	50%	75%
% of Help Desk Tickets Cleared within 24 hours	97%	97%	98%	98%
% of Mission Critical Server ** Uptime	98%	99%	99%	99%

*The decrease in Service Tickets is directly attributable to the new four-year replacement schedule.

** 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 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 3,598,839	\$ 3,643,029	\$ 3,849,752	90%
Contractual Services	187,284	221,944	243,200	6%
Commodities	152,986	154,500	181,400	4%
Capital Outlay	6,172	6,200	6,200	0%
Department Total	\$ 3,945,281	\$ 4,025,673	\$ 4,280,552	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

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
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, Coffee with a Cop, Operation Rudolph, Merriam Parks and Recreation events, neighborhood block parties, and elementary school events such as “High Five Fridays”.
- Participated in community outreach events through the Northeast Chamber of Commerce, Talking Tuesday’s, business ribbon cuttings, and the Northeast Chamber “Leadership Northeast” program.
- 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 prescription drug take back events in partnership with Walgreen’s Pharmacy and the DEA.
- Continue a new bike patrol program. Bike Patrols allow a more personal contact between police and citizens giving us another Community Policing tool.
- Initiated the NICHE RMS (report management system) along with other Johnson County law enforcement agencies.

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Reported Violent Crimes/1,000 Residents	3.6	3.6	4.0	3.8
Violent Crimes/1,000 Solved	1.2	1.2	1.2	1.3
Reported Property Crimes/1,000 Residents	61.4	58.0	63.9	62.0
Property Crimes/1,000 Solved	9.6	6.1	6.8	7.0
Arrests Made	1,245	1,347	1,370	1,350

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Calls for Service	10,392	9,944	9,891	10,000
Calls for Service per Patrol Officer	433	432	430	440
Average emergency response time	3:49	4:00	4:07	4:05
Average non-emergency response time	6:00	5:43	5:53	5:50

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

<i>Indicator</i>	<i>Actual 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Accident ratio per 1,000 population	85.1	84.0	87.4	83.0
Injury Accident ratio per 1,000 population	21.2	21.2	20.2	20.0
Non-Injury Accident ratio per 1,000 population	63.9	63.6	66.5	64.0
Alcohol related accident ratio per 1,000 population	2.2	2.2	2.2	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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Citizens Academy Attendance *	N/A*	12	8	15
National Night Out Attendance	100	125	150	160
School Events	6	29	40	50
Coffee with a Cop Events	12	12	4	5
Active Shooter Incident Training Events	7	8	6	8
Citizen Community Events (Block parties, city events, local business events, etc.)	N/A	47	50	50

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

General Fund Department: Fire

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services*	\$ -	\$ -	\$ -	0%
Contractual Services*	2,472,278	2,676,457	2,775,073	98%
Commodities	27,552	66,724	63,900	2%
Department Total	\$ 2,499,830	\$ 2,743,181	\$ 2,838,973	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 54 re-inspections to obtain 100% fire code compliance.
- Conducted approximately 21 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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Fire Inspections Performed	430	556	556	556
Fire incidents/1,000 Residents	36.9	31	30	30
Non-fire incidents/1,000 Residents	137	129	129	129
\$ Loss to assessed value ratio - Residential	.003/1	.0015	.0015	.0015
\$ Loss to assessed valuation ratio - Commercial	.000088/1	<.0001	<.0001	<.0001

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Public Education Attendance	3,210	2033	2500	2500

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Firefighter Training Hours	8,405	9131	9100	9100
% 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 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 1,523,399	\$ 1,641,919	\$ 1,951,577	75%
Contractual Services	191,137	238,292	254,996	10%
Commodities	277,178	344,724	377,260	15%
Department Total	\$ 1,991,714	\$ 2,224,935	\$ 2,583,833	100%

Authorized Positions

Full-time Positions	17.00	19.00	20.00
Part-time Positions	1.00	-	0.72
Seasonal Positions	3.96	3.96	4.21
Department Total	21.96	22.96	24.93

Classifications

Public Works Director	1.00	1.00	1.00
Public Works Superintendent	1.00	1.00	1.00
Facility Supervisor *	-	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	5.00	5.00	5.00
Maintenance Worker I	3.00	3.00	3.00
Facility Maintenance Worker III	-	-	-
Facility Maintenance Worker II	1.00	1.00	1.00
Facility Maintenance Worker I	-	-	1.72
Landscape Technician	-	-	0.25
Administrative Assistant	1.00	1.00	1.00
Seasonal Labor	3.96	3.96	3.96
Department Total	21.96	22.96	24.93

Note: Two full time positions and one part-time position were transferred from Culture & Rec. to improve efficiencies in preparation for opening of the new community center. This includes the Facility Supervisor, one Facility Maintenance Worker I, and the Landscape Technician. An additional 0.72 FTE Facility Maintenance Worker I will be hired to support the new community center operations.

* Formerly authorized as Facility Maintenance Worker II. Responsibilities were expanded and the position was transferred from Culture & Rec.

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 91 decorative streetlights on Switzer, 67th St and Vernon Place.
- Maintained more than 1,600 decorative streetlights.
- Repaired 4 drain box structures found in poor condition after our Citywide inspection.
- Replaced 150 feet of curbing and 350 feet of sidewalk.
- Maintained and repaired the Streamway Trail.
- Used 175 tons of asphalt for pavement repairs.
- 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 377 work orders with an average completion time of 2.5 days.
- Processed short-term parking permits, right-of-way permits and city property damage reimbursements. Completed inspections and billing.
- Moved existing playground from Vavra Park to Waterfall Park
- 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 \$8.10 per housing unit.
- Conducted two Citywide cleanup campaigns and a spring limb pickup campaign. Provided a holiday tree pickup.
- Conducted storm debris drop off campaigns in January and June due to damaging storms.
- Administered one neighborhood island grant. Year two of the 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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Streetlights Installed	66	103	91	78
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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Lane miles of Street Repair/Overlay	2.49	3.92	1.78	1.68
Street Maintenance Expense per Housing Unit (5,224 housing units per 2012 census update)	\$99.49	\$86.96	\$90.00	\$100.00
Miles of Curbing/Sidewalk Repaired	1.91	3.24	2.35	1.59
Percent of City streets with a condition rating of "good"	92%	92%	90%	90%

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 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. We will be focusing on facilities and getting all assets collected and added.

<i>Indicator</i>	<i>Actual 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Data Entry % Complete	70%	75%	80%	85%

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. The date of the class was changed to a Saturday, which increased attendance.

<i>Indicator</i>	<i>Actual 2016</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Flower basket class attendees	15	15	30	25

General Fund Department: Culture & Recreation (including Aquatics & Parks)

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 727,770	\$ 642,074	\$ 1,230,551	74%
Contractual Services	222,598	226,638	357,365	21%
Commodities	53,088	27,542	82,940	5%
Department Total	\$ 1,003,456	\$ 896,254	\$ 1,670,856	100%

Authorized Positions

Full-time Positions	5.00	7.00	8.00
Part-time Positions	3.36	3.36	20.00
Seasonal (former Aquatics dept)*	10.66	-	-
Department Total	19.02	10.36	28.00

Classifications

Parks & Recreation Director	1.00	1.00	1.00
Assistant Parks & Rec Director	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	-
Administrative Clerk	-	-	1.00
Facility Maintenance Worker I (moved to Public Works)	1.00	1.00	-
Facility Maintenance Worker II (moved to Public Works) **	1.00	-	-
Facility Supervisor	2.47	2.47	-
Fitness Specialist	0.23	0.23	-
Landscape Technician (moved to Public Works)	0.25	0.25	-
Programs Coordinator	0.41	0.41	-
Customer Service Rep	-	-	1.00
Facility Attendant	-	-	2.00
Child Watch Attendant	-	-	2.00
Fitness Attendant	-	-	1.50
Program Assistant	-	-	0.50
Recreation Coordinator	-	1.00	1.00
Fitness Coordinator	-	1.00	1.00
Aquatics Supervisor	-	1.00	1.00
Aquatics Coordinator	-	-	1.00
Head Lifeguard	-	-	1.50
Lifeguard	-	-	10.00
Slide & Concessions Attendant	-	-	2.50
Seasonal (former Aquatics dept)*	10.66	-	-
Department Total	19.02	10.36	28.00

Note: Many positions have been retitled to correspond to responsibilities associated with the new community center. Net additions include 3 full-time positions and 5.98 FTE part-time positions. Two full time positions and one part-time position were moved to Public Works.

* The old Aquatics Center was demolished in 2018. The new community center will include indoor/outdoor pools. Because it will be a year-round facility, no employees will be classified as seasonal.

** The Facility Maintenance Worker II responsibilities were expanded into the new Facility Operations Supervisor position and moved to Public Works.

General Fund Department: Culture & Recreation

Program Description

The Parks and Recreation Department initiates, develops, and administers a variety of cultural and recreation programs for Merriam residents and non-residents. The Merriam Community Center houses an indoor walking track, fitness center, gymnasium, indoor / outdoor pools and rental spaces for programs, community events and rental. 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 seven special events including: Dad and Daughter Dance, Brunch with the Bunny, Hanging Basket Workshop, National Volunteer Appreciation Reception, National Night Out, Breakfast with Santa and Mayor's Christmas Tree Lighting.
- Used social media to effectively promote events. The audience for the Facebook 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.
- Coordinated maintenance issues at the Irene B. French Community Center while providing input on design of the new community center.
- Served as the City's liaison for the Flags 4 Freedom committee.
- Coordinated the Superpass cooperative membership with five other Johnson County city pools, which allowed Merriam residents to visit other pools during the construction of the new community center. The Superpass sticker was provided at no additional cost to residents and 2018 non-resident members of the Merriam Aquatic Center.
- Coordinated the registration and logistics of Merriam Dolphins Swim and Dive Team to utilize City of Overland Park's Young's Pool during the construction of the new community center. A total of 34 children participated in the program.

General Fund Department: Culture & Recreation

Goals and Objectives Performance Measures

Department Goal: Deliver quality aquatic 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 2020 season in the event construction is not completed in time for the season.

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Swim Team Enrollment/ % increase/ (decrease)	45 (4.3%)	51 13.3%	34 (33.3%)	40 17.6%

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 in the new community center.

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

<i>Indicator</i>	<i>Actual 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Facebook followers % increase	1,005 24.4%	1,360 35.3%	1,725 26.8%	2,070 20%

General Fund Department: Culture & Recreation

Objective: Continue evaluations for all recreational/educational programs to gain insight on areas for improvement and to successfully operate the new community center to meet pro-forma standards.

<i>Indicator</i>	<i>Actual 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est* 2020</i>
Membership Sales (annual/summer)	368	308	300	1,800
% increase (decrease)		(16.3%)	(2.6%)	500%
Daily Pass Sales	1,944	2,882	3,170	7,500
% increase (decrease)		48.3%	10%	136.6%
Senior Program Attendance	11,553	11,809	11,600	15,500
% increase (decrease)	1.7%	2.2%	(1.8%)	33.6%
Youth Program Attendance/	3,921	3,890	1,400	4,700
% increase (decrease)	3.3%	(0.8%)	(64%)	235.7%
Land Fitness Program Attendance/	2,813	2,672	2,300	3,600
% increase (decrease)	0%	(5%)	(13.9%)	56.5%
Rentals (rooms, gym, pool, birthday)	706	726	750	850
% increase (decrease)	(19.5%)	2.8%	3.3%	13.3%
Water Fitness Attendance	NA	NA	NA	1,600
% increase (decrease)				
Swim Lesson Attendance	131	145		420
% increase (decrease)	42.4%	10.7%	NA	
Child Watch Attendance				
% increase (decrease)	NA	NA	NA	3,720
On-Line Registration Statistics:				
Enrollments	114	123	135	150
New Users	33	33	33	40

* The new community center will open summer 2020. The existing community center will remain operational until then.

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

Citywide Goal Supported: Enhance Community Identity and Connections

Objective: Develop facility operating and implementation plan for new community center.

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.

General Fund Department: Culture & Recreation - Parks and Open Space

Program Description

The Parks and Recreation Department delivers inviting parks, trails and open space to Merriam residents to build community and create a quality of life that promotes recreation and health integral to a livable community.

Mission

To provide and maintain open space and amenities that promote the health and wellness of the citizens of Merriam; to provide safe and attractive places to play and enrich young people.

Department Highlights

- Facilitated park improvements including: additional rule sign at Brown Park; new soccer goals and nets at Waterfall Park; third community art project “Hmmm” added to Turkey Creek Streamway Trail at Waterfall Park.
- Facilitated park repairs/maintenance including: replaced Dero bike stations parts; replaced bollard caps; repaired drinking fountains at various parks; repaired swings; maintained park system landscape beds.
- Served as staff representative to the 5701 Steering Committee responsible for making a recommendation of future land use.
- Continued the successful Adopt-A-Park programs at Campbell Park and Brown Park. Both locations have renewed agreements with various civic groups to continue to help maintain the areas.
- Coordinated various trail and creek clean up events with local civic organizations in the spring and fall.

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 plan for Waterfall Park.

Department Goal: Increase community awareness of park improvement and amenities.

Objective: Promote availability of open space amenities available for private rental.

Indicator	Actual 2017	Actual 2018	Projected 2019	Target/Est 2020
Pavilion Rentals/ % increase (decrease)*	93 7.9%	83 (10.8%)	55 (33.7%)	60 9.1%
Soccer Field Hourly Rentals/ % increase (decrease)	97 (31.2%)	75 (22.7%)	55 (26.7%)	55 0%

* Loss of Vavra Park Shelter in 2018 due to construction of new community center at that location.

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General Fund Department: Community Development

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 673,257	\$ 717,789	\$ 744,818	92%
Contractual Services	29,249	45,700	53,400	7%
Commodities	4,415	6,520	5,770	1%
Department Total	\$ 706,921	\$ 770,009	\$ 803,988	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	-	-
Administrative Clerk	-	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 20 planning related applications that include site development plans, preliminary and final development plans, zoning changes, plats, etc.
- Pursued an estimated 1,500 code violations resulting in an estimated 40,000 inspections.
- Issued an estimated 520 construction permits with a total estimated building valuation of \$56,000,000.
- Renewed 439 landlord licenses and performed approximately 400 rental inspections.
- Facilitated the approval of development and building plans for Advent Health Medical Center, Switzer Senior Villas, Reed Automotive, and a number of exterior and interior remodeling projects.
- Continued to accept on-line landlord license applications and renewals.
- Continued the transition to electronic record storage by scanning Department planning and zoning files.
- Code Enforcement Officers made 3,600 personal contacts with citizens.
- The Neighborhood Services Manager made presentations at five homeowner's associations and/or neighborhood gatherings.
- Identified and awarded four properties "Yard of the Month".
- Successfully managed the City's new Exterior Improvement and Block Party grant programs. Awarded and administered 28 Residential Exterior and 15 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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Rental Licenses Issued (New & Renewal)	450	440	427	425
Code Enforcement Personal Contact with Residents	3,612	3,958	3,624	3,700
Code Enforcement Violations Investigated	1,672	1,644	1,500	1,500
% of Cases Closed Within 30 Days	90%	90%	90%	90%
% of Trial Cases Won in Municipal Court	100%	100%	100%	100%

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
% of Plans Reviewed Within 14 Days	90%	95%	95%	90%

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Capital Improvement Fund: Capital Improvement Administration

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 212,266	\$ 234,985	\$ 226,975	80%
Contractual Services	44,171	53,160	50,847	18%
Commodities	1,651	4,100	4,300	2%
Department Total	\$ 258,088	\$ 292,245	\$ 282,122	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 Residential Streets Group V on 51st Street, Merriam Lane, 61st Street, and 62nd Street.
- Completed 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.
- Completed GPR (Ground Penetrating Radar) assessment, which measures depth of existing pavement structure.
- Completed TREKK inspection and inventory assessment of the City's drainage system.
- Commenced the 67th Street Improvements between West City Limits to Antioch Road.
- Commenced the repairs to the Shawnee Mission Parkway Bridge over Turkey Creek.
- Ongoing review for Upper Turkey Creek Project. Project was approved for consideration of federal funds to construct.

