



City of Merriam, Kansas
2012 Annual Budget

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MISSION STATEMENT
CITY OF MERRIAM, KANSAS

Our primary values, as a city, are to achieve results and reach our goals exceeding the minimum and leaving things better than we found them. We strive to be the best and to serve the public fairly, honestly, and openly by working together with our citizens. We work to provide local government of unquestioned integrity with a conservative tone in our fiscal planning while providing first class service and facilities.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Merriam
Kansas**

For the Fiscal Year Beginning

January 1, 2011

President

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, 2011. 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.



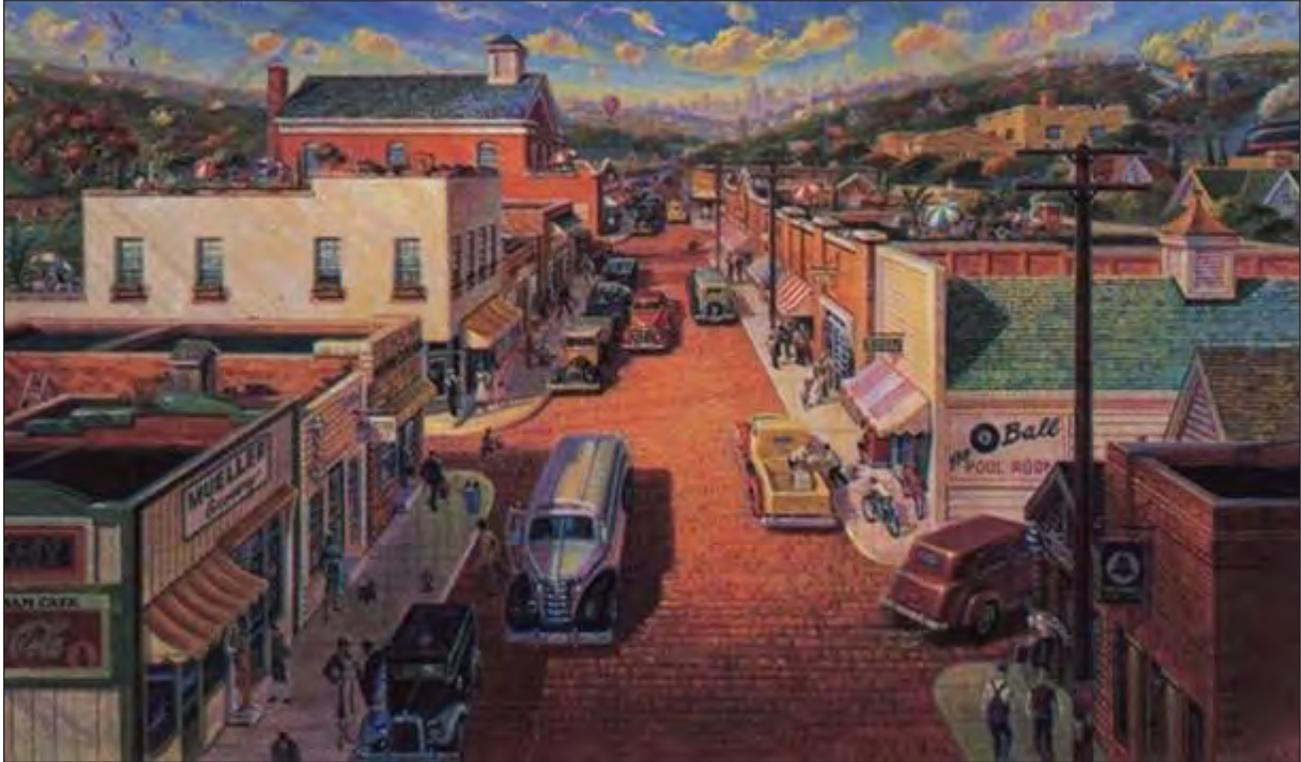
Merriam Governing Body



	<u>PHONE NUMBER</u>	<u>E-MAIL ADDRESS</u>
Mayor:		
Ken Sissom.....	913-523-5357	mayors@merriam.org
Ward One:		
Chad Rowe	913-831-0144	chadr@merriam.org
John Canterbury	816-786-9930	johnrcanterbury@yahoo.com
Ward Two:		
John Crabtree	913-789-9028	JCrabtree@EventConceptsInc.com
Al Frisby	913-206-5354	afrisbyii@kc.rr.com
Ward Three:		
Nancy Hupp.....	913-831-4471	nancyh@merriam.org
Chris Hands.....	913-384-5340	chrish@merriam.org
Ward Four:		
Gayle Stephens.....	913-789-7958	gaylestephens@kc.surewest.net
Pam Bertoncin	913-269-9518	pambertoncin@aol.com



City Department Heads and Appointed Officials



City Department Heads

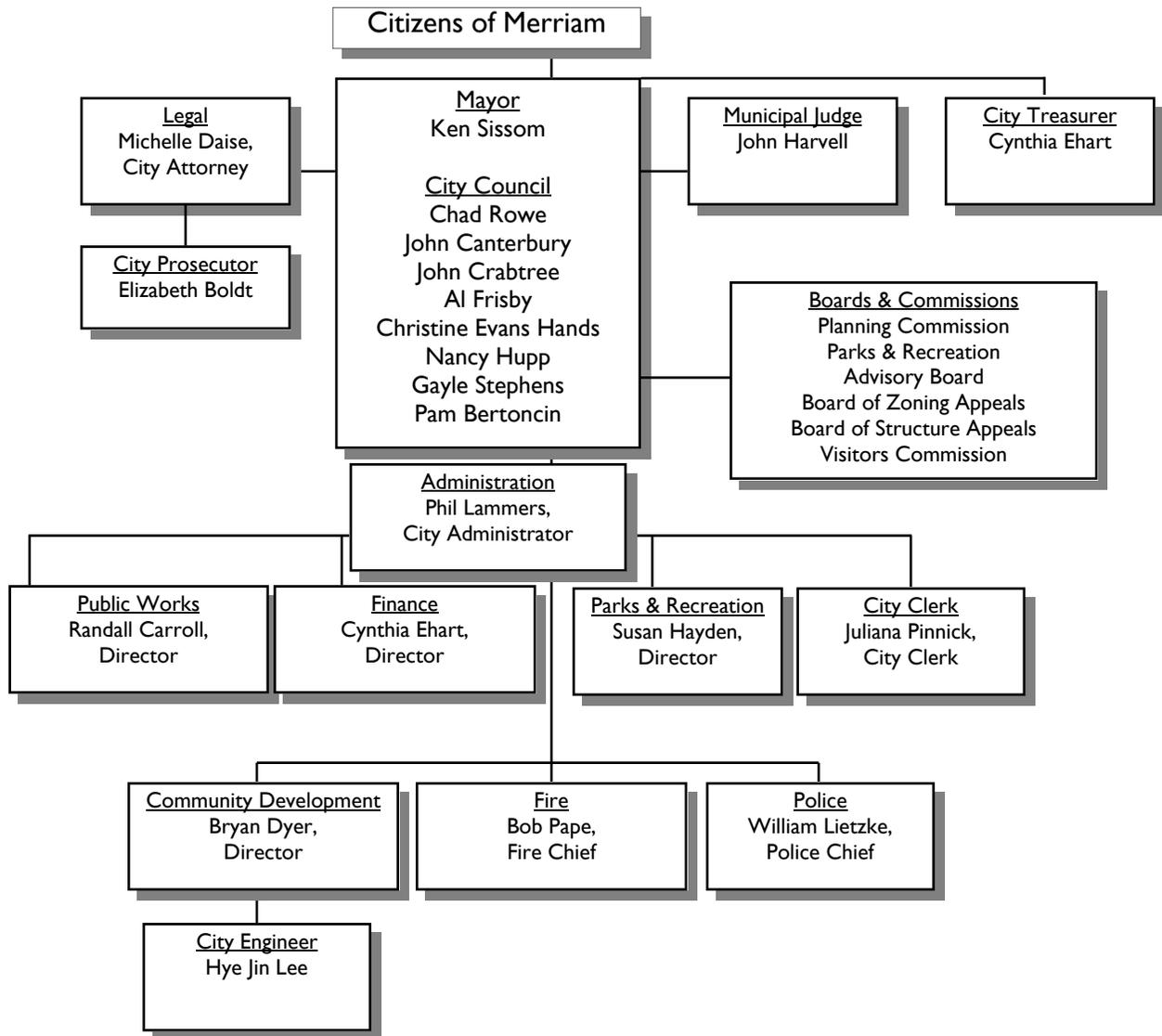
City Administrator	Phillip Lammers	plammers@merriam.org	913.322.5501
Public Works Director	Randy Carroll	randyc@merriam.org	913.322.5571
Finance Director/City Treasurer	Cynthia Ehart	cindy@merriam.org	913.322.5504
Community Development Director	Bryan Dyer	bdyer@merriam.org	913.322.5527
Parks & Recreation Director	Susan Hayden	shayden@merriam.org	913.322.5556
Police Chief	Bill Lietzke	billl@merriam.org	913.322.5588
Fire Chief	Bob Pape	bobp@merriam.org	913.322.5538

Appointed Officials

City Attorney	Michelle Daise
Municipal Judge	John Harvell
Prosecutor	Elizabeth Boldt



City Organizational Chart





Executive Summary

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

The City of Merriam Management Team is pleased to present the 2012 Budget. It is a balanced budget, as required by law. The primary focus of this budget is to maintain the City's existing high service levels while maintaining appropriate fund balances and reserves.