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Number of Projects Managed	17	13	10	11
% of CIP Project Expenditures Funded by Grants	8.3%	6.0%	3.1%	8.3%
CIP Administration Expenditures as a % of CIP Project Expenditures	1.8%	2.0%	0.7%	2.4%

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.

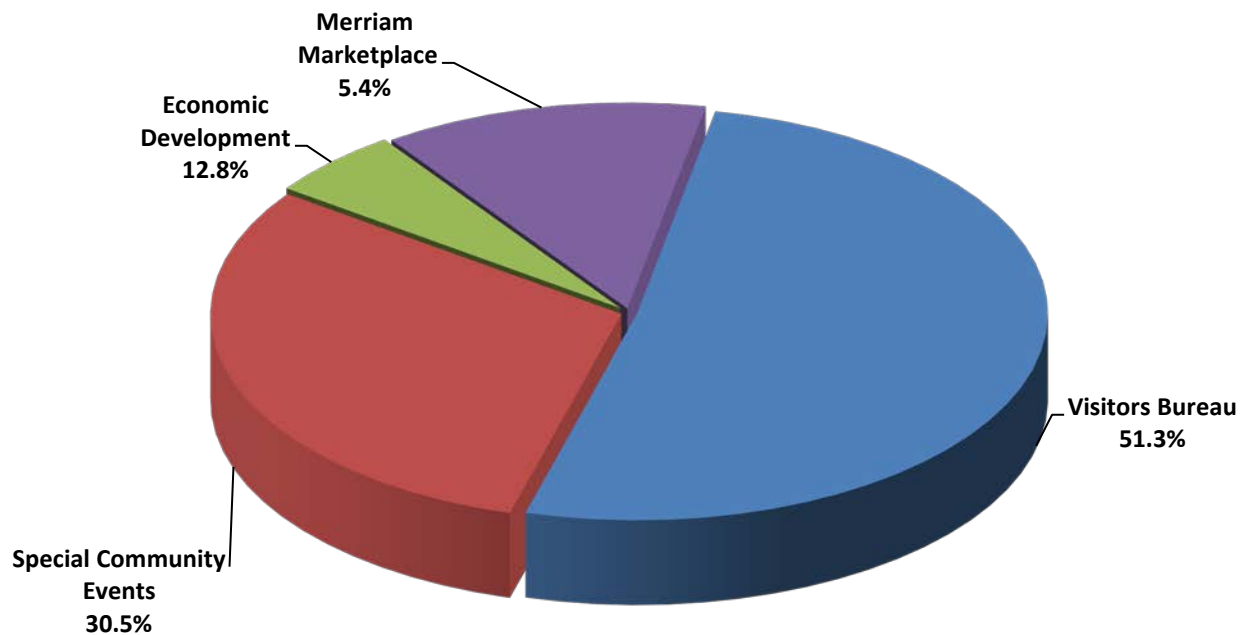
Department Goal: Promote and stimulate quality development to enhance the City's economic base
Citywide Goal Supported: Maintain Economic Vitality

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

Transient Guest Tax Fund Summary by Department

Department	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	% Increase Over 2019 Estimated
Visitors Bureau	\$282,615	\$311,054	\$311,054	\$321,179	3.26%
Special Community Events	159,396	186,664	186,664	191,020	2.33%
Merriam Marketplace	33,247	35,413	35,413	33,598	-5.13%
Economic Development	76,399	77,340	77,340	80,130	3.61%
TOTAL	\$551,657	\$610,471	\$610,471	\$625,927	2.53%

Transient Guest Tax Fund Budget by Department



Transient Guest Tax Fund - Department by Character

Expenditures	Actual 2018	Budget 2019	Estimated 2019	Budget 2020	Increase over 19 Est
Visitors Bureau					
Personal Services	\$ 211,873	\$ 221,604	\$ 221,604	\$ 229,629	3.62%
Contractual Services	70,343	87,250	87,250	89,650	2.75%
Commodities	399	2,200	2,200	1,900	-13.64%
Total	282,615	311,054	311,054	321,179	3.26%
Special Community Events					
Personal Services	67,882	99,569	99,569	101,975	2.42%
Commodities	6,220	6,500	6,500	6,500	0.00%
Health and Welfare	85,294	80,595	80,595	82,545	2.42%
Total	159,396	186,664	186,664	191,020	2.33%
Marketplace					
Personal Services	4,558	5,528	5,528	5,598	1.27%
Contractual Services	27,863	27,860	27,860	27,125	-2.64%
Commodities	826	2,025	2,025	875	-56.79%
Total	33,247	35,413	35,413	33,598	-5.13%
Economic Development					
Personal Services	50,000	50,000	50,000	50,000	0.00%
Contractual	24,758	25,060	25,060	27,750	10.73%
Commodities	1,641	2,280	2,280	2,380	4.39%
Total	76,399	77,340	77,340	80,130	3.61%
Contingency Usage	-	-	-	-	0.00%
Total All Departments	\$ 551,657	\$ 610,471	\$ 610,471	\$ 625,927	2.53%

Expenditures	Actual 2018	Budget 2019	Estimated 2019	Budget 2020	Increase over 19 Est
Personal Services	\$ 334,313	\$ 376,701	\$ 376,701	\$ 387,202	2.79%
Contractual Services	122,964	140,170	140,170	144,525	3.11%
Commodities	9,086	13,005	13,005	11,655	-10.38%
Health and Welfare	85,294	80,595	80,595	82,545	2.42%
Contingency Usage	-	-	-	-	0.00%
Total Expenditures	\$ 551,657	\$ 610,471	\$ 610,471	\$ 625,927	2.53%

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Transient Guest Tax Fund Department: Visitors Bureau/Eco Dev

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character - Visitors Bureau				
Personal Services	\$ 211,873	\$ 221,604	\$ 229,629	71%
Contractual Services	70,343	87,250	89,650	28%
Commodities	399	2,200	1,900	1%
Department Total	\$ 282,615	\$ 311,054	\$ 321,179	100%

Summary by Character - Economic Development

Personal Services	\$ 50,000	\$ 50,000	\$ 50,000	62%
Contractual Services	24,758	25,060	27,750	35%
Commodities	1,641	2,280	2,380	3%
Department Total	\$ 76,399	\$ 77,340	\$ 80,130	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
Graphic Designer/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

- Awarded first place for the Best Visitor Guide in Kansas (medium budget) during the annual Kansas Tourism Conference.
- Provided shuttle service for 337 passengers from Merriam hotels to the Sprint Center during the “March Madness” Big 12 Championships. Overall marketing efforts yielded 291,500 impressions.
- Participated in the Northeast Kansas summer passport, which moves visitors across the northeast region of the state.
- Launched the new Northeast Kansas regional website and Facebook page.
- Successfully launched a new history tour with Otocast using fascinating narrative, guest audio segments, historic “then and now” photos, and geo-mapping technology.
- Escorted the Mayor Sissom to Merriam’s Hampton Inn & Suites during National Tourism Week. While there, Mayor Sissom engaged with guests and thanked them for choosing Merriam during their visit.
- Continued our regional partnership with KC Destinations. Efforts included the launch of a new website, a new KC History Trip and building upcoming trips, KC Quirk and KC Holiday.
- Launched the summer staycation and travel KS vacation promotion designed to highlight 15 regional stops and 12 across the state.
- Collaborated with a local social influencer to explore Merriam’s history.
- Participated in the Kansas Media Marketplace with travel writers, bloggers, influencers and photojournalists.

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: Design and distribute hospitality training manuals for front line workers in Merriam showcasing industry best practices, Merriam attractions, referrals for service and Visitor's Bureau information.

Objective: Partner in hosting a regional tourism industry job fair and tourism day of service (KC Destinations, KC Restaurant Association and KC Hotel & Lodging Association).

Objective: Redesign and remarket Merriam's meeting spaces guide to include the new community center facilities. Target meeting planners and local businesses.

Objective: Utilize social media influencers to broaden Merriam's reach; partner with local associations and/or the State tourism office to host an Instagram takeover in the summer and host potential visits to Merriam (region) with travel writers, bloggers and influencers.

<i>Indicator</i>	<i>Actual 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Group Tour Participants	1,088	673	600	700
Tradeshows / Leads Obtained	3 / 200	3 / 159	4 / 250	4 / 250
Marketing Impressions	3.184 million	2.038 million	2.5 million	2.75 million
Hotel Occupancy / Avg. Daily Rate	62.6% / \$75.24	*57.6% / \$76.06	59.0% / \$75.50	61.0% / \$76.80

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

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Transient Guest Tax Fund Department: Special Community Events

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 67,882	\$ 99,569	\$ 101,975	54%
Commodities	6,220	6,500	6,500	3%
Health and Welfare	85,294	80,595	82,545	43%
Department Total	\$ 159,396	\$ 186,664	\$ 191,020	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, staff 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.
- Planned and coordinated two Party in Your Park events at Quail Creek and Campbell Park.
- The third Party in Your Park event was a joint effort with Merriam Police Department in conjunction with National Night Out at Waterfall Park. The City's newest community art project, "Hmmm", was also installed and dedicated at Waterfall Park.
- Initiated a public engagement process with artist Blessing Hancock for the new community center courtyard art.
- Planned and coordinated the 34th Annual Turkey Creek Festival at Antioch Park with 5K Run/Walk in Downtown Merriam. The festival was cancelled at noon due to severe weather. The 5K event finished before the rain with participation on par with previous years.
- Planned and coordinated the 19th Annual Turkey Creek Car and Motorcycle Show at Merriam Marketplace. In conjunction with this event, the 6th Annual Cruise Night was offered one month prior to the show.
- Planned and coordinated events for Halloween and the Mayor's Tree Lighting Ceremony.
- Hosted the 2nd Annual Merriam Drive Live Event featuring music and various activities for the day-long event.

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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.

Objective: Create a new operational plan for the Tim Murphy Art Gallery as it moves locations to the new community center.

<i>Indicator</i>	<i>Actual 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Party in Your Park Average Attendance % increase / (decrease)	188 (20.7%)	184 (2.1%)	205 11.4%	205 0%
Monthly Art Gallery Receptions Average Attendance % increase / (decrease)	1,554 72.5%	1,346 (13.4%)	1,200 (10.8%)	1,200 0%
Heartland Art Gallery Reception Attendance % increase / (decrease)	350 (22%)	250 (28.6%)	350 40%	350 0%
High School Art Gallery Reception Attendance % increase / (decrease)	425 1.9%	409 (3.8%)	425 3.9%	425 0%
Turkey Creek Car and Motorcycle Show Attendance % increase / (decrease)	4,100 46.4%	1,200 (70.7%)	3,800 216.7%	4,000 5.3%
Turkey Creek Festival Attendance % increase / (decrease)	4,566 (31.0%)	3,167 (30.6%)	1,190 (62.4%)	6,000 404.2%
Turkey Creek 5K Participation % increase / (decrease)	428 12.6%	448 4.7%	429 (4.2%)	450 4.9%
Turkey Creek Cruise Night % increase / (decrease)	360 6.8%	360 0%	400 11.1%	400 0%

Transient Guest Tax Fund Department: Merriam Marketplace

	Actual 2018	Estimated 2019	Budget 2020	% of Total 2020 Budget
Summary by Character				
Personal Services	\$ 4,558	\$ 5,528	\$ 5,598	17%
Contractual Services	27,863	27,860	27,125	80%
Commodities	826	2,025	875	3%
Department Total	\$ 33,247	\$ 35,413	\$ 33,598	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.
- Hosted 16 entertainment performances and 4 free children and family fun activities during the market season.
- Implemented marketing strategy including web ads in Shawnee Mission Post, KC Gardener, and a billboard on 67th Street. Social media marketing is through Facebook® managed by FinditKC.
- Coordinated promotional item giveaway of a reusable shopping bag on opening day of market.
- Social media audience for the Facebook® 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, Flags4Freedom, Halloween Happenings, Sundown with Holly Jolly Holiday Lights Homemade Soup event and Merriam Drive Live event.
- Facilitated maintenance including: painting exterior doors, new concrete pads for picnic tables, repairs to the electronic sign, and replacement of a LED parking lot lamp.

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Saturday Average Vendor Spaces Rented/Week % increase / (decrease)	26 0%	26 0%	22 (15.4%)	25 13.6%
Saturday Average Shopper Attendance/Week % increase / (decrease)	518 (31.8%)	592 14.3%	425 (28.2%)	500 17.6%

Transient Guest Tax Fund Department: Merriam Marketplace

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 2017</i>	<i>Actual 2018</i>	<i>Projected 2019</i>	<i>Target/Est 2020</i>
Saturday Market Total Season Shoppers % increase / (decrease)	12,454 (28.6%)	13,016 4.5%	10,125 (22.2%)	12,000 18.5%
Number of Entertainment / Activity Events / season % increase / (decrease) *	60 3.4%	26 (56.7%)	26 0%	26 0%
Marketplace Rentals % increase / (decrease)	8 33.3%	6 (25%)	6 0%	6 0%

* Decrease in the number of entertainment events due to changes in programming beginning in 2018.

CITY OF MERRIAM, KANSAS

BUDGET BY LINE ITEM

ANNUAL BUDGET
2020



Community Development offers a Neighborhood Block Party Grant to encourage residents to gather and socialize.