Factors Influencing 2012 Budget Development

Priorities and Values: The Governing Body and City staff conducted work sessions during spring 2011 with a public hearing in July. The following assumptions and priorities were identified and incorporated into the 2012 Budget:

- Construct a sound budget using conservative revenue estimates.
- Maintain quality public safety services.
- Promote economic development within the City.
- Continue infrastructure improvements which will preserve and enhance property values.
- Provide fair compensation and benefits to City staff.

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 those goals.

Budget Challenges: The City faced numerous challenges in creating a budget that encompassed the priorities outlined above while recognizing revenue constraints. These are the most significant:

- The City's 1% sales and use tax collections for 2010 fell by 1.7% (\$83,390) from 2009. Collections for 2010 were down by 11.2% (\$618,010) when compared to 2008.
- Property assessments declined by 2.48% due to additional reductions in real estate market values. Property assessments have declined by 11.7% since 2008.
- Pension costs for police and fire employees will increase by 14% in 2012.
- Five-year fund balance projections for the General Fund indicate declines at current revenue and expenditure levels.

Responses to Budget Challenges: The Governing Body and staff discussed projections of revenue and expenditures assuming no changes in existing services or mill levy rate. Early projections indicated a shortfall of over \$250,000 for the 2012 General Fund Budget. City staff met with Governing Body members to devise a strategy to close the remaining gap. Council agreed on the following combination of measures:

- Council desired to uphold their policy of transferring one-half of regular City sales taxes to the Capital Improvement Fund (CIP) and for 2012 no reductions were required. Other reductions of \$203,500 were budgeted to reimburse the General Fund for salaries and benefits directly associated with CIP activities but these transfers are not dictated by Council policy.
- In 2011 and 2012, the City will utilize forfeited City contributions to the employee 401a plan. Forfeitures occur when an employee leaves prior to vesting. A total of \$140,000 will be applied toward current contributions and recognized as miscellaneous income.

- Merit raises for eligible City employees have been limited to a maximum of 4% versus 5%. This measure saves \$66,000 in salary and benefit costs.
- No funding was proposed in 2012 for vacant staff positions including Assistant City Administrator, Fire Marshall, and Neighborhood Services Manager. If these positions had been proposed, the 2012 Budget gap would have increased by \$270,000.
- Council approved an exception to the City's Reserve and Fund Balance Policy allowing the Risk Management Fund to remain below the required 7.5% of General Fund budgeted revenues. Had this exception not been approved, the 2012 Budget gap would have increased by \$127,446.
- Budgets for education, training and related travel costs were reduced by 15% from requested amounts. This measure saved approximately \$12,000.
- Proposed purchases were postponed for items including playground equipment for Brown Park and equipment for the Public Works department.

The 2012 Budget encompasses the stated priorities: City sales tax revenue estimates are conservatively budgeted at 98% of 2010 actual revenue; public safety services continue at existing high levels with 28 sworn police officers and 23 firefighters; economic development efforts are supported by budget funding for the City's membership in the Kansas City Area Development Council; although merit raises have been limited for City employees, budgeted raises exceed those of most nearby cities and continue to provide fair compensation and benefits. The General Fund balance remains in compliance with the City's Reserve and Fund Balance Policy.

A summary of revenues and expenditures follows:

Revenues

Sales Taxes: The largest source of revenue for the City's General Fund is from local sales taxes. The budget projects sales tax receipts of \$6,073,107 (\$4,778,304 City sales taxes and \$1,294,803 County sales taxes). This represents 47.9% of the revenue in the General Fund. The 2012 Budget reflects the Council policy of transferring one-half of the City's ongoing 1% sales tax to the Capital Improvement Fund for infrastructure improvements in the City. Transfer reductions were allowed only for expenditures specific to capital improvement program staff costs.

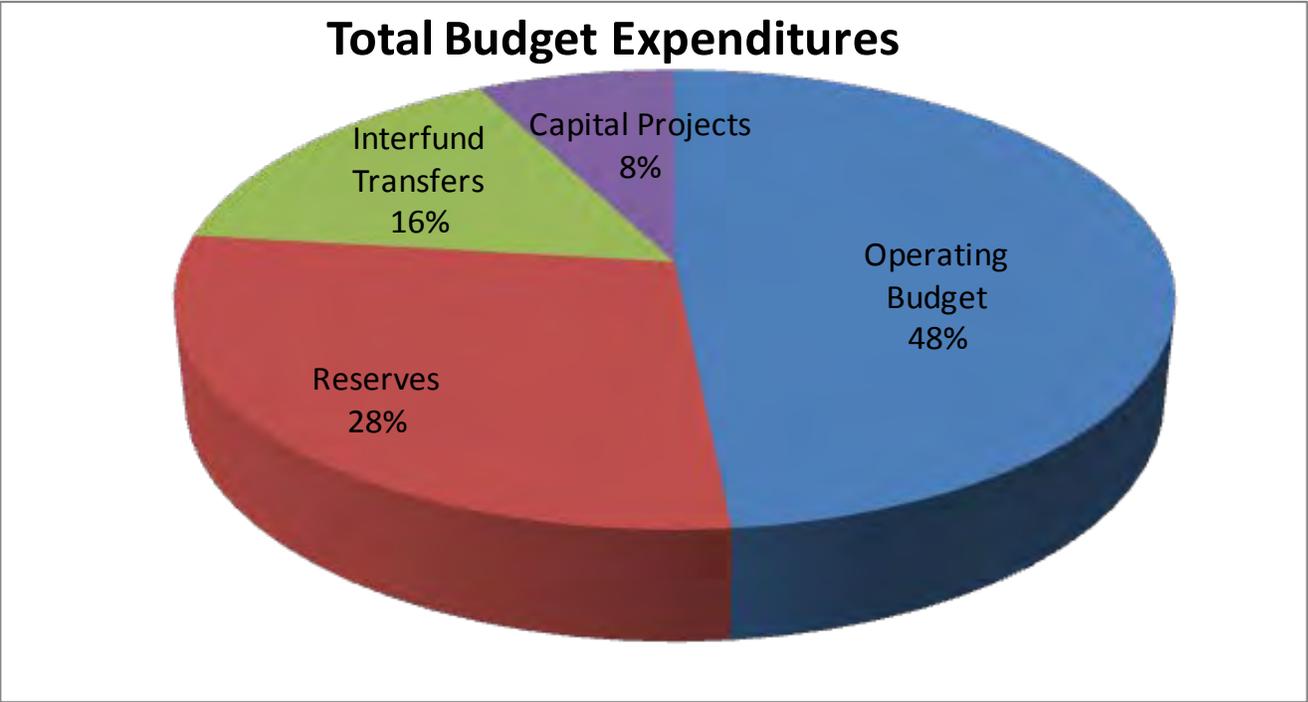
Property Taxes and Mill Levy: The final mill levy obtained from Johnson County is 27.412, a decrease of .062 from the 2011 level. The annual City property tax bill for the average Merriam home with a market value of \$150,000 will be \$473 or \$39 per month. Ad valorem property tax receipts are budgeted at \$3,049,638 for the General Fund and \$288,200 for the Bond and Interest Fund.

Franchise Fees: The budget projects \$1,300,000 in franchise fees for 2012. A January 1, 2010 ordinance closed franchise loopholes for certain gas and electric purchases and has produced revenues in excess of original projections.

Court Fines: Another significant revenue source is from court fines. The budget projects \$1,126,500 in court fines for 2012. More effective management of outstanding warrants has resulted in increased fine revenue since 2008.

Expenditures

Capital Improvement Budget: The Capital Improvement expenditures represent the largest share of the budget with a total of \$10,214,510, of which \$2,098,000 is designated for 2012 capital improvement projects. Reserves for capital improvements in future years total \$5,562,434. Transfers for debt service payments on general obligation debt are \$2,554,076.



Personal Services: Personal services account for a significant portion of the budget with a total of \$6,548,483 for salaries for all funds, an increase of 1.6% over estimated 2011. Salaries increased due to projected merit raises, though these were limited in 2012 as explained in the “Responses to Budget Challenges” section. While the average merit raise will be 3.4%, approximately 26 employees at the top of their salary range will receive no increase. These employees are eligible for a one-time payment of \$500.

The cost of employee benefits for 2012 are \$2,826,271 for all funds, an increase of 14.7% over estimated 2011. The statutory rates for Kansas Police and Fire Pension (KP&F) and the Kansas Public Employee Retirement (KPERs) will increase in 2012 by 14% and 8%, respectively. Additionally, the City contributes to a 401a for KPERs employees and these rates will increase by 20% in 2012.

Major Equipment Purchases: The budget includes the replacement of one Fire Department pickup truck and an extrication tool, two Police patrol vehicles, one Public Works crew vehicle, one Community Development inspector’s vehicle. Other purchases include playground equipment for Vavra and Quail Creek Parks and computer equipment as scheduled. Planned purchases from the Equipment Reserve Fund total \$454,910.

Community Enhancements: The Transient Guest Tax Fund includes \$138,773 in funding for the Merriam Visitors Bureau and \$61,123 for community events including the Turkey Creek Festival and the Turkey Creek Car and Motorcycle Show.

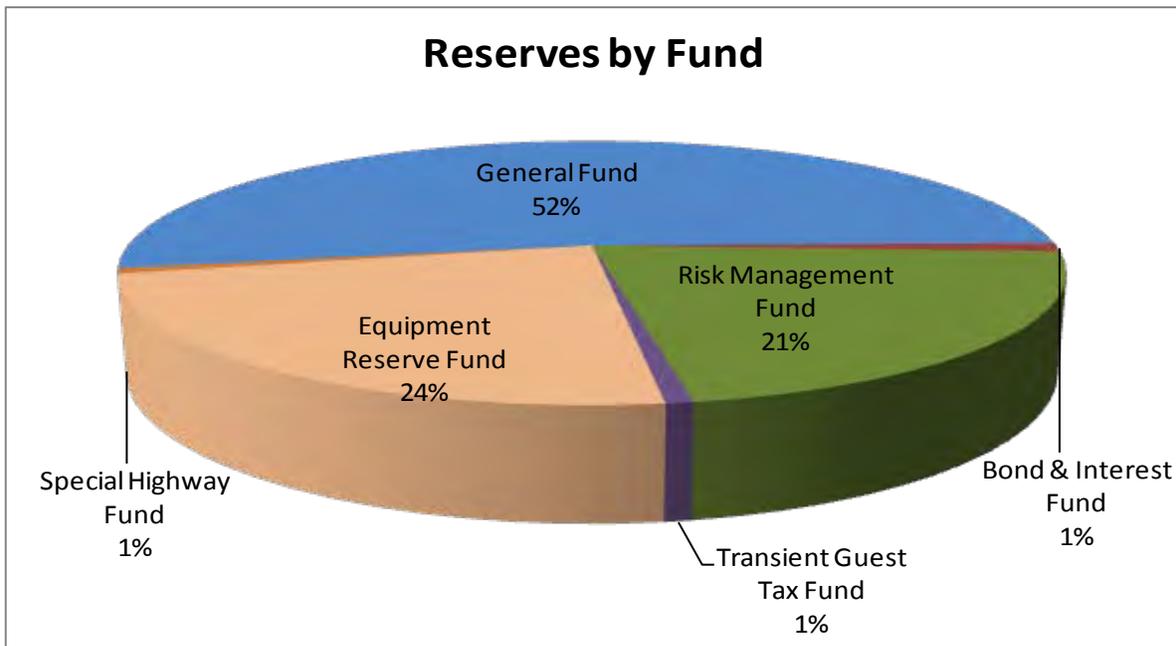
Health & Welfare: The City will continue its commitment to the Franchise Fee Rebate Program, Johnson County Human Resources Emergency Assistance Program, and Johnson County HOME Program. The Home Loan Improvement Partnership is not funded in 2012 because prior contributions are adequate to continue the established program.

Budget Totals: The budget for all funds combined in 2012 is \$33,037,361. This represents a decrease of \$1,234,148 from the 2011 Budget, due primarily to decreases in planned capital improvements. The

2012 Budget includes \$5,142,161 of interfund transfers, \$3,836,279 of reserves in operating and reserve funds, \$5,562,434 of reserves for future capital improvements, and \$2,486,401 of capital projects. The total operating budget after adjusting for transfers, reserves, and capital projects is \$15,923,926.

Reserves: The City has budgeted the following in the operating and reserve funds:

General Fund:	
Operating Reserve & Contingency	\$1,312,807
Equipment Reserve	50,000
Insurance Reserve	50,000
Building Reserve	325,000
Emergency Event Reserve	275,000
Total – General Fund	<u>2,012,807</u>
Special Highway Fund:	
Contingency	25,000
Transient Guest Tax Fund:	
Contingency	30,000
Risk Management Reserve Fund:	
Risk Management Reserve	823,388
Equipment Reserve Fund:	
Technology Reserve	45,000
Streetlight Reserve	15,000
Equipment Reserve	844,474
Total – Equipment Reserve Fund	<u>904,474</u>
Bond & Interest Fund:	
Reserve	<u>40,610</u>
Total Reserves	<u><u>\$3,836,279</u></u>



Conclusion

Despite challenging economic conditions, Merriam will continue to provide high service levels to its citizens in 2012 on approximately the same mill levy as in 2009. Furthermore, the City has seen increases in its General Fund balance in recent years due to a combination of factors including delays in hiring vacant positions, effective management of expenditures, and conservative budgeting. Merriam will continue to “tighten our belt” to manage through these volatile economic times.

We wish to thank Mayor Ken Sissom and the City Councilmembers for providing vision and direction to City staff in the preparation of the 2012 Budget. Special thanks also to the department directors and staff for their support in the preparation of the budget. Much time, effort and many difficult decisions went into its development and revision. Thanks to Christy Playter, Communications Coordinator and Trish Wertz, Accountant, for their assistance in preparing this document.

Respectfully Submitted,



Phil Lammers
City Administrator



Cynthia Ehart
Finance Director

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Budget Overview - All Funds Combined

	<u>Actual 2010</u>	<u>Budget 2011</u>	<u>Estimated 2011</u>	<u>Budget 2012</u>
Beginning Fund Balance	\$ 13,952,208	\$ 10,367,681	\$ 14,712,983	\$ 10,887,710
Revenues				
Taxes	12,328,500	12,065,526	12,016,290	11,928,856
Franchise Fees	1,325,346	1,184,600	1,300,000	1,300,000
Licenses/Permits/Fees	607,885	528,174	628,177	545,816
Fines	1,049,970	1,026,500	1,050,000	1,126,500
Interest Income	138,505	46,500	61,500	57,006
Bond Proceeds	3,682,846	-	-	-
Miscellaneous	3,467,550	3,965,824	3,864,356	2,049,312
Total Revenues	22,600,602	18,817,124	18,920,323	17,007,490
Transfers In	5,002,058	5,086,704	5,062,291	5,142,161
Total Resources	\$ 41,554,868	\$ 34,271,509	\$ 38,695,597	\$ 33,037,361
Expenditures				
Personal Services	\$ 8,131,341	\$ 9,112,122	\$ 8,912,122	\$ 9,374,754
Contractual Services	1,691,242	2,037,838	2,046,278	2,008,236
Commodities	632,798	744,571	766,244	819,105
Capital Outlay	476,521	752,812	780,812	491,443
Capital Improvements	3,955,012	5,709,818	6,906,855	2,486,401
Debt Service	6,820,871	3,188,293	3,181,995	3,230,720
Health & Welfare	92,313	88,290	88,290	85,828
Total Expenditures	21,800,098	21,633,744	22,682,596	18,496,487
Reserves & Contingency	39,729	7,551,061	63,000	9,398,713
Transfers Out	5,002,058	5,086,704	5,062,291	5,142,161
Total Appropriations	\$ 26,841,885	\$ 34,271,509	\$ 27,807,887	\$ 33,037,361
Ending Fund Balance	\$ 14,712,983	\$ -	\$ 10,887,710	\$ -