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General Fund Budget by Line Item: City Council

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 56,167	\$ 56,755	\$ 57,490
Benefits	6,483	7,281	7,292
Total	62,650	64,036	64,782
Contractual Services			
Conferences and Seminars	2,520	2,700	4,650
Dues and Subscriptions	415	500	500
Travel Expenses	7,381	6,274	11,025
Other Contractual	729	7,560	1,400
Total	11,045	17,034	17,575
Commodities			
Reception and Meals	2,388	2,950	3,300
Total	2,388	2,950	3,300
Department Total	\$ 76,083	\$ 84,020	\$ 85,657

General Fund Budget by Line Item: Administration

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 686,064	\$ 710,614	\$ 738,217
Benefits	290,096	347,904	357,411
Total	976,160	1,058,518	1,095,628
Contractual Services			
Audit Expenses	23,445	28,000	28,500
Equipment Rental and Maintenance	375	915	890
Education and Training	3,930	11,065	10,900
Dues and Subscriptions	7,027	7,905	8,180
Communications	706	1,080	800
Travel Expenses	5,692	14,371	12,100
Other Contractual	3,891	4,200	4,000
Total	45,066	67,536	65,370
Commodities			
Other Commodities	2,515	3,000	2,900
Receptions and Meals	1,540	2,380	2,380
Total	4,055	5,380	5,280
Department Total	\$ 1,025,281	\$ 1,131,434	\$ 1,166,278

General Fund Budget by Line Item: Municipal Court

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 115,197	\$ 118,349	\$ 122,661
Benefits	67,928	78,393	81,202
Total	183,125	196,742	203,863
Contractual Services			
Judge Pro Tem	114	250	250
Municipal Judge	44,925	45,215	47,025
Prosecutor	31,076	29,000	30,160
Court Appointed Attorneys	17,883	20,000	20,000
District Court Appeals	2,295	3,000	3,000
Professional/Technical Services	5,835	6,480	6,000
Prisoner Care	26,285	25,000	50,000
Equipment Rental and Maintenance	1,668	1,700	1,775
Education and Training	805	1,345	1,385
Dues and Subscriptions	175	195	200
Communications	794	1,200	1,200
Printing & Publication	2,442	1,120	2,620
Travel Expenses	1,614	2,145	2,395
Other Contractual	6,609	8,650	8,650
Total	142,520	145,300	174,660
Commodities			
Office Supplies	1,892	2,100	2,000
Other Commodities	167	825	725
Total	2,059	2,925	2,725
Department Total	\$ 327,704	\$ 344,967	\$ 381,248

General Fund Budget by Line Item: General Overhead

	Actual 2018	Estimated 2019	Budget 2020
Employee Benefits			
Employee Assistance Program	\$ 1,844	\$ 2,000	\$ -
Plan Administration Fees	600	700	700
Other Employee Benefits	10,273	17,525	16,450
Total	12,717	20,225	17,150
Contractual Services			
Professional/Technical Services	70,292	76,500	86,500
Employment Advertising and Testing	19,098	27,000	27,000
Equipment Rental and Maintenance	24,704	29,160	31,100
Education and Training	-	1,500	6,500
Dues and Subscriptions	18,084	19,915	19,920
Postage	15,827	22,500	31,800
Printing & Publication	6,956	31,450	29,450
Utilities-Building	128,626	123,870	140,400
Street Light & Traffic Signal Electricity	141,809	139,858	145,100
Building and Grounds Maintenance	43,152	57,484	60,243
Street Light & Traffic Signal Maintenance	122,042	137,829	158,829
Operation Green Light	14,400	14,400	12,600
Special Assessments and Taxes	19,982	18,000	15,000
Insurance and Bond	177,773	191,275	195,327
Legal Services	82,696	81,542	106,710
Other Contractual	20,088	12,888	21,988
Total	905,529	985,171	1,088,467
Commodities			
Office Supplies	6,583	9,000	9,000
Reception and Meals	938	1,000	1,000
Other Commodities	3,334	9,675	9,300
Total	10,855	19,675	19,300

General Fund Budget by Line Item: General Overhead

	Actual 2018	Estimated 2019	Budget 2020
Health & Welfare			
Franchise Fee Rebate	3,462	5,000	4,000
Other Local Programs	33,327	52,500	53,500
Shawnee Mission Cares	-	5,000	5,000
Jo Co Homes and Utility Assistance	39,000	39,000	31,000
United Community Services	7,600	7,600	8,300
Total	83,389	109,100	101,800
Transfers			
Transfer to Equipment Reserve	700,000	700,000	900,000
Transfer to Capital Improvement	4,274,428	4,026,349	3,637,706
Total	4,974,428	4,726,349	4,537,706
Contingency			
Equipment, Building, Emergency, etc...	12,970	50,000	-
Total	12,970	50,000	-
Department Total	\$ 5,999,888	\$ 5,910,520	\$ 5,764,423

General Fund Budget by Line Item: Information Services

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 94,991	\$ 98,109	\$ 103,276
Benefits	44,145	49,164	52,372
Total	139,136	147,273	155,648
Contractual Services			
Computer Programming	44,978	60,900	40,000
Computer Services	8,252	16,100	94,500
Maintenance & Service Contracts	162,434	162,114	190,970
Education and Training	1,199	5,700	5,200
Dues and Subscriptions	-	300	300
Travel Expenses	-	1,685	1,585
Communications	23,630	27,000	27,600
Total	240,493	273,799	360,155
Commodities			
Equipment & Software < \$5,000	20,672	18,100	14,500
Total	20,672	18,100	14,500
Department Total	\$ 400,301	\$ 439,172	\$ 530,303

General Fund Budget by Line Item: Police

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 2,445,430	\$ 2,415,883	\$ 2,533,598
Benefits	1,153,409	1,227,146	1,316,154
Total	3,598,839	3,643,029	3,849,752
Contractual Services			
Mental Health Co-Responder	9,613	12,000	33,500
Animal Care	17,399	18,000	19,000
Professional/Technical Services	1,462	4,900	3,900
Metro Squad	-	4,000	2,500
Utilities-Building	44,743	56,500	56,500
Building and Grounds Maintenance	25,779	27,000	27,000
Equipment Rental and Maintenance	27,579	31,500	31,500
Motor Vehicle Repair	14,610	15,000	17,000
Education and Training	12,180	14,244	12,500
Dues and Subscriptions	2,698	3,000	3,000
Communications	11,510	11,700	12,700
Printing & Publication	3,871	4,000	4,000
Travel Expenses	5,788	10,100	8,600
Other Contractual	10,052	10,000	11,500
Total	187,284	221,944	243,200
Commodities			
Office Supplies	8,725	8,750	8,750
Investigation & Crime Prevention Supplies	4,348	5,500	5,500
Ammunition	24,815	20,000	20,000
Uniforms	19,300	20,000	20,000
Vehicle Supplies (Gas,Oil,Tires,etc.)	52,127	56,000	76,000
Reception and Meals	2,393	1,900	1,900
Protective Clothing	7,478	6,600	7,500
Vehicle Equipment	12,316	9,000	15,000
Investigation & Crime Prevention Equip.	5,913	7,000	7,000
Equipment < \$5,000	13,623	18,000	18,000
Other Commodities	1,948	1,750	1,750
Total	152,986	154,500	181,400
Capital Outlay			
Furniture & Equipment	6,172	6,200	6,200
Total	6,172	6,200	6,200
Department Total	\$ 3,945,281	\$ 4,025,673	\$ 4,280,552

General Fund Budget by Line Item: Fire

	Actual 2018	Estimated 2019	Budget 2020
Contractual Services			
Physical Examinations	\$ -	\$ 6,250	\$ -
Contractual Fire Services	2,409,830	2,596,430	2,714,947
Equipment Rental and Maintenance	2,233	13,500	5,500
Building and Grounds Maintenance	7,276	14,500	14,000
Motor Vehicle Repair	35,596	15,600	15,600
Education and Training	1,511	6,500	3,000
Dues and Subscriptions	433	500	500
Communications	548	2,200	1,000
Travel Expenses	-	1,500	750
Other Contractual	14,851	19,477	19,776
Total	2,472,278	2,676,457	2,775,073
Commodities			
Uniforms	5,869	11,850	8,850
Operating Supplies	2,927	10,450	5,950
Vehicle Supplies (Gas,Oil,Tires,etc.)	15,122	30,500	29,000
Communication/Radio Equipment	-	-	-
Protective Clothing	840	2,000	2,000
First Aid Supplies	1,289	1,500	1,500
Fire Prevention Supplies	-	-	-
Chemicals	-	1,600	1,600
Equipment <\$5k & Other Commodities	1,505	8,824	15,000
Total	27,552	66,724	63,900
Department Total	\$ 2,499,830	\$ 2,743,181	\$ 2,838,973

General Fund Budget by Line Item: Public Works

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 987,702	\$ 1,059,756	\$ 1,215,224
Benefits	535,697	582,163	736,353
Total	1,523,399	1,641,919	1,951,577
Contractual Services			
City-Wide Cleanup	16,127	31,000	31,000
Tree Trimming	-	11,100	10,000
Contractual Weed Control/Mowing	8,409	13,000	10,000
Pavement Marking	8,215	10,000	10,000
Utilities-Building	43,029	46,100	52,600
Building and Grounds Maintenance	27,721	31,081	30,386
Equipment Rental and Maintenance	28,922	36,000	42,000
Motor Vehicle Repair	2,067	8,000	8,000
Traffic Signal Maintenance	39,691	31,000	40,000
Education and Training	10,350	11,830	11,830
Dues and Subscriptions	972	1,250	1,250
Communications	4,610	4,240	4,240
Printing & Publication	-	-	-
Travel Expenses	1,024	3,691	3,690
Total	191,137	238,292	254,996
Commodities			
Office Supplies	1,513	2,350	2,350
Uniforms	9,249	11,500	12,000
Shop Supplies	9,249	10,600	10,600
Chemicals	7,133	10,700	10,100
Paint Supplies	1,515	7,000	5,000
Vehicle Parts/Repairs	40,359	44,249	41,885
Vehicle Supplies (Gas,Oil,Tires,etc.)	59,531	64,950	70,950
Tools	14,372	14,750	15,750
Salt/Sand/Ice Control	57,946	68,500	68,500
Rock/Asphalt/Concrete	31,708	55,500	75,500
Landscape Supplies	16,192	15,800	25,800
Reforestation	4,401	11,000	11,000
Equipment < \$5,000	8,430	10,000	10,000
Operating Supplies	15,580	17,825	17,825
Total	277,178	344,724	377,260
Department Total	\$ 1,991,714	\$ 2,224,935	\$ 2,583,833

General Fund Budget by Line Item: Culture & Recreation - Parks

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 402,107	\$ 445,362	\$ -
Benefits	156,720	189,412	-
Total	558,827	634,774	-
Contractual Services			
Program Services	28,863	30,756	17,770
Utilities-Building	61,862	69,313	59,760
Building and Grounds Maintenance	19,668	26,140	7,000
Equipment Rental and Maintenance	12,637	17,050	11,210
Education and Training	2,558	2,875	-
Dues and Subscriptions	1,334	1,375	-
Communications	5,420	6,800	2,900
Printing & Publication	21,513	1,750	-
Travel Expenses	3,197	6,344	-
Other Contractual	20,283	21,520	14,790
Total	177,335	183,923	113,430
Commodities			
Office Supplies	2,673	2,525	1,300
Operating Supplies	9,876	9,700	3,150
Recreation Supplies	5,611	6,067	4,920
Other Commodities	8,178	9,250	2,500
Total	26,338	27,542	11,870
Department Total	\$ 762,500	\$ 846,239	\$ 125,300

**General Fund Budget by Line Item:
Culture & Recreation - New**

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ -	\$ -	\$ 904,832
Benefits	-	-	325,719
Total	-	-	1,230,551
Contractual Services			
Program Services	-	-	49,525
Utilities-Building	-	-	126,800
Building and Grounds Maintenance	-	-	8,600
Equipment Rental and Maintenance	-	-	24,320
Education and Training	-	-	5,150
Dues and Subscriptions	-	-	1,375
Communications	-	-	2,250
Printing & Publication/Advertising	-	-	9,000
Travel Expenses	-	-	5,715
Other Contractual	-	-	11,200
Total	-	-	243,935
Commodities			
Office Supplies	-	-	2,600
Operating Supplies	-	-	8,200
Concession Supplies	-	-	4,400
Uniforms	-	-	6,630
Pool Chemicals	-	-	23,000
Recreation Supplies	-	-	19,700
Other Commodities	-	-	6,540
Total	-	-	71,070
Department Total	\$ -	\$ -	\$ 1,545,556

General Fund Budget by Line Item: Aquatic Center

	Actual 2018	Estimated 2019*	Budget 2020
Personal Services			
Salaries	\$ 151,785	\$ 5,700	-
Benefits	17,158	1,600	-
Total	168,943	7,300	-
Contractual Services			
Swimming Competitions	1,628	3,700	-
Utilities	31,692	-	-
Building and Grounds Maintenance	446	-	-
Pool & Equipment Maint. and Repair	1,554	-	-
Education and Training	1,485	-	-
Communications	134	-	-
Printing & Publication	189	-	-
Other Contractual	8,135	39,015	-
Total	45,263	42,715	-
Commodities			
Uniforms	2,776	-	-
Chemicals & Pool Supplies	14,138	-	-
Concession Supplies	7,651	-	-
Operating & Cleaning Supplies	2,185	-	-
Total	26,750	-	-
Department Total	\$ 240,956	\$ 50,015	\$ -

* 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 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 459,292	\$ 468,029	\$ 481,497
Benefits	213,965	249,760	263,321
Total	673,257	717,789	744,818
Contractual Services			
Professional/Technical Services	12,853	25,000	30,000
Equipment Rental and Maintenance	2,799	3,200	3,000
Education and Training	2,557	3,125	3,125
Dues and Subscriptions	2,352	2,650	3,100
Communications	618	1,000	650
Printing & Publication	404	700	3,100
Travel Expenses	2,760	5,525	5,425
Other Contractual	4,906	4,500	5,000
Total	29,249	45,700	53,400
Commodities			
Other Commodities	4,415	6,520	5,770
Total	4,415	6,520	5,770
Department Total	\$ 706,921	\$ 770,009	\$ 803,988

Capital Improvements Fund Budget by Line Item: CIP Administration

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 144,400	\$ 155,700	\$ 149,318
Benefits	67,866	79,285	77,657
Total	212,266	234,985	226,975
Contractual Services			
Outsourced & Special Engineering	34,059	35,000	35,000
Bridge Inspections	6,500	10,000	10,000
Motor Vehicle Repair	-	500	800
Education and Training	-	1,760	900
Dues and Subscriptions	2,426	4,400	2,647
Communications	355	600	600
Travel Expenses	-	200	200
Other Contractual	831	700	700
Total	44,171	53,160	50,847
Commodities			
Office Supplies & other	268	1,000	1,000
Meals, Receptions, Catering	240	500	1,000
Uniforms, Books, Other Supplies	98	600	300
Gasoline	1,045	2,000	2,000
Total	1,651	4,100	4,300
Department Total	\$ 258,088	\$ 292,245	\$ 282,122

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

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 134,647	\$ 138,381	\$ 142,739
Benefits	77,226	83,223	86,890
Total	211,873	221,604	229,629
Contractual Services			
Utilities	14,396	14,300	14,200
Advertising	22,224	29,000	28,000
Building Maintenance	13,140	21,000	21,350
Conferences	914	1,500	1,500
Travel Expenses	2,416	2,100	2,350
Dues and Subscriptions	2,920	3,850	4,100
Telephone and Communications	3,274	4,200	7,950
Custodial Services	1,930	2,300	1,200
Postage	1,868	400	2,000
Printing and Binding	7,261	8,600	7,000
Total	70,343	87,250	89,650
Commodities			
Office and Cleaning Supplies	115	700	700
Reception & Meeting Expenses	241	1,000	700
Equipment < \$5,000	43	500	500
Total	399	2,200	1,900
Department Total	\$ 282,615	\$ 311,054	\$ 321,179