Fund Overview - 2012 Budget

	General	Special Highway	Special Alcohol	Special Parks and Recreation
Beginning Fund Balance	\$ 3,809,908	\$ 153,401	\$ 3,472	\$ 7,233
Revenues				
Taxes	9,482,474	300,000	17,500	17,500
Franchise Fees	1,300,000	-	-	-
Licenses/Permits/Fees	545,816	-	-	-
Fines	1,126,500	-	-	-
Interest Income	20,000	-	-	-
Miscellaneous	112,994	-	-	-
Total Revenues	12,587,784	300,000	17,500	17,500
Transfers In	90,000	-	-	-
Total Resources	\$ 16,487,692	\$ 453,401	\$ 20,972	\$ 24,733
Expenditures				
Personal Services	\$ 9,185,488	\$ -	\$ -	\$ -
Contractual Services	1,908,336	-	20,972	-
Commodities	773,815	40,000	-	-
Capital Outlay	11,800	-	-	24,733
Capital Improvements	-	388,401	-	-
Debt Service	-	-	-	-
Health & Welfare	24,705	-	-	-
Total Expenditures	11,904,144	428,401	20,972	24,733
Reserves & Contingency	2,012,807	25,000	-	-
Transfers Out	2,570,741	-	-	-
Total Appropriations	\$ 16,487,692	\$ 453,401	\$ 20,972	\$ 24,733
Ending Fund Balance*	\$ -	\$ -	\$ -	\$ -

* The City Council must adopt a balanced budget where total resources equal total obligations in accordance with K.S.A. 79-2927. The result is a budget with \$ -0- ending fund balance. The budget adoption and amendment process is further described on pages 35 and 36.

<u>Transient Guest Tax</u>	<u>Risk Management Reserve</u>	<u>Equipment Reserve</u>	<u>Capital Improvements</u>	<u>Bond and Interest</u>	<u>Totals</u>
\$ 14,932	\$ 836,388	\$ 899,384	\$ 5,102,126	\$ 60,866	\$ 10,887,710
315,000	-	-	1,055,000	741,382	11,928,856
-	-	-	-	-	1,300,000
-	-	-	-	-	545,816
-	-	-	-	-	1,126,500
-	2,000	5,000	25,000	5,006	57,006
37,019	-	5,000	1,894,299	-	2,049,312
352,019	2,000	10,000	2,974,299	746,388	17,007,490
-	-	450,000	2,138,085	2,464,076	5,142,161
\$ 366,951	\$ 838,388	\$ 1,359,384	\$ 10,214,510	\$ 3,271,330	\$ 33,037,361
\$ 189,266	\$ -	\$ -	\$ -	\$ -	\$ 9,374,754
63,928	15,000	-	-	-	2,008,236
5,290	-	-	-	-	819,105
-	-	454,910	-	-	491,443
-	-	-	2,098,000	-	2,486,401
-	-	-	-	3,230,720	3,230,720
61,123	-	-	-	-	85,828
319,607	15,000	454,910	2,098,000	3,230,720	18,496,487
30,000	823,388	904,474	5,562,434	40,610	9,398,713
17,344	-	-	2,554,076	-	5,142,161
\$ 366,951	\$ 838,388	\$ 1,359,384	\$ 10,214,510	\$ 3,271,330	\$ 33,037,361
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Revenue Overview - By Fund and Source

	General	Special Highway	Special Alcohol	Special Parks and Recreation
Beginning Fund Balance	\$ 3,809,908	\$ 153,401	\$ 3,472	\$ 7,233
Revenues				
Taxes:				
Property	\$ 3,049,638	\$ -	\$ -	\$ -
Delinquent Property	-	-	-	-
Special Assessments	-	-	-	-
City Sales	4,778,304	-	-	-
County Sales	1,294,803	-	-	-
Economic Development Grant	-	-	-	-
Motor Vehicle	342,229	-	-	-
Alcohol	17,500	-	17,500	17,500
Transient Guest	-	-	-	-
Fuel	-	300,000	-	-
Total Taxes	9,482,474	300,000	17,500	17,500
Franchise Fees:				
Electric	715,000	-	-	-
Gas	300,000	-	-	-
Phone	73,000	-	-	-
Cable	140,500	-	-	-
Wastehaulers	71,500	-	-	-
Total Franchise Fees	1,300,000	-	-	-
Lic/Pmts/Fees:				
Occupational Licenses	164,000	-	-	-
Other Licenses	25,000	-	-	-
Construction Permits	106,000	-	-	-
Pool Fees	118,916	-	-	-
Community Center Fees	122,608	-	-	-
Other Fees	9,292	-	-	-
Total Lic/Pmts/Fees	545,816	-	-	-
Fines	1,126,500	-	-	-
Intergovernmental	-	-	-	-
Interest Income	20,000	-	-	-
Bond Proceeds	-	-	-	-
Miscellaneous	112,994	-	-	-
Transfers In	90,000	-	-	-
Total Revenues	\$ 12,677,784	\$ 300,000	\$ 17,500	\$ 17,500
Total Funds Available	\$ 16,487,692	\$ 453,401	\$ 20,972	\$ 24,733

<u>Transient Guest Tax</u>	<u>Risk Management Reserve</u>	<u>Equipment Reserve</u>	<u>Capital Improvements</u>	<u>Bond and Interest</u>	<u>Totals</u>
\$ 14,932	\$ 836,388	\$ 899,384	\$ 5,102,126	\$ 60,866	\$ 10,887,710
\$ -	\$ -	\$ -	\$ -	\$ 288,200	\$ 3,337,838
-	-	-	-	-	-
-	-	-	-	420,850	420,850
-	-	-	1,055,000	-	5,833,304
-	-	-	-	-	1,294,803
-	-	-	-	-	-
-	-	-	-	32,332	374,561
-	-	-	-	-	52,500
315,000	-	-	-	-	315,000
-	-	-	-	-	300,000
<u>315,000</u>	<u>-</u>	<u>-</u>	<u>1,055,000</u>	<u>741,382</u>	<u>11,928,856</u>
-	-	-	-	-	715,000
-	-	-	-	-	300,000
-	-	-	-	-	73,000
-	-	-	-	-	140,500
-	-	-	-	-	71,500
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,300,000</u>
-	-	-	-	-	164,000
-	-	-	-	-	25,000
-	-	-	-	-	106,000
-	-	-	-	-	118,916
-	-	-	-	-	122,608
-	-	-	-	-	9,292
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>545,816</u>
-	-	-	-	-	1,126,500
-	-	-	365,000	-	365,000
-	2,000	5,000	25,000	5,006	57,006
-	-	-	-	-	-
37,019	-	5,000	1,529,299	-	1,684,312
-	-	450,000	2,138,085	2,464,076	5,142,161
<u>\$ 352,019</u>	<u>\$ 2,000</u>	<u>\$ 460,000</u>	<u>\$ 5,112,384</u>	<u>\$ 3,210,464</u>	<u>\$ 22,149,651</u>
<u>\$ 366,951</u>	<u>\$ 838,388</u>	<u>\$ 1,359,384</u>	<u>\$ 10,214,510</u>	<u>\$ 3,271,330</u>	<u>\$ 33,037,361</u>

BUDGET TRIVIA

- Total Adopted Budget: \$33,037,361
- Total General Fund Budget: \$16,487,692
- Major Source of Revenue: 1% Regular City Sales Tax \$4,778,304
- Real and Personal Property Tax provides 24.22% of the operating revenues in the General Fund (excluding transfers in)
- County and City Sales Tax provides 48.25% of the operating revenues in the General Fund (excluding transfers in)
- Total Budget Reserves in the General Fund: \$2,012,807
- Assessed Valuation (preliminary) for the City of Merriam in 2011 is \$146,381,097
- The 2011 Mill Rate for the City of Merriam is 27.412, a decrease of 0.062 over last year
- The largest General Fund department budget is General Overhead: \$5,417,563
- The smallest General Fund department budget is City Council: \$67,109

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

Example:

Market Value of Home: \$150,000
Current Mill Rate: 27.412

Assessed Valuation: \$17,250
 To determine assessed valuation multiply market value by 11.5%:
 $150,000 \times 11.5\% = \$17,250$

Annual Tax Liability for City Services: \$472.86

To calculate the annual tax bill, multiply the assessed valuation by the mill rate and divide the result by 1,000.
 $17,250 \times 27.412 = 472,857$; $472,857 \div 1,000 = \$472.86$

Monthly Expenses for City Services: \$39.41

To determine the monthly tax expenses for City services, divide the tax liability by 12 months:
 $472.86 \div 12 = \$39.41$

VALUE OF YOUR CITY OF MERRIAM TAX DOLLARS

The following list is a representative sampling of the City Services provided for \$39.41 per month.

Police Protection

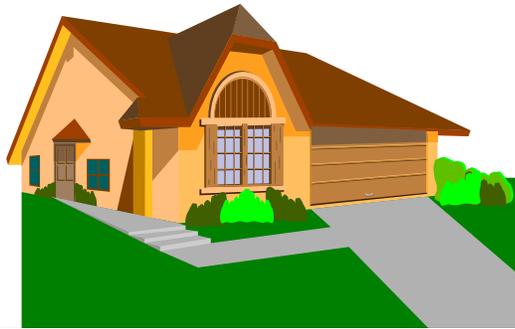
Municipal Court

Snow Removal

Street Repairs

Community Center

Ambulance Service



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 \$3.30 would cost \$39.60.

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.

Internet broadband service costs about \$49.99.

Basic telephone service fee with standard touch-tone service is \$30.00, excluding taxes and long-distance charges.

Electric and gas service for an average four-week period costs about \$65.00 and \$93.50 respectively.

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 27.412	Effective Tax Rate
\$75,000	8,625	\$236.43	0.315%
\$80,000	9,200	\$252.19	0.315%
\$85,000	9,775	\$267.95	0.315%
\$90,000	10,350	\$283.71	0.315%
\$95,000	10,925	\$299.48	0.315%
\$100,000	11,500	\$315.24	0.315%
\$105,000	12,075	\$331.00	0.315%
\$110,000	12,650	\$346.76	0.315%
\$115,000	13,225	\$362.52	0.315%
\$120,000	13,800	\$378.29	0.315%
\$125,000	14,375	\$394.05	0.315%
\$130,000	14,950	\$409.81	0.315%
\$135,000	15,525	\$425.57	0.315%
\$140,000	16,100	\$441.33	0.315%
\$145,000	16,675	\$457.10	0.315%
\$150,000	17,250	\$472.86	0.315%
\$155,000	17,825	\$488.62	0.315%
\$160,000	18,400	\$504.38	0.315%
\$165,000	18,975	\$520.14	0.315%
\$170,000	19,550	\$535.90	0.315%
\$175,000	20,125	\$551.67	0.315%
\$180,000	20,700	\$567.43	0.315%
\$185,000	21,275	\$583.19	0.315%
\$190,000	21,850	\$598.95	0.315%
\$195,000	22,425	\$614.71	0.315%
\$200,000	23,000	\$630.48	0.315%

Each city tax bill reflects a tax per \$1,000 of fair market value of \$3.15

Fair market value of home divided by 1,000 times \$3.15 equals annual tax bill

Effective Tax Rate = Proportion of Property Tax To Market Value

11.5% is the rate of assessment of residential property in Kansas.

27.412 is the mill levy rate for the city portion of the 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.

Demographics

The population of Merriam is 11,003 with 26.5% of our residents under age 18 and 13.9% over age 65. Median household income is \$54,571 and the median value of owner-occupied homes is \$154,800. The City has 5,224 housing units with the rate of homeownership at 67%. A language other than English is spoken in 13.9% of Merriam homes. Bachelor's degrees or higher are held by 32.4% of residents; high school diplomas are held by 91.6% of residents. (All information obtained from the 2010 U.S. Census)

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 18, 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 full-time employees is very good. The City has adopted a Personnel Policy Manual and a pay scale system (based on pay-for-performance). The City pays up to 80.4% of premiums for family coverage and 87% of premiums for single coverage for health and dental insurance

benefits for all full-time and part-time regular employees. 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 28,000. There are five high schools, seven middle schools, two specialized schools and thirty-five elementary schools. Its reputation is among the top in the United States. Shawnee Mission students also consistently score in the top twenty percent in the nation on standardized tests.

The Johnson County Community College (JCCC) is located near the center of Johnson County. With an enrollment of approximately 21,000, JCCC is the largest of the nineteen community colleges in Kansas, and is a member of the League for Innovation in Community Colleges.

The University of Kansas Edwards Campus, with an 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 School of Allied Health is located in Kansas City, Kansas, approximately ten miles from the City limits. The University of Saint Mary has two locations in Johnson County and one location in Wyandotte County with approximately 315 students enrolled in all three locations.

Medical and Health Facilities

The Shawnee Mission Medical Center 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 Center for Pain Management, Special Needs Center, a Women's Health Center, a Heart & Vascular Center and a Sleep Disorders 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 service is provided by AT&T Telephone Company, SureWest, or Time Warner. 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

The Greater Kansas City Metropolitan Area, of which the City is a part, abounds with cultural and recreational amenities that include the Kauffman Center for the Performing Arts, National World War I Museum, Kansas City Museum, Nelson-Atkins Museum of Art, Nerman Museum of Contemporary Art, Harry S. Truman Library and Museum, the Kansas City Symphony, the Starlight Theater, the Kansas City Repertory Theater, the Lyric Opera, New Theater, Theater in the Park and the Kansas City Zoo. Oceans of Fun, Worlds of Fun, and Schlitterbahn are theme parks geared to family entertainment. The Sprint Arena is a world class facility hosting sports and entertainment events.

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 Missouri Comets, a Major League Indoor Soccer team; the Missouri Mavericks, of the Central Hockey League, and the Kansas City T-Bones, a minor league baseball team. The Kansas Speedway hosts NASCAR Sprint Cup series as well as other races.

The City has ten municipal parks. Vavra Park is 4.37 acres and includes an Olympic size swimming pool and aquatic center, pavilion, picnic tables, and playground equipment. The Esther Brown Memorial Park is 3.68 acres, has tennis courts, basketball courts, 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. The Streamway Park offers a paved 3.68-mile nature trail running north along Turkey Creek from 75th Street to Werner Park. Chatlain Park is 5.25 acres and is equipped with a pavilion, picnic tables and playground equipment. Quail Creek Park is 5.25 acres and includes playground equipment, an exercise trail, and a bird-watching area. Roger Werner Park includes 2.1 acres along Turkey Creek and is connected by a pedestrian bridge to the Merriam Marketplace pavilion. Dedicated in September 2006, Merriam Historic Plaza serves as a gateway to the City and home of the Merriam Visitors Bureau. The park features a paved walking path lined with interpretive signs tracing the history of the City, an original sculpture by artist Kwan Wu, fountains, a rain garden and native Kansas plantings. Waterfall Park contains 15 acres and includes 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 1,250 acre park with a 120 acre lake for boating and fishing, twelve picnic shelters, an archery range, and several nature trails. It also features an outdoor Theater in the Park.

Economic Information

Retail and Office

The City is a commercial center in Johnson County featuring many commercial and retail businesses including K-Mart, a chain department store; and Home Depot, a large retail home improvement and construction supply center. "Downtown" Merriam features small art shops, restaurants, a garden center, a feed store, a motorcycle dealership, auto parts stores, and other miscellaneous shops.

Merriam Town Center includes more than 60 acres of land, containing approximately 500,000 square feet of store floor area. It contains a grocery store, home improvement store, a pet supply store, three restaurants, a theater complex, and several other retail stores and employs approximately 1,000 people. Tax Increment Financing (TIF) was approved by the Council as the method of financing. The Tax Increment Financing Act (TIF) (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. Those bonds 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). Tenants include:

Home Depot	Hen House	PetSmart
Office Max	Party City	Quizno's Subs
GNC	Mattress Firm	Chili's
Great Clips	Cinemark Theater	Marshall's
Old Navy	Famous Footwear	Eye Masters
Cute Nails	China Garden Buffet	Good Feet Store
Bob Evans Restaurant	Amy's Hallmark	Dick's Sporting Goods
Fast Frame	Verizon Wireless	Game Stop
Market Revolution		

Several automobile dealerships are located in the City including Superior Chevrolet/Toyota, Aristocrat Motors, Baron BMW/Baron Mini, Carmax, and Shawnee Mission Hyundai. The five hotels located in the City are Drury Inn, Comfort Inn, Homestead Village, Quality Inn and Hampton Inn.