Transient Guest Tax Budget by Line Item: Special Community Events

	Actual 2018	Estimated 2019	Budget 2020
<i>Personal Services</i>			
Salaries	\$ 48,453	\$ 64,098	\$ 64,677
Benefits	19,429	35,471	37,298
Total	67,882	99,569	101,975
<i>Health and Welfare</i>			
Turkey Creek Festival	32,556	33,425	32,500
Art Gallery and Shows	12,247	12,450	10,700
Party in the Park Events	4,232	4,770	5,750
Car Show at Merriam Marketplace	13,379	13,850	13,920
Merriam Drive Live	10,412	5,500	10,500
5K Turkey Creek Run	5,108	5,075	5,675
Other Events	7,360	5,525	3,500
Total	85,294	80,595	82,545
<i>Commodities</i>			
Banners, other	6,220	6,500	6,500
Total	6,220	6,500	6,500
<i>Department Total</i>	\$ 159,396	\$ 186,664	\$ 191,020

Transient Guest Tax Fund Budget by Line Item: Merriam Marketplace

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 4,148	\$ 5,016	\$ 5,072
Benefits	410	512	526
Total	4,558	5,528	5,598
Contractual Services			
Utilities	6,492	7,340	7,180
Program Services	5,551	4,400	4,500
Building and Grounds Maintenance	8,664	7,800	7,000
Equipment Rental and Maintenance	376	400	400
Dues and Subscriptions	12	120	120
Conferences & Training	15	150	150
Advertising	6,753	7,400	7,500
Printing & Publication/Other	-	250	275
Total	27,863	27,860	27,125
Commodities			
Operating & Cleaning Supplies	826	2,025	875
Total	826	2,025	875
Department Total	\$ 33,247	\$ 35,413	\$ 33,598

Transient Guest Tax Budget by Line Item: Economic Development

	Actual 2018	Estimated 2019	Budget 2020
Personal Services			
Salaries	\$ 50,000	\$ 50,000	\$ 50,000
Total	50,000	50,000	50,000
Contractual Services			
Dues and Subscriptions	9,770	10,060	12,750
Marketing	14,988	15,000	15,000
Total	24,758	25,060	27,750
Commodities			
Meals/Receptions/Catering	1,641	2,280	2,380
Total	1,641	2,280	2,380
Department Total	\$ 76,399	\$ 77,340	\$ 80,130

CITY OF MERRIAM, KANSAS

CAPITAL IMPROVEMENT PROGRAM

ANNUAL BUDGET
2020



Public Works staff work quickly to smooth fresh concrete for a neighborhood sidewalk.

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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 up to 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.

In September 2017, Merriam voters approved the issuance of \$24 million in bonds and implementation of a special 0.25% City sales tax to pay for a recreational facility at Vavra Park. This sales tax will be collected from January 2018 through December 2027.

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 the 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 Highlights summarize the facts, assumptions, and projections that were used to formulate this Capital Improvement Program (CIP) which continues efforts to upgrade and maintain City streets, improve stormwater/drainage infrastructure, and rehabilitate bridges.

Description of the Capital 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.

Fund Balances

- *2018 Balances (Unaudited)* – Overall CIP balances increased by \$22.0 million, to \$46.0 million, due chiefly to the issuance of bonds. At year end, the 2018 GO Bond project fund contained \$21.7 million to be spent on construction of the new recreational facility. Restricted Tax Increment Financing (TIF) project fund balance was \$9.2 million, down \$1.5 million after the return of unused TIF funds from the expired Merriam Town Center district. The General and Special Sales Tax Project funds totaled \$15.2 million, an increase of \$1.9 million, with sales tax collections exceeding project and debt service expenses.
- *2018 Actual Expenditures* – Project expenditures for 2018 totaled \$7.8 million, including: Recreational Facility; Vavra Parking; Johnson Dr. Reconstruction; Corrugated Metal Pipe Replacement (Owen Heights); and Sidewalk Infill Phase II.
- *2019 Balances (Projected)* – Projected CIP balances at December 31, 2019 are \$21.5 million after estimated expenditures of \$32.1 million. Expenditures for 2019 include \$26.4 million for the recreational facility and parking structure. Estimated revenues are \$9.1 million.
- *2020 (Projected)* – Projected CIP balances at December 31, 2020 are \$16.9 million including \$5.1 million restricted TIF funds. Estimated 2020 CIP expenditures are \$12.0 million. Estimated 2020 revenues are \$8.5 million including \$3.6 million from General Fund sales tax transfers, \$1.8 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 2018 were 2.8% less than 2017 as a result of declining auto sales. Collections for 2019 are projected to decline by 5%; collections for 2020 are projected to decline an additional 3%. Future collections will be reviewed closely to assess the need for changes to the program.

Connection between the Bond Fund and the CIP Program

Outstanding general obligation (GO) bonds will total \$19,385,000 at December 31, 2019. Related debt service is funded from the Bond Fund mill levy and a special 0.25% cent City sales tax dedicated to the recreational facility bonds. However, these sources do not fully fund the annual debt service.

Transfers from the Capital Improvement Fund to the Bond Fund make up the difference. The necessary transfers 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, reducing funds available for projects.

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

- **City Hall Exterior Improvements** – In partnership with the Public Art Committee, this project makes a series of exterior improvements to City Hall. In addition to creating more inspired public space, the project incorporates elements designed to assist with wayfinding and safety for visitors to City Hall. Available budget from the Public Art project will assist with funding the improvements.
- **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.
- **Future of 5701 Merriam Drive** – The City will facilitate an open process with several public meetings to determine how to honor the location's past while aiming to make it an asset for future generations.
- **Residential Streetlight Program** – The City 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 2020-2024 CIP Program.
- **Sidewalk Program – Citywide In-Fill** – The program will fill in approximately 27,053 linear feet of sidewalk in areas that have no sidewalk or partial sidewalks that need to be connected. Phase I and II are complete. Phase III will be completed in 2019; the final phase will be completed in 2020.
- **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 complex, long-term project that 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. Project construction is not anticipated to occur before 2021 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. Additional funding will be provided from \$6.0 million in general project funds. A companion TIF project is the \$6.6 million Vavra Parking Structure (see below). The recreational facility will include an indoor/outdoor pool, walking/jogging track, a full-sized gym, and a child watch area, among other amenities. Completion is expected by 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 will improve W. 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, the installation of new streetlights, new traffic signal system and replacement of curb/gutters/sidewalk/ADA ramps as required. A portion of the project lies with the I-35 TIF District and will be paid for with TIF funds (see below). The project is eligible for Johnson County CARS funding.
- Johnson Drive-Kessler to Mackey – The scope of work includes the replacement of curb/gutters/sidewalk/ADA ramps as required, a 2-inch mill/overlay, new pavement markings, and streetlight improvements. 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 Dr. to west City limit; Merriam Dr./Johnson Dr. to 55th Street; new this year is Merriam Dr./ 55th to Antioch Rd.

I-35 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.
- 67th Street Reconstruction-TIF Funded – A portion of this Special Sales Tax project lies within the I-35 TIF District and will be paid for with TIF funds.
- 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 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 scheduled for 2021, following development of the remaining vacant parcels at Merriam Pointe. TIF funds are available if City Council determines that the improvements support 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.

Mill and Overlay Program

The Public Works department routinely inspects and maintains City streets, sidewalks, sidewalk ADA ramps, curbs, storm drains, streetlights, etc. Based on these inspections, staff has developed a 5 year Mill and Overlay Program. The mill and overlay is typically funded from the Special Highway Fund, but may incorporate sources within the Five Year CIP, including the Overlay Supplement, Small Drainage Projects, and the Residential Streetlight Program.

The 2019 mill and overlay project will be a joint project with City of Shawnee along Switzer Road from 47th Street to 55th Street and 69th Street to 75th Street. The 2020 mill and overlay will encompass portions of East Frontage Road, Craig Road, and West 50th Terrace. Individual project pages for planned mill and overlay projects are included in “Mill and Overlay” section of this document.

Five Year Capital Improvement Fund Forecast

	Actual 2018	Budget 2019	Estimated 2019	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
REVENUES								
Beginning Balance	\$ 23,994,707	\$ 44,531,216	\$ 45,982,579	\$ 21,546,834	\$ 16,859,829	\$ 14,176,417	\$ 11,165,216	\$ 5,949,534
Interest	709,386	100,000	453,754	200,000	175,000	145,000	85,000	75,000
Transfer from General Fund-Sales Tax	4,274,428	3,971,806	4,026,348	3,637,706	2,133,035	1,903,167	1,371,660	1,340,491
Transfer from I-35 TIF Fund	1,650,000	1,750,000	1,750,000	1,800,000	900,000	900,000	1,800,000	3,000,000
Proceeds from GO Bonds	24,107,739	-	-	-	-	-	-	-
1/4 cent sales tax- Stormwater/Streets	1,949,362	1,864,529	1,831,630	1,835,075	-	-	-	-
1/4 cent sales tax- Rec Facilities	1,949,362	-	-	-	-	-	-	-
Miscellaneous	814	-	-	-	-	-	-	-
Intergovernmental Grant	789,349	995,605	996,000	992,600	733,181	1,155,929	817,164	1,046,115.00
TOTAL REVENUES	\$ 59,425,147	\$ 53,213,156	\$ 55,040,311	\$ 30,012,215	\$ 20,801,045	\$ 18,280,513	\$ 15,239,040	\$ 11,411,140
EXPENDITURES								
Transfer to Bond & Interest Fund	\$ 300,000	\$ 1,150,000	\$ 1,150,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,250,000	\$ 700,000
MTC TIF Reimbursement	2,536,059	-	-	-	-	-	-	-
Bond Issuance Costs	100,093	-	-	-	-	-	-	-
Principal & Interest (2018 GO Bond)	2,661,638	-	-	-	-	-	-	-
Project Administration	258,088	292,245	292,245	282,122	297,074	305,987	315,166	324,621
Capital Improvements Projects	7,586,690	31,304,136	32,051,232	11,670,264	5,127,554	5,609,310	7,724,340	3,017,229
TOTAL EXPENDITURES	\$ 13,442,568	\$ 32,746,381	\$ 33,493,477	\$ 13,152,386	\$ 6,624,628	\$ 7,115,297	\$ 9,289,506	\$ 4,041,850
Fund Balances	45,982,579	20,466,775	21,546,834	16,859,829	14,176,417	11,165,216	5,949,534	7,369,290

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

Project or Source	Revenue Source	Actual YTD thru 3/15/19	Remaining Projected Revenues by Year					
			2019	2020	2021	2022	2023	2024
2018 Community Center 1/4 Sales Tax	Bond Issue	-	-	-	-	-	-	-
49th St - Antioch to Switzer	CARS	-	-	-	-	-	-	1,046,115
55th St - Merriam Dr to W. City Limit	CARS	-	-	-	-	-	817,164	-
67th St Reconstruction (west limit to Antioch Rd)	CARS	-	996,000	-	-	-	-	-
CDBG 2018 Streetlights	CDBG	-	-	-	-	-	-	-
Interest	Interest on Investments	-	453,754	200,000	175,000	145,000	85,000	75,000
Johnson Dr - Kessler to Mackey	CARS	-	-	992,600	-	-	-	-
Johnson Dr Reconstruction (Kessler Ln to west limit)	CARS	-	-	-	-	-	-	-
Merriam Dr - 55th St to Antioch	CARS	-	-	-	733,181	-	-	-
Merriam Dr - Jo Dr to 55th St	CARS	-	-	-	-	1,155,929	-	-
Rec Facility Construction - Transfer Out	Transfer from General Projects	-	-	6,000,000	-	-	-	-
Special Sales Tax Stormwater/Street	1/4 cent Sales Tax eff. 1/2011	-	1,831,630	1,835,075	-	-	-	-
Transfer from General Fund - Sales Taxes	Council Policy	-	4,026,348	3,637,706	2,133,035	1,903,167	1,371,660	1,340,491
Other Transfers from General Fund	Council Policy	-	-	-	-	-	-	-
City Hall Improvements	Transfer from Public Art Project	-	-	200,000	-	-	-	-
Transfer from General Projects to Street/Stormwater	General Projects	-	-	-	-	-	-	-
Transfer from I-35 TIF Fund	Increment per KSA 12-1771	-	1,750,000	1,800,000	900,000	900,000	1,800,000	3,000,000
Total All Projects		-	\$ 9,057,732	\$ 14,665,381	\$ 3,941,216	\$ 4,104,096	\$ 4,073,824	\$ 5,461,606
Less: Transfers Between Project Funds		-	-	6,200,000	-	-	-	-
Total All Projects - Net of Transfers		<u>\$ -</u>	<u>\$ 9,057,732</u>	<u>\$ 8,465,381</u>	<u>\$ 3,941,216</u>	<u>\$ 4,104,096</u>	<u>\$ 4,073,824</u>	<u>\$ 5,461,606</u>

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 3/15/19	Remaining Anticipated Expenditures by Year					
				2019	2020	2021	2022	2023	2024
General Projects									
City Hall Improvements	TBA	300,000	-	-	300,000	-	-	-	-
Comprehensive Plan Revision/Update	GM1901	250,000	-	150,000	100,000	-	-	-	-
Future of 5701 Merriam Dr.	GM1902	680,000	-	30,000	650,000	-	-	-	-
Overlay Supplement	GM0303	4,960,566	3,760,566	200,000	200,000	200,000	200,000	200,000	200,000
Project Administration	GMMY99	3,197,853	1,409,950	262,932	282,122	297,074	305,987	315,166	324,621
Public Art	GM1504	564,867	318,291	46,576	200,000	-	-	-	-
Rec Facility Construction - Transfer Out	GMGNPR	6,000,000	-	-	6,000,000	-	-	-	-
Residential Streetlight Program	GM0403	1,526,626	801,626	150,000	175,000	100,000	100,000	100,000	100,000
Sidewalk Maintenance/Repair Program	TBA	850,000	-	-	50,000	200,000	200,000	200,000	200,000
Sidewalk Program - Citywide in-fill	GM1704	2,032,658	1,197,798	639,860	195,000	-	-	-	-
Small Drainage Projects - Replacement/Rehabilitation	GM1103	2,386,771	511,771	375,000	300,000	300,000	300,000	300,000	300,000
Streamway Trail Ext (Brown Park)	GM1705	264,000	-	-	264,000	-	-	-	-
Upper Turkey Creek Drainage Improvement	TBA	5,046,250	-	-	-	1,046,250	2,000,000	2,000,000	-
Contingency	GMGNPR	1,830,396	380,396	300,000	250,000	200,000	300,000	300,000	100,000
Subtotal General Projects		\$ 29,889,988	\$ 8,380,398	2,154,369	8,966,122	2,343,324	3,405,987	3,415,166	1,224,621
			project fund balance	\$ 14,536,907	\$ 8,733,491	\$ 7,833,201	\$ 5,630,382	\$ 2,836,875	\$ 2,277,745
2018 Bond Issue - Recreational Facilities									
Rec Facility Construction (bonded)	BM1802	24,000,000	3,471,058	20,528,942	-	-	-	-	-
Rec Facility Construction (non-bonded)	GM1802	6,000,000	-	-	6,000,000	-	-	-	-
Subtotal 2018 Bond Issue		\$ 30,000,000	\$ 3,471,058	20,528,942	6,000,000	-	-	-	-
			project fund balance	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)
Special Sales Tax Projects - Streets/Stormwater (Ends in 2020)									
49th St - Antioch to Switzer	GC2401	2,332,241	-	-	-	-	-	215,012	2,117,229
55th St - Merriam Dr to W. City Limit	GC2301	1,831,781	-	-	-	-	172,453	1,659,328	-
67th St Reconstruction (west limit to Antioch Rd)	GC1901	2,270,344	41,422	2,228,922	-	-	-	-	-
Johnson Dr - Kessler to Mackey	GC2001	2,237,981	-	227,781	2,010,200	-	-	-	-
Merriam Dr - 55th St to Antioch	GC2101	1,667,426	-	-	176,064	1,491,362	-	-	-
Merriam Dr - Jo Dr to 55th St	GC2201	2,606,799	-	-	-	269,942	2,336,857	-	-
Shawnee Mission Pkw/Turkey Creek Bridge Study/Rehab	GM1507	248,878	17,255	231,623	-	-	-	-	-
Contingency	GM1105	-	-	-	-	-	-	-	-
Subtotal Special Sales Tax Projects - Streets/Stormwater		\$ 13,195,450	\$ 58,677	2,688,326	2,186,264	\$ 1,761,304	\$ 2,509,310	\$ 1,874,340	\$ 2,117,229
			project fund balance	\$ 2,342,807	\$ 3,009,218	\$ 2,006,095	\$ 672,714	\$ (374,462)	\$ (1,445,576)
I-35 Redevelopment District Projects									
67th Street/E. Frontage Intersection Improvements	TBA	2,500,000	-	-	-	-	-	2,500,000	-
67th Street Reconstruction - TIF Funded	GT1901	796,000	-	796,000	-	-	-	-	-
Vavra Parking Project	GT1801	6,600,000	1,534,989	4,065,011	1,000,000	-	-	-	-
W. Frontage Rd Curb/Gutter	TBA	1,220,000	-	-	-	1,220,000	-	-	-
Contingency	GMGNRD	463,849	113,849	-	-	100,000	-	250,000	-
Subtotal I-35 Redevelopment District Projects		\$ 11,579,849	\$ 1,648,838	4,861,011	1,000,000	\$ 1,320,000	\$ -	\$ 2,750,000	\$ -
			project fund balance	\$ 4,667,120	\$ 5,117,120	\$ 4,337,120	\$ 4,862,120	\$ 3,487,120	\$ 6,537,120
Total All Projects		\$ 84,665,287	\$ 13,558,971	\$ 30,232,648	\$ 18,152,386	\$ 5,424,628	\$ 5,915,297	\$ 8,039,506	\$ 3,341,850
Less: Transfers Between Projects/Project Funds		6,200,000	-	-	6,200,000	-	-	-	-
Total All Projects - Net of Transfers		\$ 78,465,287	\$ 13,558,971	\$ 30,232,648	\$ 11,952,386	\$ 5,424,628	\$ 5,915,297	\$ 8,039,506	\$ 3,341,850

Project Listing

Page	Project	Description	Anticipated Construction Year	Annual Maintenance Costs*
General Projects				
154	City Hall Exterior Improvements	City Hall	2020	\$ -
155	Comprehensive Plan Revision/Update	Update Comprehensive Land Use Plan	2019-2020	-
156	Future of 5701 Merriam Drive	Future Development Site	2019-2020	-
157	Overlay Supplement	Various Locations	2019-2024	-
158	Public Art	Various Locations	2015-2020	-
159	Residential Streetlight Program	City-wide	2019-2024	-
160	Sidewalk Maintenance/Repair Program	City-wide	2020-2024	-
161	Sidewalk Program	City-wide / Sidewalk In-Fill	2017-2020	-
162	Small Drainage Projects	Various Pipes Replacement/Rehabilitation	2019-2024	-
163	Streamway Trail Ext (Brown Park)	Merriam Dr. to Brown Park/Brown Park to Knox	2020	-
164	Upper Turkey Creek Improvement	Entire Channel Through Merriam	2021-2023	-
2018 Bond Issue - Recreational Facilities				
167	Recreational Facilities Improvements	New Recreational Facility at Vavra Park	2018-2020	-
Special Sales Tax Projects - Stormwater/Streets				
169	49th Street Improvement	Antioch to Switzer	2023-2024	-
170	55th Street Improvement	Merriam Dr to W City Limit	2022-2023	-
171	67th Street Reconstruction/Improvement	From West City Limits to Antioch Road	2018-2019	-
172	Johnson Drive Rehabilitation	Kessler to Mackey St	2019-2020	-
173	Merriam Drive Improvements	55th St to Antioch	2020-2021	-
174	Merriam Drive Improvements	Johnson Dr to 55th St	2021-2022	-
175	Shawnee Mission Pkwy Bridge over Turkey Creek	Bridge Rehabilitation	2019	-
I-35 Redevelopment District Project				
177	67 th Street/I-35/ E. Frontage Road Improvement	67th St/I-35/E. Frontage Rd.	2023	-
178	W. Frontage Road Curb/Gutter Improvement	Turkey Creek Dr (Merriam Pointe) to 75th St	2021	-
Public Works Mill & Overlay Program				
180	Mill & Overlay Program	Switzer Road Improvements	2019	-
181	Mill & Overlay Program	E Frontage Rd, Craig Rd, W 50th Ter	2020	-
182	Mill & Overlay Program	W 57th St, W 58th St, W 58th Ter, W 60th Ter, Hocker Dr, Slater St, W 61st St	2021	-
183	Mill & Overlay Program	Mastin St, W 59th St, Frontage Rd	2022	-
184	Mill & Overlay Program	W 55th St (Antioch to Hadley, Goodman to Lowell), W 59th Ter, W 60th St, Goodman St	2023	-

* Street and stormwater projects have been estimated to reduce rather than increase costs. Additionally, most projects are not estimated to have a material impact on future maintenance costs.

GENERAL PROJECTS



City Hall Exterior Improvements



Project Information

Project #: TBA
Development Year: 2020
Project Status: Conceptual
Project Engineer: TBD
Project Manager: TBD
Funding Source: General CIP
Contractor: TBD

Project Description

In partnership with the Public Art Committee, this project makes a series of exterior improvements to City Hall. In addition to creating more inspired public space, this project incorporates elements designed to assist with wayfinding and safety for visitors to City Hall.

Project Costs

	<u>2020</u>
DESIGN / CONSTRUCTION	\$300,000 **

**Funding includes \$200,000 transferred from the Public Art Project budget.

Impact on Operating Budget

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

COMPREHENSIVE PLAN REVISION / UPDATE



Project Information

Project #: GM1901
Construction Year: 2019-2020
Project Status: Implementation
Project Manager: Community Dev Director
Consultant: Confluence
Funding Source: General CIP

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 undertaking 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.

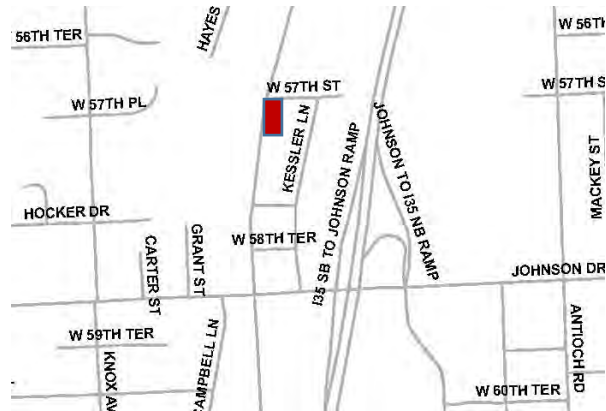
Project Costs

	<u>2019</u>	<u>2020</u>	<u>Total</u>
TOTAL PROJECT COST	\$150,000	\$100,000	\$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: 2019
Project Status: Preliminary Studies
Project Manager: Department Director
Funding Source: General CIP

Project Description

The current location of the IBFCC is an important asset to our community, not just because of its history, but because of its key location in downtown Merriam. The City of Merriam will facilitate an open process with several public meetings to determine how to honor the location's past while aiming to make it an asset for future generations. The City Council appointed nine resident volunteers to serve as members of a steering committee and Collins Noteis & Associates (CNA) will serve as facilitator for the public discussion.

Project Costs

	<u>2019</u>	<u>2020</u>	<u>Total</u>
CONSULTANT, PUBLIC MEETINGS	\$30,000		\$30,000
DESIGN & OTHER		\$650,000	\$650,000

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 2024. 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 the 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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
TOTAL COST	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000

Impact on Operating Budget

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

Public Art

Various Locations in the City



"Hmmm..." at Waterfall Park - Spring 2019

Project Information

Project #: GM1504
Construction Year: 2015-2020
Project Status: Ongoing
Project Manager: City Administrator
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>3/15/19</u>	<u>2019</u>	<u>2020</u>	<u>Total</u>
ART PROJECTS #1 THRU #3	\$318,291	\$46,576		\$364,867
TFR TO CITY HALL IMPROVEMENTS			\$200,000	\$200,000
TOTAL PROJECT COST:	\$318,291	\$46,576	\$200,000	\$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:	2019 – 2024
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>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
TOTAL PROJECT COST:	\$150,000	\$175,000	\$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 #: TBA
Construction Year: 2020-2024
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>	<u>2024</u>
TOTAL PROJECT COST:	\$50,000	\$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: 2017-2020
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 multiple phases so that it can be properly managed and constructed with lower impact on the residents. It has become necessary to complete the program in 2020.

Project Costs

	<u>As of</u> <u>3/15/19</u>	<u>2019</u>	<u>2020</u>	<u>Total</u>
ENGINEERING	\$164,420	\$74,860		\$239,280
CONSTRUCTION	\$1,033,277	\$500,000	\$170,000	\$1,703,277
LEGAL	\$101	\$5,000		\$5,101
EASEMENT/ROW ACQUISITION		\$10,000		\$10,000
CONTINGENCY		\$50,000	\$25,000	\$75,000
TOTAL PROJECT COST:	\$1,197,798	\$639,860	\$195,000	\$2,032,658

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.

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
CONSTRUCTION	\$375,000	\$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:	2019
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.

	<u>2020</u>
SURVEYING/ENGINEERING	\$10,000
CONSTRUCTION	\$125,000
HAWK SIGNAL	\$75,000
EASEMENT/ROW ACQUISITION	\$30,000
LEGAL	\$5,000
CONTINGENCY	\$19,000
TOTAL PROJECT COST:	\$264,000

Impact on Operating Budget

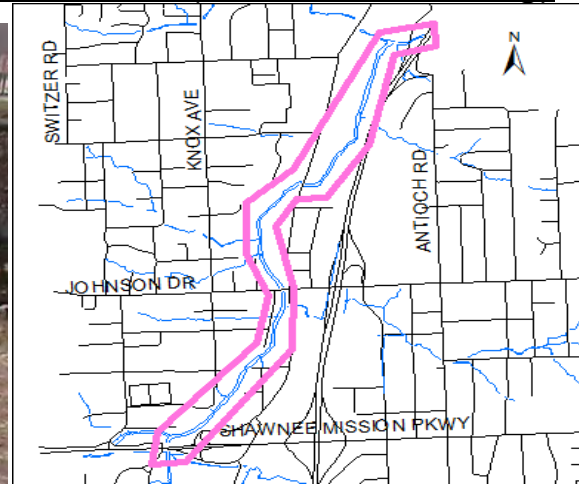
This project is not expected to have a significant effect on the operating budget.
Anticipated annual increase in maintenance cost: Minimal.

Upper Turkey Creek Improvement

From Shawnee Mission Pkwy to Waterfall Park (Railroad Crossing)



Turkey Creek



Project Information

Project #:	TBA
Construction Year:	Unknown (2021 - 2023)
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.

PARKS AND RECREATION BOND PROJECTS



New Recreational Facility



Project Information

Project #: BM1802 (bonded); GM102 (non-bonded); GT1801 (TIF)
Development Year: 2018-2020
Project Status: Construction
Project Manager: CBC Real Estate Group, LLC
Contractor: McCarthy Building Companies
Funding Source: General CIP, Debt Issuance

Project Description

In September 2017, voters approved the issuance of \$24 million in bonds to build a new \$30 million community center and a new 10-year 0.25% sales tax to pay for the bonds. The facility will include an indoor/outdoor pool, walking/jogging track, a full-sized gym, and a child watch area, among other amenities.

In addition, the site will feature a 200-car parking structure paid for using \$6.6 million in TIF funding. Merriam City Council and Johnson County Library Board have each approved a Memorandum of Understanding confirming the library's intent to relocate the Antioch Branch to a site adjacent to the new facility. Completion is expected for summer 2020.

	<u>As of 3/15/19</u>	<u>2019</u>	<u>2020</u>	<u>TOTAL</u>
BM1802 (bonded)	\$3,471,058	\$20,528,942		\$24,000,000
GM1802 (non-bonded)			\$6,000,000	\$6,000,000
GT1801 (TIF)	\$1,534,989	\$4,065,011	\$1,000,000	\$6,600,000
TOTAL				<u>\$36,600,000</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.

SPECIAL SALES TAX PROJECTS



49th Street – Antioch Rd. to Switzer Rd.



Project Information

Project #:	GC2401
Design:	2023
Construction Year:	2024
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>2023</u>	<u>2024</u>	<u>TOTAL</u>
ENGINEERING	\$215,012		\$215,012
CONSTRUCTION*		\$1,902,026	\$1,902,026
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$190,203	\$190,203
TOTAL PROJECT COST:	\$215,012	\$2,117,229	\$2,332,241
*CARS ELIGIBLE FUNDING (50%)		\$1,046,115	\$1,046,115
NET MERRIAM COST:	\$215,012	\$1,071,115	\$1,286,127

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 #:	GC2301
Design:	2022
Construction Year:	2023
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

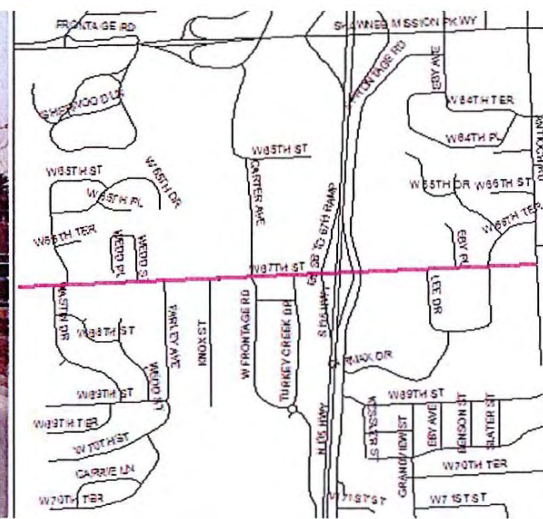
	<u>2022</u>	<u>2023</u>	<u>TOTAL</u>
ENGINEERING	\$172,453		\$172,453
CONSTRUCTION*		\$1,485,753	\$1,485,753
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$148,575	\$148,575
TOTAL PROJECT COST:	\$172,453	\$1,659,328	\$1,831,781
*CARS ELIGIBLE FUNDING (50%)		\$817,164	\$817,164
NET MERRIAM COST:	\$172,453	\$842,164	\$1,014,617

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/ GT1901 (TIF Funded)
Design:	2018
Construction Year:	2019
Project Status:	Design
Project Engineer:	Affinis
Funding Source:	CARS/Special Sales Tax/TIF
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. A portion of the project lies within the I-35 TIF District and will be paid with TIF funds.