Many offices are located in the City such as doctors' offices associated with the Shawnee Mission Medical Center, corporate headquarters, and smaller offices. Merriam is home to the Seaboard Allied Milling Corporation, one of the largest producers and sellers of agriculture products in the world.

While a breakdown of retail sales is not available, in 2010 the City collected \$4,308,073 in sales tax from the City's one-percent sales tax (excluding use taxes). This would indicate that over \$430,000,000 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. Four banks are located in Merriam. US Bank, which has a branch located at Antioch and Shawnee Mission Parkway, has assets in excess of \$321 billion and is the fifth largest financial services holding company in the United States. UMB bank operates a full service branch inside Hen House at Merriam Town Center. UMB bank was founded in 1913 and has over \$12.4 billion in assets. Brotherhood Bank operates a branch across from Merriam Town Center at Johnson Drive and Slater. Brotherhood Bank was founded in 1924 and has \$506 million in assets. The main location of the Morrill & Janes Bank is located in Merriam and serves commercial clients. Morrill & Janes Bank was founded in 1871 and has approximately \$600 million in assets.

Employment

The City has more than 600 businesses and employers with total employment estimated at 13,500 jobs. Total employment for Johnson County is estimated at 279,000 jobs while the average 2011 to-date unemployment rate in Johnson County is 6.0%. The labor force has a strong work-ethic orientation, and the Kansas Constitution contains a "right-to-work" provision.

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

<u>Major Employers</u>	<u>Business</u>	<u># Employees</u>
Shawnee Mission Medical Center	Hospital	2,786
GE Consumer Finance	Credit Services	540
First Student	School Bus Service	285
Superior Chevrolet/Toyota	Automobile Dealer	281
Home Depot	Home Improvement Store	140
Seaboard Allied Milling	Agri-business & Transportation	202
Aristocrat Motors	Automobile Dealer	140
Carmax	Automobile Dealer	160
Baron BMW/Baron Mini	Automobile Dealer	111
Industrial Bearing (IBT)	Industrial Equipment	135
Lee Company	Apparel Manufacturer	115
Shawnee Mission School District	Public elementary schools	114
Hen House	Grocery Store	81
K-Mart	Department Store	82

<u>Other Employers</u>	<u>Business</u>
Walgreen's	Drug Store
Cinemark Theater	Movie Theater Multiplex
Creative Printing	Printing
Johnson County Library	Public Library
Officemax	Office Supply Store
Shawnee Mission Hyundai	Automobile Dealer
Shawnee Steel & Welding	Steel Fabrication
US Bank	Bank

Tax Increment Financing Districts

The City has established two Tax Increment Financing (TIF) districts. One district includes a 65 acre tract that transformed a mixed residential area into a commercial use with the construction of a 500,000 square foot, \$50 million, shopping center known as the Merriam Town Center. Merriam Town Center was completed in 1999. Retail sales from the Center generate over \$1 million in additional City sales tax annually.

The second TIF District is the I-35 Redevelopment District. This district encompasses significant underdeveloped area along both sides of I-35. This redevelopment district was formerly known as the Enterprise Zone Redevelopment District. TIF projects completed in this district include two hotels, a restaurant, and expansions of two existing automobile dealerships. In September 2004, the City entered into a TIF Development Agreement with Merriam Pointe, LLC to redevelop a 34 acre site formerly used for light industry. Merriam Pointe, LLC recently transferred their rights and obligations to Merriam Investors, LLC. The City entered into an amended and restated redevelopment agreement with Merriam Investors, LLC and Hendrick Automotive Group on March 28, 2011. The new developers will construct a 62,000 square foot auto dealership where an existing Merriam business is expected to relocate by December 31, 2012 according to the terms of the revised agreement.

Another development planned for the I-35 Redevelopment District is Merriam Village. In March 2005, the City entered into a TIF Development Agreement with DDR Merriam Village, LLC to redevelop approximately 35 acres of property adjacent to Merriam Town Center on the southeast corner of Johnson Drive and I-35. The project expects construction of 300,000 square feet of retail space plus condominium and senior housing. A portion of the retail component has been completed, but no permanent tenants have been announced. The timing of future construction is not known.

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.

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. This is not the case currently as property values have declined for the last several years. The 2011 final mill levy decreased by .062 from the prior year, compared to an increase of .122 for the 2010 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; all of the City's .25% sales tax for streets; and the City's entire share of the 1995 .25% Countywide sales tax for public safety. In 2010 voters approved a referendum to replace the City's .25% sales tax for streets. The replacement tax provides for the collection of .25% sales tax from 1/1/2011 through 12/31/2020 designated for street and drainage improvements. The following sales taxes provide for funding of general operations: one-half of the City's 1% sales tax; the City's entire share of the 2010 .25% Countywide sales tax for public safety; and the City's entire share of the .6% Countywide sales tax.

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 provides that budgeted reserves for the General Fund should be equal to the greater of 15% of budgeted revenues or 2 months of budgeted operating expenditures. Additionally, the Risk Management Reserve Fund should be equal to at least 7.5% of budgeted revenues of the General Fund. The Risk Management Reserve is intended to provide security in the event of an emergency event or condition resulting in unanticipated expenditure requirements or revenue fluctuations.

The 2012 Budget satisfies the policy regarding General Fund reserves. However, Council approved a resolution providing for an exception to the Risk Management Reserve policy for 2012, allowing reserves to be budgeted at 6.6% of General Fund budgeted revenues or \$127,446 less than the required amount.

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 on the same day the funds are received.

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 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 Service Provisions

When general obligation debt is issued, the City will seek to obtain interest costs that are the lowest attainable in the market. 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. The budget adoption and amendment process is described further on pages 34 and 35.

Planning and Goal Setting

The City of Merriam has changed dramatically in the 60 years since incorporation, particularly in the last 20 years. 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. The Merriam Town Center redevelopment project also was initiated during that time. Since then, the City has maintained an aggressive capital improvement program, and Merriam Town Center has been fully developed and has become extremely successful. In addition, the City completed several extensive drainage projects to alleviate the area's history of stormwater flooding. Along with many municipalities, Merriam enjoyed robust sales and property tax revenues from the mid 1990's through 2001. 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 slow, the State of Kansas began to experience budget difficulties. The state discontinued statutory demand transfers to cities in 2002, which are unlikely to be reinstated. In addition, Merriam sales tax revenue has been generally flat since 2001 due to increased retail competition in the area and general changes in the business environment. Costs of operations - particularly employee health insurance and retirement contributions, energy costs and commodities- are increasing at rates in excess of the overall rate of inflation. While the City continues to enjoy a healthy financial condition, it recognizes that there must be increased focus on efficiency and identification of the most desired goals, as well as further development of linkage between goals and budget creation. Governing Body and City staff continues to work on this challenge.

Planning and Goal Setting by Governing Body – Citywide goals and objectives are reviewed and updated annually by the Governing Body. The goals and objectives determined as of April 2011 are summarized below into seven categories along with strategies for each goal. Goals are followed by specific objectives identified during the review that will gauge progress toward the goal. Objectives are followed by information on related initiatives.

Goal #1: Code Enforcement – Enforce City codes fairly to improve physical conditions in the community.

Objective: Reduce the number of repeat code offenders.

Initiative: Incrementally increase administrative fees charged for city contracted mowing.

Initiative: Investigate charging an administrative fee for code enforcement violations that result in a court appearance.

Initiative: Continue to work with and educate banks/property maintenance firms that are caring for foreclosed properties on Merriam's property maintenance requirements.

Initiative: Update City informational materials on property maintenance requirements.

Goal #2: Community Development – Improve value of property and the quality of life through investment in and redevelopment of our neighborhoods.

Objective: Sustain capital improvement efforts.

Initiatives: Merriam residents approved a referendum for a ¼-cent sales tax dedicated to street and stormwater improvements. Staff has obtained federal and county grant funds for related projects to leverage the use of City funds from the new tax. (See five-year CIP Plan for project schedule.)

Objective: Sustain street lighting program.

Initiatives: Merriam received a grant for an LED pilot streetlight program. The program is expected to demonstrate reduced operating costs for streetlights. Farley Street south of 67nd Street was selected as the study area.

Goal #3: Citizen Advocacy – Enhance citizen engagement with the City.