<u>Project Costs</u>	<u>As of 3/15/19</u>	<u>2019</u>	<u>Total</u>
ENGINEERING	\$41,422	\$193,903	\$235,325
CONSTRUCTION*		\$2,375,000	\$2,375,000
STREETLIGHT EQUIPMENT		\$250,000	\$250,000
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$181,019	\$181,019
TOTAL PROJECT COST:	\$41,422	\$3,024,922	\$3,066,344 **
*CARS FUNDING (50%)		\$996,000	\$996,000
NET MERRIAM COST:	\$41,422	\$2,028,922	\$2,070,344

**Funding is comprised of \$2,270,344 from 0.25% sales tax; \$796,000 from I-35 TIF.

Impact on Operating Budget

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

Johnson Drive – Kessler to Mackey 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

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>2019</u>	<u>2020</u>	<u>Total</u>
ENGINEERING	\$227,781		\$227,781
CONSTRUCTION*		\$1,804,728	\$1,804,728
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$180,472	\$180,472
TOTAL PROJECT COST:	\$227,781	\$2,010,200	\$2,237,981
*CARS ELIGIBLE FUNDING (50%)		\$992,600	\$992,600
NET MERRIAM COST:	\$227,781	\$1,017,600	\$1,245,381

Impact on Operating Budget

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

Merriam Dr. – 55th St. to Antioch



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

This project entails the rehabilitation of Merriam Drive from 55th Street to Antioch. 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	\$176,064		\$176,064
CONSTRUCTION*		\$1,333,056	\$1,333,056
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$133,306	\$133,306
TOTAL PROJECT COST:	\$176,064	\$1,491,362	\$1,667,426
*CARS ELIGIBLE FUNDING (50%)		\$733,181	\$733,181
NET MERRIAM COST:	\$176,064	\$758,181	\$934,245

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 #:	GC2201
Design:	2021
Construction Year:	2022
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. Streetlights and traffic signal improvements as needed. The City of Merriam plans to request funding from Johnson County CARS.

Project Costs

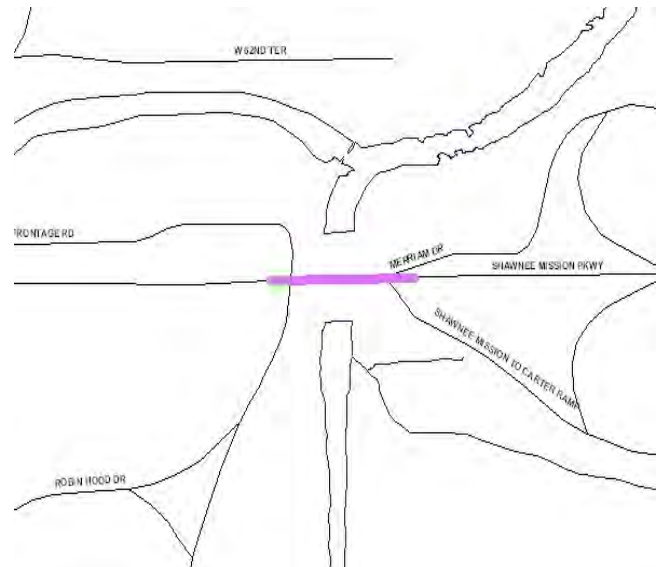
	<u>2021</u>	<u>2022</u>	<u>Total</u>
ENGINEERING	\$269,942		\$269,942
CONSTRUCTION*		\$2,101,688	\$2,101,688
ROW/EASEMENT		\$15,000	\$15,000
UTILITY RELOCATION		\$10,000	\$10,000
CONSTRUCTION ENGINEERING*		\$210,169	\$210,169
TOTAL PROJECT COST:	\$269,942	\$2,336,857	\$2,606,799
*CARS ELIGIBLE FUNDING (50%)		\$1,155,929	\$1,155,929
NET MERRIAM COST:	\$269,942	\$1,180,929	\$1,450,871

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>3/15/19</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.

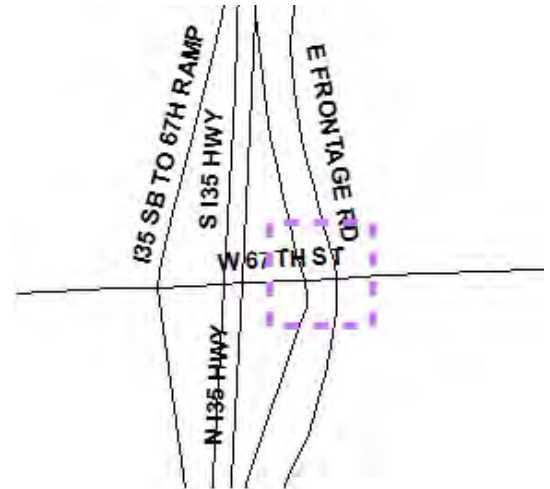
I-35 Redevelopment District Projects



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



67th Street & E. Frontage Rd.



Project Information

Project #:	TBA
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

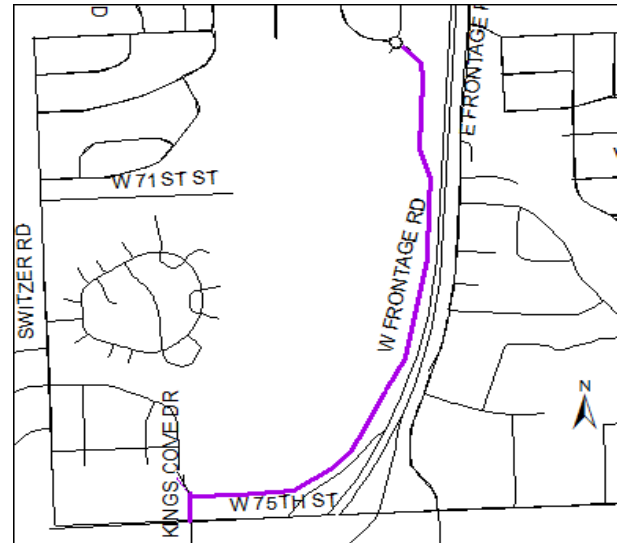
	<u>2023</u>
PRELIMINARY COST EST	\$2,500,000

Impact on Operating Budget

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

W. Frontage Road Curb/Gutter Improvement

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



W. Frontage Road

Project Information

Project #:	TBA
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.

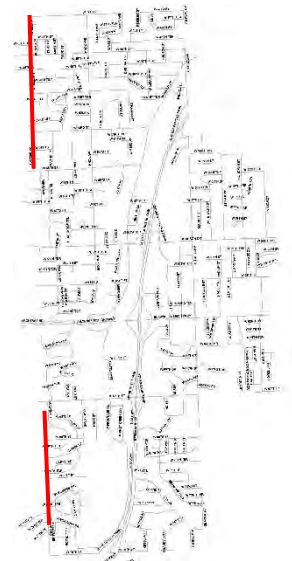
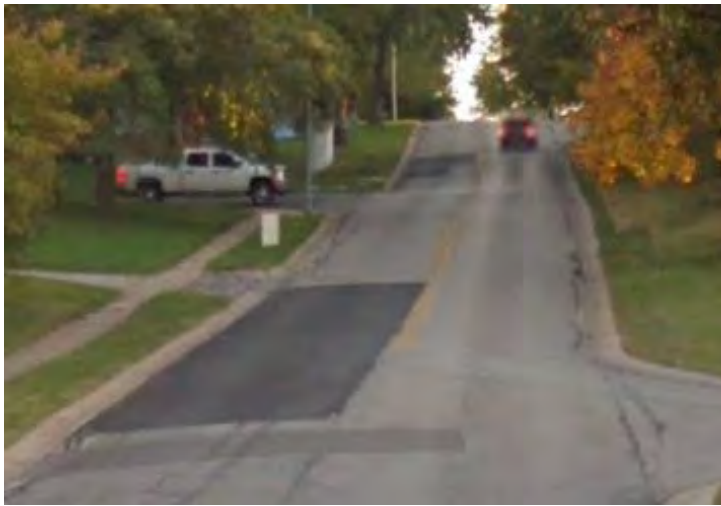
Public Works

Mill and Overlay Program



Mill and Overlay Program

Switzer Road Improvements (55th St. to 47th St. and 69th St. to 75th St.)



Project Information

Project #: GM0303
Construction Year: 2019
Project Status: Construction
Project Engineer: City of Shawnee
Funding Source: CIP Overlay Supplement/PW Special Highway Funds
Contractor: Phoenix Construction and Underground

Project Description

In collaboration with the City of Shawnee, we have entered into an Inter-Local Agreement for the improvements to Switzer Road. These improvements include replacing deteriorated curb/gutters, repairs to existing sidewalk, placement of ADA sidewalk ramps, and asphalt surface mill/overlay.

Project Costs

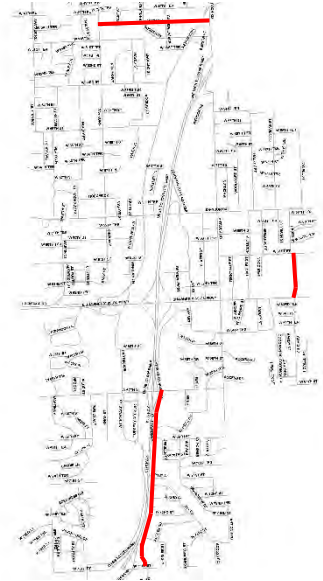
	<u>Total</u>
CONSTRUCTION	\$750,000
TOTAL PROJECT COST:	\$750,000

Impact on Operating Budget

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

Mill and Overlay Program

East Frontage Road (67th St. to 75th St.)
 Craig Road (61st St. to Shawnee Mission Pkwy.)
 West 50th Terrace (Knox Ave. to Antioch Rd.)



Project Information

Construction Year: 2020
Project Status: Design
Project Engineer: City of Merriam
Funding Source: Various
Contractor: TBD

Project Description

The Public Works department routinely inspects and maintains City streets, sidewalks, sidewalk ADA ramps, curbs, storm drains, streetlights, etc. Based on these inspections, staff has developed a 5 year Mill and Overlay Program. The Mill and Overlay is typically funded from the Special Highway Fund, but may incorporate sources within the Five-Year CIP, including Overlay Supplement, Small Drainage Projects, and the Residential Streetlight Program.

Project Costs

	<u>Total</u>
CONSTRUCTION BUDGET	\$750,000

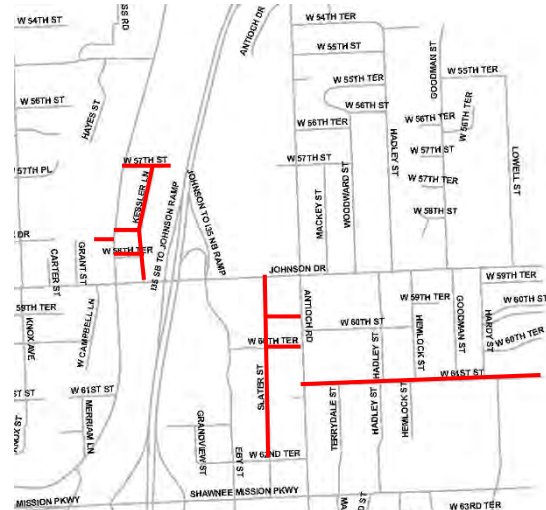
Impact on Operating Budget

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

Mill and Overlay Program

West 57th St. (Merriam Dr. to EOP)
 W. 58th Ter. (Merriam Dr. to Kessler)
 W. 60th Ter. (Slater to Antioch Rd.)
 Slater St. (Jo. Dr. to W. 62nd Ter.)

W. 58th St. (Merriam Dr. to Kessler)
 W. 60th Ter. (Slater to Antioch Rd.)
 Hocker Drive (Merriam Dr. to T.C.)
 W. 61st St. (Antioch Rd. to E.C.L.)



Project Information

Construction Year:	2021
Project Status:	Design
Project Engineer:	City of Merriam
Funding Source:	Various
Contractor:	TBD

Project Description

The Public Works department routinely inspects and maintains City streets, sidewalks, sidewalk ADA ramps, curbs, storm drains, streetlights, etc. Based on these inspections, staff has developed a 5 year Mill and Overlay Program. The Mill and Overlay is typically funded from the Special Highway Fund, but may incorporate sources within the Five-Year CIP, including Overlay Supplement, Small Drainage Projects, and the Residential Streetlight Program.

Project Costs

	<u>Total</u>
CONSTRUCTION BUDGET	\$750,000

Impact on Operating Budget

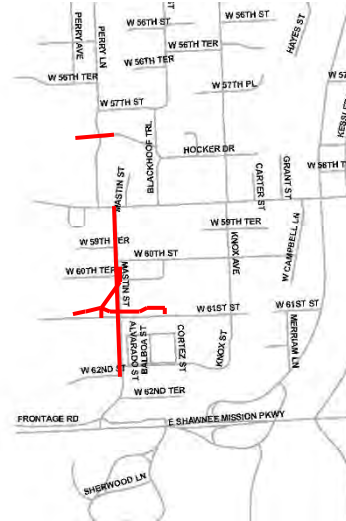
This project is not expected to have a significant effect on operating budget.

Mill and Overlay Program

Mastin St. (Johnson Drive to Shawnee Mission Pkwy.)

W. 59th St. (Mastin St. to W.C.L.)

Frontage Road (W.C.L. to Shawnee Mission Pkwy.)



Project Information

Construction Year: 2022
Project Status: Design
Project Engineer: City of Merriam
Funding Source: Various
Contractor: TBD

Project Description

The Public Works department routinely inspects and maintains City streets, sidewalks, sidewalk ADA ramps, curbs, storm drains, streetlights, etc. Based on these inspections, staff has developed a 5 year Mill and Overlay Program. The Mill and Overlay is typically funded from the Special Highway Fund, but may incorporate sources within the Five-Year CIP, including Overlay Supplement, Small Drainage Projects, and the Residential Streetlight Program.

Project Costs

	<u>Total</u>
CONSTRUCTION BUDGET	\$750,000

Impact on Operating Budget

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

Mill and Overlay Program

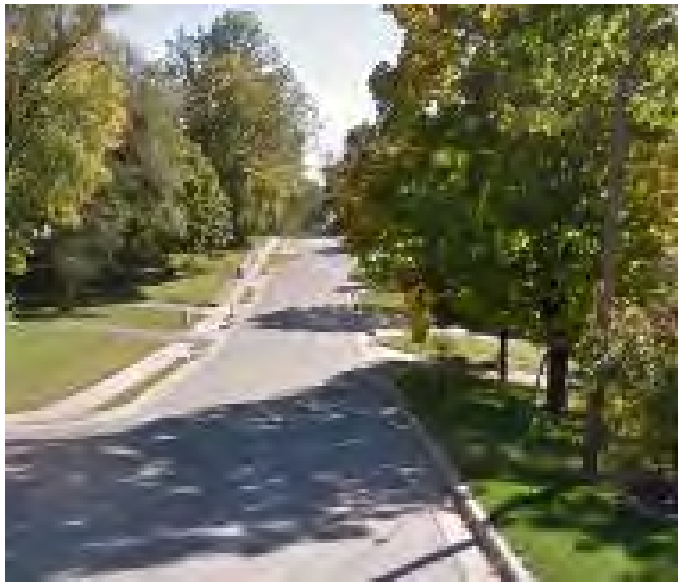
W. 55th St. (Antioch Rd. to Hadley St.)

W. 59th Ter. (Hardy St. to E.C.L.)

W. 60th St. (Hardy St. to E.C.L.)

Goodman Street (Johnson Dr. to N.C.L.)

W. 55th St. (Goodman to Lowell)



Project Information

Construction Year:	2023
Project Status:	Design
Project Engineer:	City of Merriam
Funding Source:	Various
Contractor:	TBD

Project Description

The Public Works department routinely inspects and maintains City streets, sidewalks, sidewalk ADA ramps, curbs, storm drains, streetlights, etc. Based on these inspections, staff has developed a 5 year Mill and Overlay Program. The Mill and Overlay is typically funded from the Special Highway Fund, but may incorporate sources within the Five-Year CIP, including Overlay Supplement, Small Drainage Projects, and the Residential Streetlight Program.

Project Costs

	Total
CONSTRUCTION BUDGET	\$750,000

Impact on Operating Budget

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

CITY OF MERRIAM, KANSAS

STATISTICAL

ANNUAL BUDGET
2020



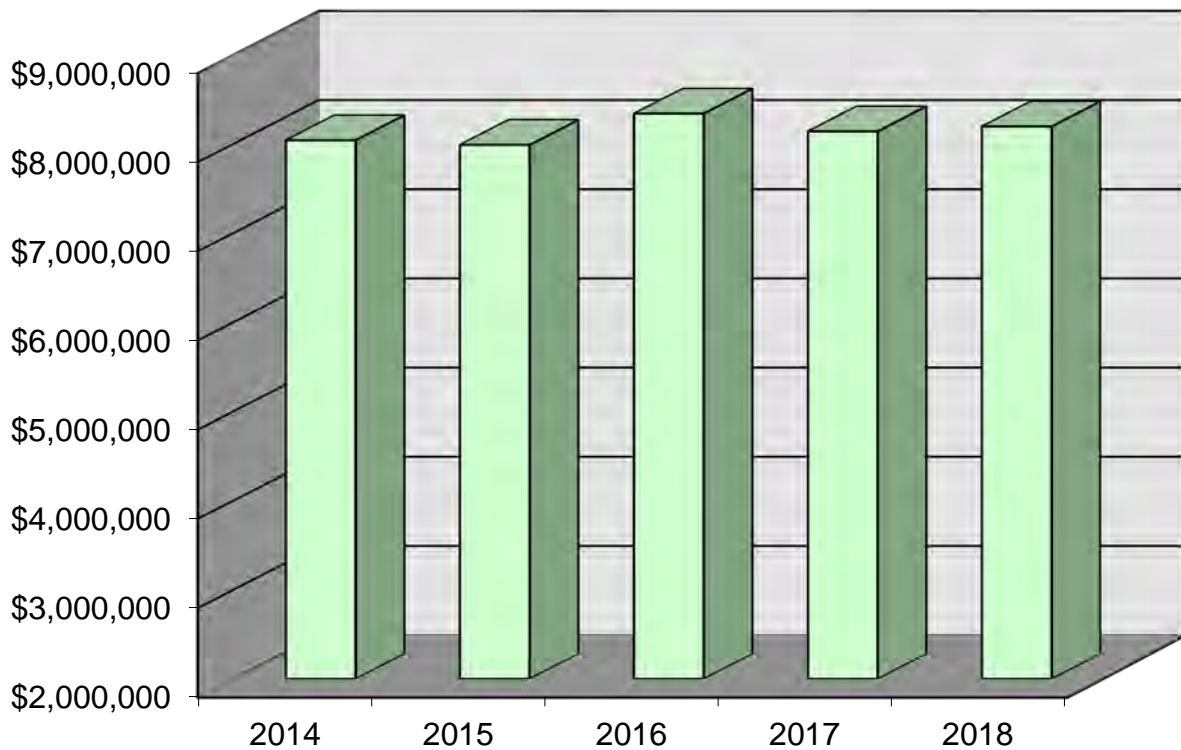
Residents love our "Where in Merriam?" contest.
First correct answer wins a free Merriam t-shirt.

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City Sales and Use Tax History (General Fund only)
2014 through 2018

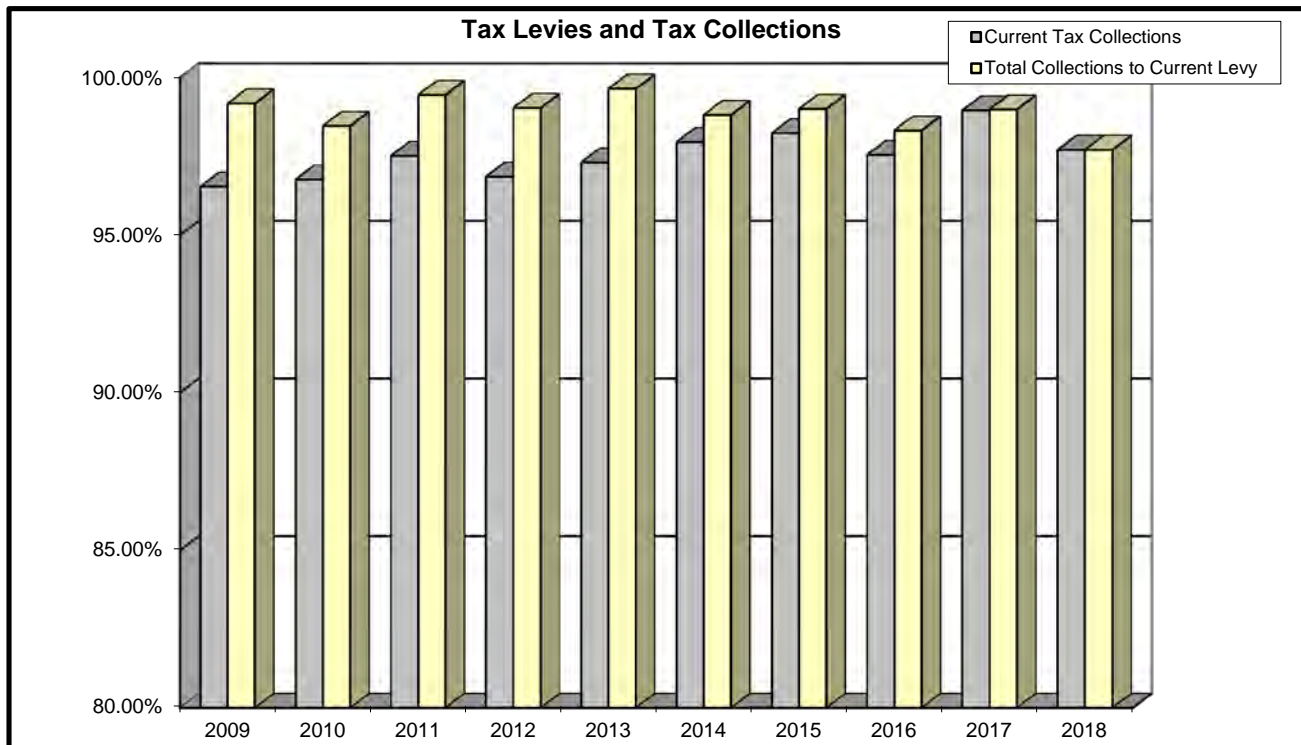
Year	2014	2015	2016	2017	2018
Annual Total	\$ 8,037,560	\$ 7,985,695	\$ 8,335,608	\$ 8,137,462	\$ 8,192,369

**Annual City Sales and Use Tax Comparison
2014 - 2018**



Property Tax Levies and Collections - Last Ten Fiscal Years
December 31, 2018

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
2009	\$ 4,536,145	\$ 4,378,952	96.53%	\$ 119,686	\$ 4,498,638	99.17%
2010	4,399,200	4,256,814	96.76%	74,554	4,331,368	98.46%
2011	4,132,227	4,029,285	97.51%	79,811	4,109,096	99.44%
2012	4,008,423	3,882,278	96.85%	87,218	3,969,496	99.03%
2013	3,986,833	3,879,588	97.31%	92,838	3,972,426	99.64%
2014	4,121,652	4,037,075	97.95%	35,542	4,072,617	98.81%
2015	4,486,131	4,406,678	98.23%	34,525	4,441,203	99.00%
2016	4,752,735	4,635,807	97.54%	36,851	4,672,658	98.32%
2017	5,176,528	5,122,174	98.95%	1,590	5,123,764	98.98%
2018	5,272,454	5,151,191	97.70%	-	5,151,191	97.70%

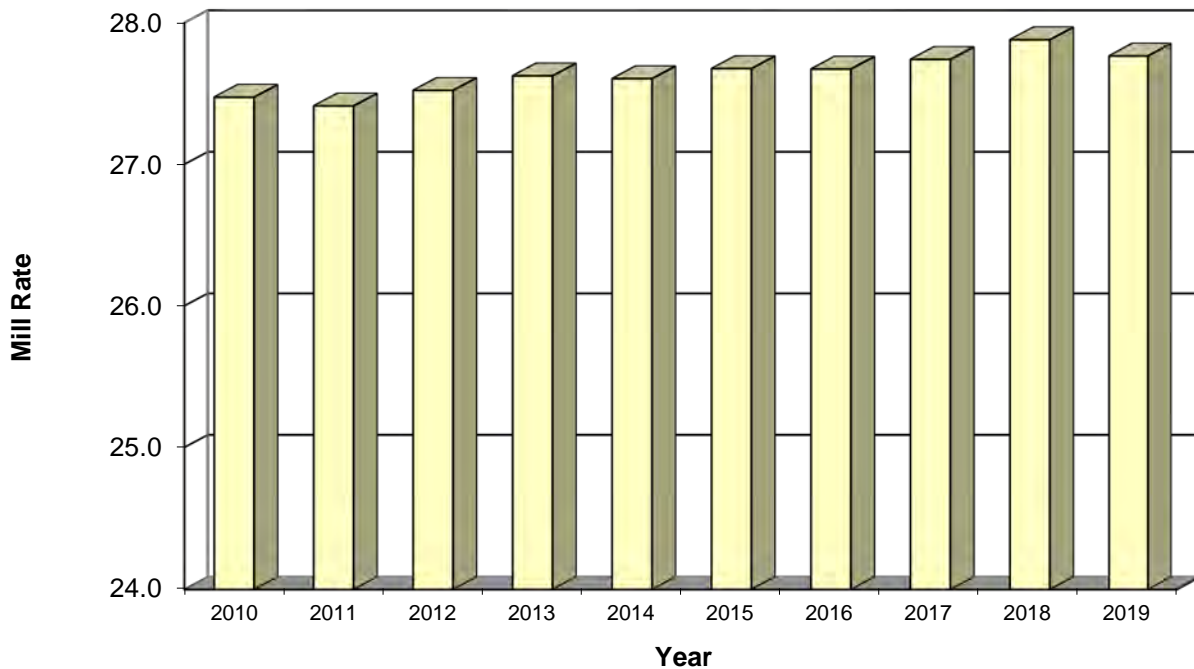


Note (1): The year shown is the year in which collections were received. The levy or assessment is certified to the County the previous year.

Assessed Valuation Growth/ Mill History - Last Ten Fiscal Years
December 31, 2018

Year	Assessed Valuation	Increase/ (Decrease)	% of Increase/ (Decrease)	Mill Rate	Mill Generated Tax Collections	Increased Ad Valorem Taxes
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	13,759,270	7.36%	27.880	5,598,858	8.16%
2019	205,174,988	4,355,123	7.97%	27.765	5,696,684	8.07%

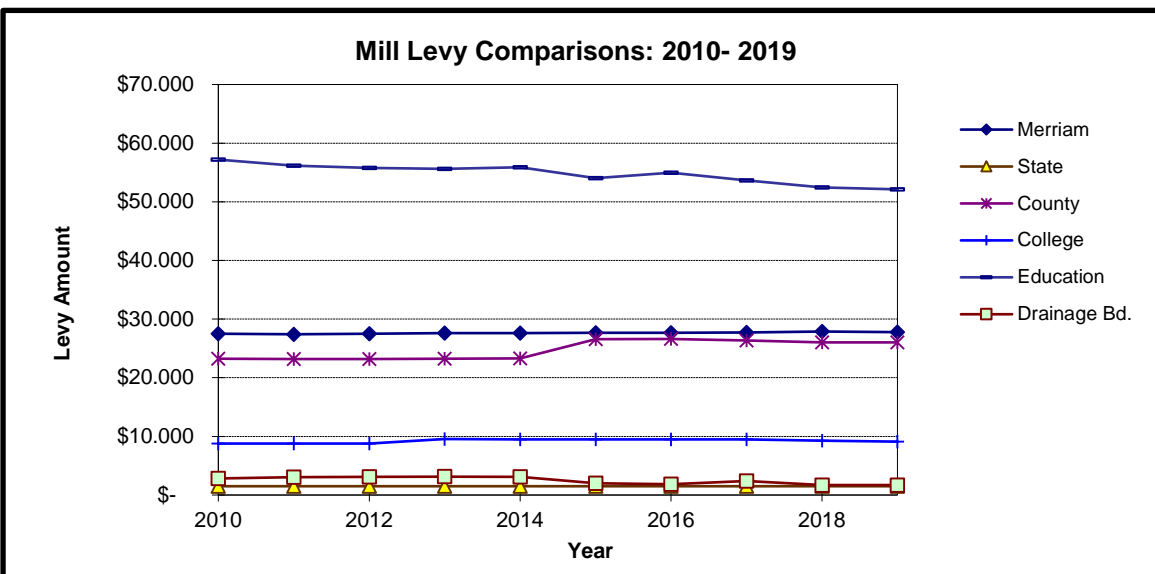
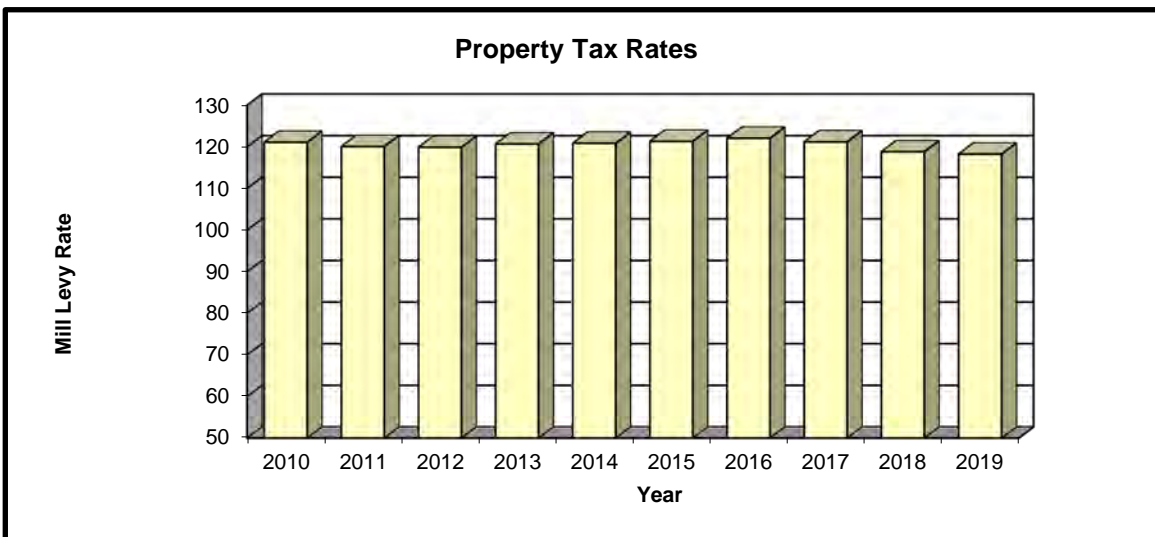
**Mill Rate History
Last Ten Fiscal Years**