Objective: Rebuild the City web-site and provide for more on-line transactions for City business.

Initiative: Work with CivicPlus to complete a new website. Among other things, the site will allow citizens to purchase some permits and licenses on line.

Objective: Measure our citizen's satisfaction levels for the services provided by Merriam City Hall.

Initiatives: Hire a competent survey firm to conduct a customer satisfaction survey and compare it with our past performance and contrast those results with our peers. In addition, the feedback could be used to guide budget allocation and help redraft of the city mission statement.

Goal #4: Economic Development – Promote and stimulate quality development to enhance the City's economic base.

Objective: Promote existing developments.

Initiatives: Fund Kansas City Area Development Council (KCADC) for one more year and evaluate the cost and benefit of the program.

Initiatives: Update the City's existing Tax Increment Financing Policy (TIF) and adopt a new Community Improvement District (CID) Policy.

Initiative: Provide regular reports to the council on local commercial developments including Merriam Pointe and Merriam Village.

Objective: Work with local business owners and business associations i.e.; Downtown Merriam Partnership (DMP).

Initiative: Assign two council members to attend six bimonthly DMP meetings. Staff will attend periodic North East Johnson County Chamber of Commerce events and promote the area through the NE7 Committee.

Objective: Keep abreast of legislative efforts and current events that are adverse to the City of Merriam.

Initiative: Hire a lobbyist to track state and federal legislative efforts that are adverse to our community's interest. Continue to subscribe to local business publications for information on current business trends.

Goal #5: Administrative Focus – Deliver quality services in an efficient manner.

Objective: Codify city codes and research conflicting ordinances for clarity and make them available to the public.

Initiatives: Work with Municode to complete codification and provide navigation to the codes from our new web site. Project completion is projected for July of 2012.

Objective: Invest in our employees.

Initiative: To the extent resources are available; we will empower our employees, fund competitive salaries, conduct market studies, and train our employees to be the best asset they can be.

Goal #6: Sustainability – Implement best management practices and encourage the community to undertake energy-reducing and recycling efforts.

Objective: Consider Alternate Development Scenarios policies proposed by MARC (Mid America Regional Council).

Initiatives: The City issued a letter of support for this policy which outlines a 40-year transportation plan. The City is seeking funding for a study of a Shawnee Mission Parkway transit extension (see Goal #7 below).

Objective: Partner with stakeholders to assist implementation of new solid waste regulations adopted by Johnson County.

Initiatives: Local trash haulers are establishing rules for their own customers. Reach out to citizens, haulers, surrounding municipalities and the county to assure yard waste is managed appropriately.

Goal #7: Improve Planning Process – Rethink planning opportunities for our community.

Objective: Complete the multi year study for the Shawnee Mission Parkway/Metcalf corridor sustainability plan.

Initiatives: The cities of Merriam and Shawnee will team with Mission and Overland Park and the MARC staff to consider density patterns, transit options and design standards for Shawnee Mission Parkway and Metcalf corridors.

Objective: Complete Upper Turkey Creek (UTC) drainage study.

Initiatives: Additional funding from the City, county and the Merriam Drainage District has been approved to complete the study. The original funding agreement has been amended enabling the Corps to complete the study.

Objective: Update the City's comprehensive plan.

Initiatives: Staff will present several changes to the City's comprehensive plan in a council workshop this September. Eventually the Upper Turkey Creek study results and the Shawnee Mission Sustainability Corridor planning study will be incorporated in the comprehensive plan.

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 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. A survey has been budgeted for 2012 and is currently in design.

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

Five-year Capital Improvement Plan - The Council receives staff and citizen input on the prioritization of capital improvement needs. The Council also conducts periodic “bus tours” where they visit recently completed capital improvement projects; planned projects; and proposed or possible projects. After receiving this input, the Council meets in work sessions to discuss priorities. These discussions serve as a guide as the City develops the new five-year capital improvement plan each year. The five-year capital improvement plan forms the basis for the current year’s capital improvement budget. To facilitate having a long-term capital improvement plan, the Council has adopted a policy that dictates the use of sales tax revenues to fund the projects. The County levies a .25% sales tax that is shared with the cities in the county. All of the City’s share of the proceeds of this tax will be used to finance capital improvement projects. The City levies a 1% local sales tax. One half of this tax is dedicated to finance capital improvement projects. Having this dedicated revenue source ensures that the City will continue to enhance infrastructure over the long term. Substantially all streets will have curbs, gutters, and sidewalk enhancements within the current (2012 - 2016) Five Year Plan.

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 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. The City also approved a second amendment in 2005 with the adoption of the Grandview Housing Assessment, which called for redevelopment of the Grandview area into a mixed use development. In June 2007 the City also adopted

an amendment concerning the appropriate uses for the South Park Sub Area Plan, site of the former South Park Elementary School. An amendment will be considered in 2012 concerning changes to the future land use map and updates to rezoning.

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

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

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

Economic Development – Merriam enjoys a unique location that combines quiet, almost rural neighborhoods with the excellent commercial opportunities afforded by proximity to Interstate-35. City staff and Council work to identify potential areas for redevelopment. Merriam is a land-locked city, so there is little undeveloped land available. Due to the extraordinary costs of infill redevelopment projects compared to green field development, the City expects to partner with private developers in an effort to compete with cities that can offer undeveloped tracts.

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 the last 10 years, the City has acquired almost 80 additional acres of parkland. The City has recently extended the sidewalk system through downtown along Merriam Drive and into Brown Park and Waterfall Park. New soccer fields are currently under development at Waterfall Park and will be available for play in fall of 2012.

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 2012 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 two 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. Long-range forecasts indicate that without steady increases in sales taxes and real property values, policy changes may become necessary to maintain programs at existing levels. The policy that funds our Capital Improvement Fund with General Fund sales tax transfers will be difficult to maintain in a scenario of flat or declining revenues.

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. 79-2929 et. seq.

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 around the first week of 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 around late May or early June. The Council will meet in work sessions and committee meetings 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 at the 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. Copies of the expanded budget document are available to the public at City Hall and on the website in late fall.

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.

2011 Calendar for 2012 Budget

Date	Responsibility	Task
February 14	Finance Director	Distribute budget forms Turn on budget entry in system
March 21	City Council, City Administrator Finance Director	Work Session - Discuss budget process and overall outlook; City Goal Setting Process
April 15	Department Heads	Department Budget Requests and Goals due to City Administrator
April 15 - May 2	City Administrator, Finance Director	Review of Department draft budgets
April 18	City Council, City Administrator City Engineer, Community Development Director Public Works Director, Finance Director	Work Session - CIP Forecast and Priorities
April 19 - May 6	City Administrator, Department Heads	City Administrator discuss budgets with Department Heads
May 16	City Council, City Administrator Finance Director	Work Session - Preliminary Operating Budget; Direction on balancing budget
May 16 - June 19	City Administrator, Finance Director	Develop Recommended Budget
June 20	City Council, City Administrator Department Heads	Work Session - Review 2011 Revenue Projections; Recommended 2012 City Operating Budget
June 21 - July 11	City Administrator, Finance Director	Finalize Operating Budget
July 12	Finance Director	Publication of Budget Notice
July 25	City Council	Formal Budget Hearing Approval of Budget Ordinance
August 25	Finance Director	Certify Budget to County Clerk

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.
- **Special Revenue Funds** are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City as identified below.
 - *Special Highway Fund* accounts for Motor Fuel tax receipts and is used for construction, maintenance and repairs of City roads.
 - *Special Parks and Recreation Fund* accounts for one third of the Special Alcohol tax receipts and is used to purchase and maintain City parks and recreational services and facilities.
 - *Special Alcohol Fund* accounts for one third of the Special Alcohol tax receipts and is used to fund the City's crime prevention programs for elementary school students.
 - *Equipment Reserve Fund* accounts for transfers from the General Fund and is used to finance the acquisition of major equipment purchases.
 - *Risk Management Reserve Fund* accounts for transfers from the General Fund and is used for the payment of risk management related expenses.
 - *Transient Guest Tax Fund* accounts for Transient Guest tax receipts and is used to enhance the community in ways that attract visitors, including operation of the Visitors Bureau.
- **Bond and Interest Fund** is used to account for the accumulation of resources for and the payment of principal, interest and other related costs of the City's general obligation bonds.
- **Capital Improvement Fund** is used to account for monies derived from 50% of the City 1% sales tax, 100% of special sales taxes, grants and contributions of outside agencies used to finance infrastructure improvements in the City. This fund also accounts for monies derived from property tax incremental financing (TIF) revenue received from properties located in a redevelopment district.