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

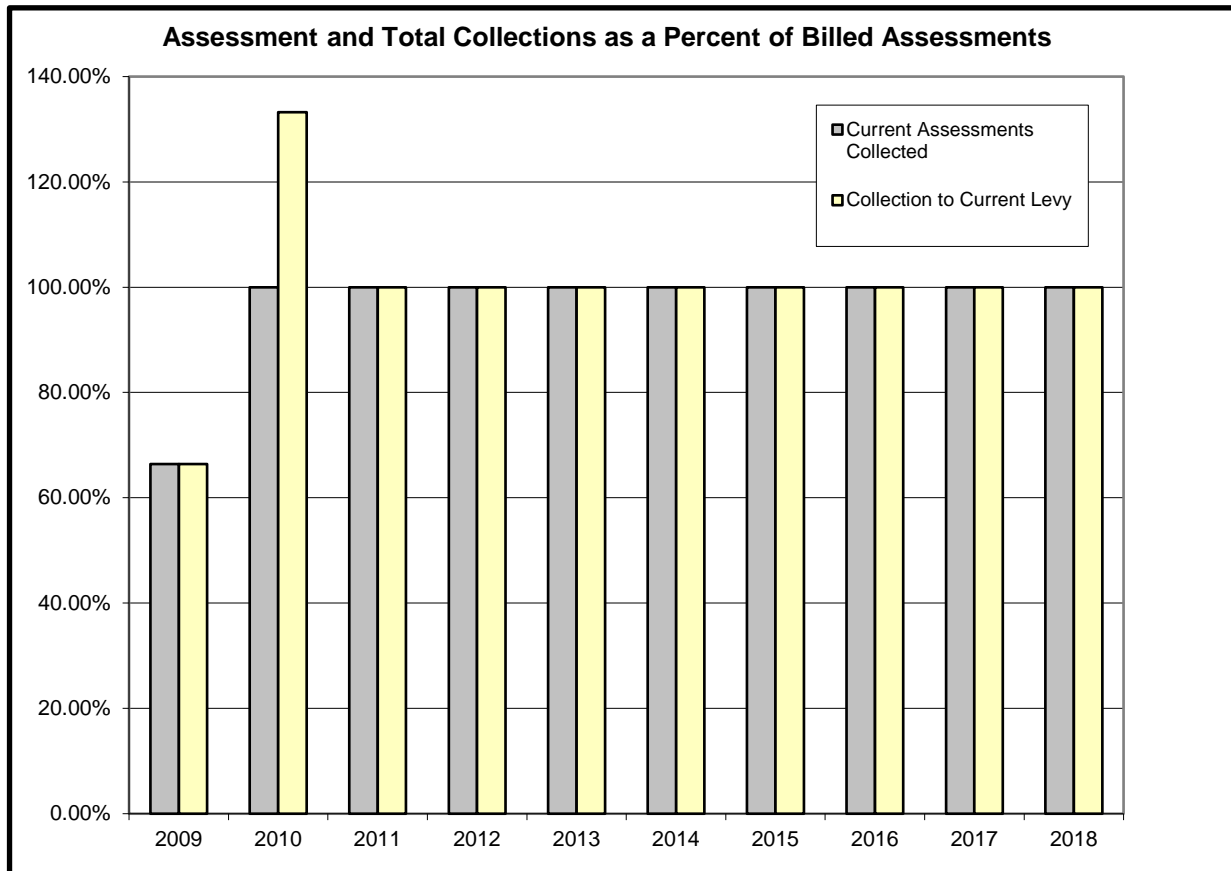
Year(1)	City of Merriam	State	County	Junior College	Board of Education	Merriam Drainage Bd.	Property Tax Total
2010	\$ 27.474	\$ 1.500	\$ 23.256	\$ 8.799	\$ 57.192	\$ 2.849	\$ 121.070
2011	27.412	1.500	23.188	8.776	56.135	3.038	120.049
2012	27.522	1.500	23.210	8.785	55.766	3.091	119.874
2013	27.625	1.500	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
2019	27.765	1.500	26.030	9.121	52.121	1.700	118.237

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, 2018

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
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%
2018	425,375	425,375	100.00%	-	425,375	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, 2018 and 2017

	December 31, 2018		December 31, 2017	
	<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 *		\$ 24,595,139		\$ 3,653,671
Overlapping Debt:				
Governmental Unit:				
Shawnee Mission Unified				
School District	5.17%	\$ 16,318,585	5.23%	\$ 17,215,683
Johnson County	1.90%	285,264	1.93%	107,750
Johnson County Community College	1.90%	1,020,706	1.93%	1,134,329
Parks and Recreation	1.90%	584,674	1.93%	692,933
Total Overlapping Debt		<u>\$ 18,209,229</u>		<u>\$ 19,150,695</u>
Combined Direct and Overlapping Debt		<u><u>\$ 42,804,368</u></u>		<u><u>\$ 22,804,366</u></u>

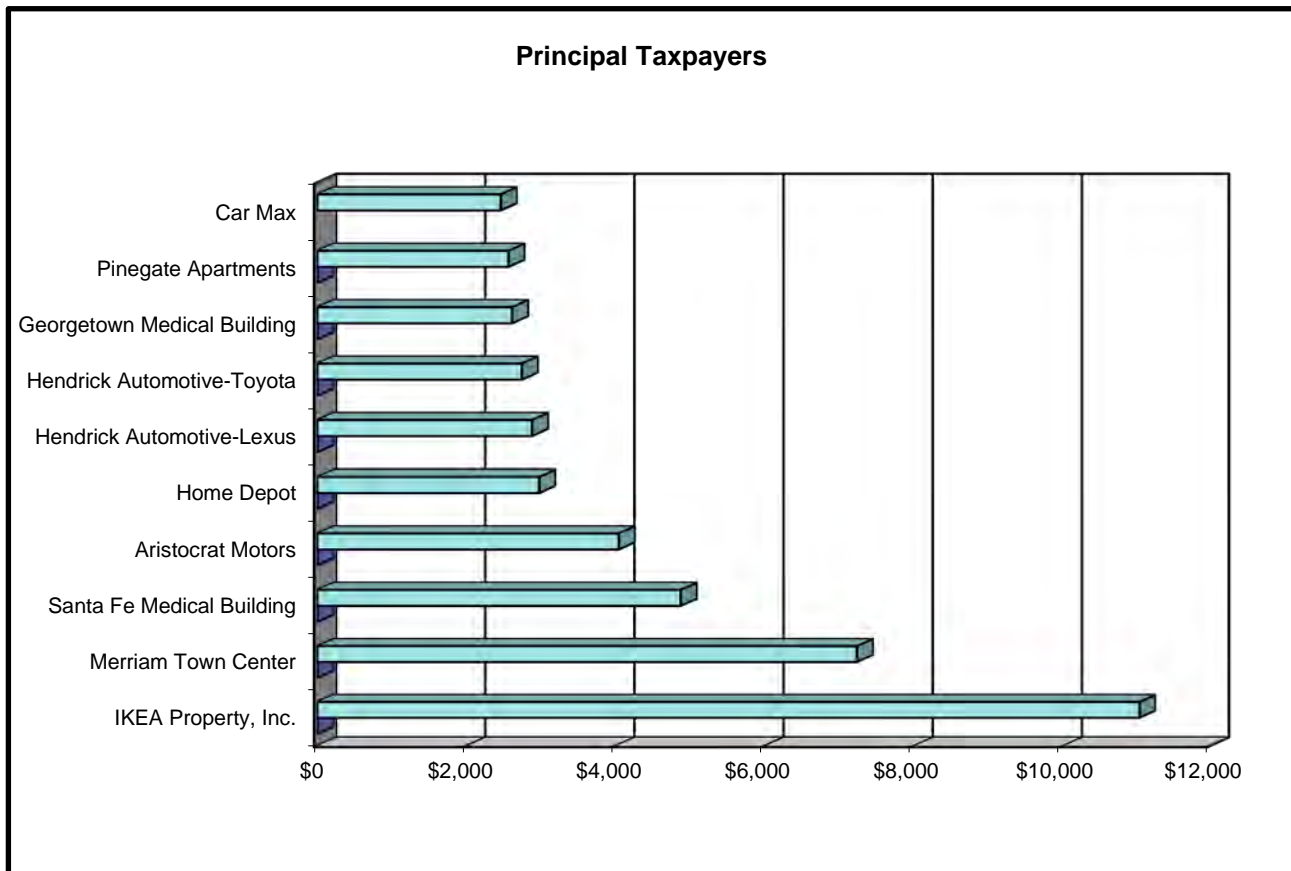
* Amounts include unamortized premium/discount.

Principal Property Taxpayers

December 31, 2018

Company Name	Business	Assessed Valuation	Percent of Total Assessed Valuation
IKEA Property, Inc.	Home Furnishings	\$ 11,026,251	5.80%
Merriam Town Center	Shopping Center	7,232,750	3.81%
Santa Fe Medical Building	Medical Building	4,870,653	2.56%
Aristocrat Motors	Automobile Dealer	4,041,933	2.13%
Home Depot	Home Improvements	2,975,000	1.57%
Hendrick Automotive-Lexus	Automobile Dealer	2,877,898	1.51%
Hendrick Automotive-Toyota	Automobile Dealer	2,741,398	1.44%
Georgetown Medical Building	Medical Building	2,612,250	1.37%
Pinegate Apartments	Apartment Building	2,562,430	1.35%
Car Max	Automobile Dealer	2,458,213	1.29%
Totals		\$ 43,398,776	22.83%

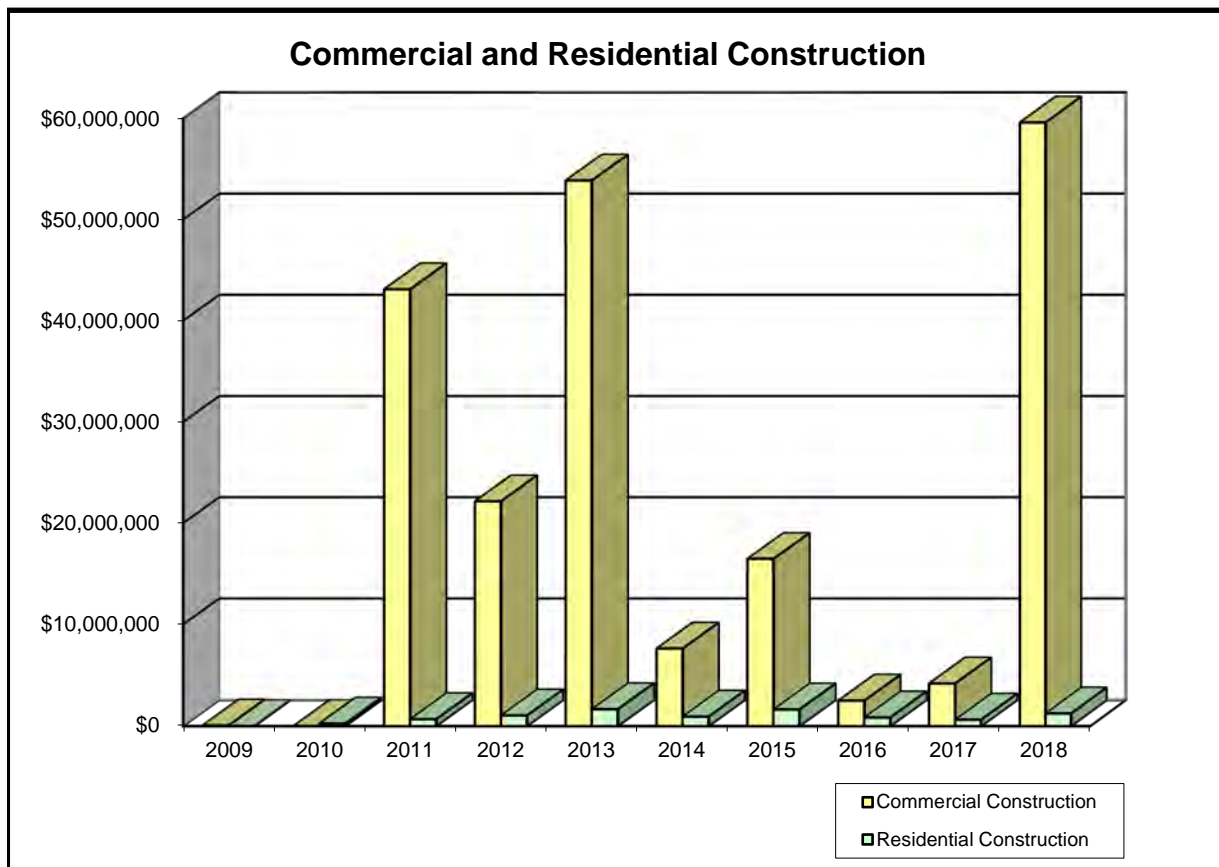
(Assessed values on chart below are in thousands of dollars.)



Source: Johnson County Appraiser

Property Value of New Construction - Last Ten Fiscal Years
December 31, 2018

Year	Commercial Construction (1)		Residential Construction (1)	
	Number of Units	Value (1)	Number of Units	Value (1)
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
2018	11	59,582,901	4	1,243,000



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
2020



Merriam police officers participate in the Law Enforcement Torch Run, which raises funds for Special Olympics.

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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 .3 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.

Niche RMS: A full-featured police records management system which allows agencies to report, prevent and solve crimes within a single integrated system.

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.