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

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

Use of Funds by City Departments

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

Department Name	Fund Name								
	General	Special Highway	Special Alcohol	Special Parks/Rec	Transient Guest	Risk Mgmt.	Equip. Reserve	Capital Improv.	Bond & Interest
City Council	X								
Administration	X				X	X		X	X
Municipal Court	X								
General Overhead	X								
Information Services	X						X		
Police	X		X				X		
Fire	X						X		
Public Works	X	X					X	X	
Culture & Recreation	X			X	X		X		
Aquatic Center	X			X			X		
Merriam Marketplace	X				X				
Visitor's Bureau					X				
Community Development	X						X	X	

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

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, as shown on pages 16 and 17. However, revenue estimates are conservative and the City does not expect to expend budgeted reserves. Therefore, the City expects to finish the budget year with a fund balance. The following table details actual and projected ending fund balances for the General Fund, major funds and non-major funds. Note: The projected 2011 ending balance shown below is an updated projection made in fall 2011 as this document is going to print. The 2012 beginning balance projections shown on pages 16 and 17 were made in July as the budget was being prepared, therefore these numbers will not match.

Fund	Actual and Projected Ending Fund Balances				
	Actual			Projected	
	2009	2010	% Change	2011	2012
General Fund	\$ 4,914,094	\$ 4,977,647	1.29%	\$ 4,700,000	\$ 3,800,000
Capital Improvements	6,685,889	7,267,772	8.70%	5,100,000	5,500,000
Bond & Interest	61,646	47,918	-22.27%	61,000	45,000
Other Governmental	2,290,579	2,419,646	5.63%	1,900,000	1,700,000
Total	<u>\$ 13,952,208</u>	<u>\$ 14,712,983</u>		<u>\$ 11,761,000</u>	<u>\$ 11,045,000</u>

(See pages 16 and 17 for fund balances by fund for purposes of Budget 2012 presentation)

The General Fund ending balance increased by 1.29% from 2009 to 2010. Sales taxes and franchise fee collections were better than expected. Salary and benefit costs under budget also contributed to the General Fund increase. The projected 2011 ending fund balance of \$4,700,000 is a healthy 40.50% of budgeted operating expenditures and 29.24% of total budgeted expenditures.

The balance for the Capital Improvement Fund increased by 8.70% from 2009 to 2010. Capital improvement projects for 2011 and beyond will reduce this balance, and expenditures will begin to reflect current revenues. The Bond and Interest Fund balance decreased 22.27% from 2009 to 2010 as intended to reduce the cash basis reserve. The only issuance of new debt contemplated by the City could occur in 2016 with the construction of the Turkey Creek project as outlined in the CIP 5 Year Plan. Refunding of existing debt will be considered when it will provide substantial savings in interest expense costs. The Bond and Interest Fund serves to pay known amounts of principal and interest on existing debt. The two significant non-major funds are the Equipment Reserve and the Risk Management Fund; the balance of the Equipment Reserve fund fluctuates depending on projected equipment needs in the 10-Year Equipment Replacement Schedule; 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. The City's bonds have received a credit rating of "Aa2" by Moody's Investors Service (the rating prior to Moody's recalibration was A1).

OUTSTANDING DEBT

Purpose	Issue Date	Maturity Date	Original Amount	Amount Outstanding 1/1/2011	Principal Payments FY 2012
General Obligation					
West Frontage Road – bonds (related to Merriam Pointe project)	12/01/04	12/01/14	3,000,000	1,890,000	310,000
Eby Street/Quaker Creek – bonds (related to Merriam Village project)	11/15/05	10/01/23	5,900,000	5,475,000	310,000
West Frontage Road – bonds (related to Merriam Pointe project)	09/15/08	10/01/18	3,500,000	2,900,000	330,000
Refunding bonds to refinance 2002 Public Safety/City Hall bonds	09/01/09	10/01/12	2,980,000	1,980,000	980,000
Refunding bonds to refinance 2003* Street/Storm Drainage improvements	10/01/10	10/01/13	3,585,000	3,585,000	870,000
Total Bonds			<u>\$18,965,000</u>	<u>\$15,830,000</u>	<u>\$2,800,000</u>

*The original bond issue includes the following projects: Antioch/Shawnee Mission Parkway intersection, Shawnee Mission Parkway Bridge repairs, Goodman Street, Forest Park Drainage, and 73rd and Switzer Drainage.

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 2011

Assessed Value (a)	\$ 159,596,652
Debt Limit	47,878,996
Debt applicable to limit:	
General Obligation bonds and notes	13,140,000
Less: drainage and refunding issues not subject to limit	(3,745,000)
Total net debt applicable to limit	<u>9,395,000</u>
Legal debt margin remaining	<u><u>\$ 38,483,996</u></u>

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



Annual Debt Service

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

ANNUAL DEBT SERVICE REQUIREMENTS

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012	\$2,800,000	\$425,720	\$3,225,720
2013	2,870,000	351,595	3,221,595
2014	1,635,000	275,165	1,910,165
2015	715,000	218,668	933,668
2016	755,000	193,667	948,667
2017	800,000	166,490	966,490
2018	845,000	137,088	982,088
2019	470,000	105,400	575,400
2020	505,000	87,540	592,540
2021	540,000	68,098	608,098
2022	580,000	47,307	627,307
2023	625,000	24,687	649,687
	<u>\$13,140,000</u>	<u>\$2,101,425</u>	<u>\$15,241,425</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 2010</u>	<u>Budget 2011</u>	<u>Estimated 2011</u>	<u>Budget 2012</u>
Total Expenditures	\$21,800,098	\$21,633,744	\$22,682,596	\$18,496,487
Debt Service Annually	\$3,145,183	\$3,182,093	\$3,181,995	\$3,225,720
Debt Service as a Percentage of Total Expenditures	14.43%	14.71%	14.03%	17.44%

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

Authorized Paid Positions

Department	Position	Actual 2010	Estimated 2011	Budget 2012
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	0.00	0.00	0.00
	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 Coordinator	1.00	1.00	1.00
	Communications Coordinator	1.00	1.00	1.00
	Accounting Clerk	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00
	Visitors Bureau Director	0.75	0.75	0.75
Total	8.75	8.75	8.75	
Information Services	Network and Comm. Administrator	0.50	0.50	0.50
	Total	0.50	0.50	0.50
Municipal Court	Lead Court Clerk	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
	Captain	1.00	1.00	1.00
	Lieutenant	2.00	2.00	2.00
	Sergeant	3.00	3.00	3.00
	Corporal	4.00	4.00	4.00
	Master Police Officer	7.00	7.00	7.00
	Police Officer	10.00	10.00	10.00
	Property Clerk	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	2.00	2.00	1.00
	Total	35.00	35.00	34.00
Fire Department	Fire Chief	1.00	1.00	1.00
	Assistant Chief	1.00	1.00	1.00
	Fire Marshall	0.00	0.00	0.00
	Shift Officer/Captain	3.00	3.00	3.00
	Fire Lieutenant	1.00	1.00	3.00
	Master Firefighter	3.00	3.00	1.00
	Firefighter	12.00	12.00	12.00
	Firefighter Trainee	2.00	2.00	2.00
Total	23.00	23.00	23.00	
Public Works	Public Works Director	1.00	1.00	1.00
	Public Works Superintendent	1.00	1.00	1.00
	Foreman	2.00	2.00	2.00
	Maintenance Worker II	6.00	6.00	6.00
	Maintenance Worker I	5.60	5.60	5.60
	Facility Maintenance Worker I	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00
	Seasonal Labor	3.36	3.36	3.36
Total	20.96	20.96	20.96	

Authorized Paid Positions

Department	Position	Actual 2010	Estimated 2011	Budget 2012
Culture and Recreation	Parks & Recreation Director	1.00	1.00	1.00
	Assistant Parks & Rec. Director	1.00	1.00	1.00
	Program Superintendent	1.00	1.00	1.00
	Maintenance Worker II	1.00	1.00	1.00
	Maintenance Worker I	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00
	Facility Supervisor	2.72	2.72	2.72
	Fitness Specialist	0.23	0.23	0.23
	League Supervisor	0.14	0.14	0.14
	League Scorekeeper	0.14	0.14	0.14
	Senior Adult Coordinator	0.13	0.13	0.13
	Total	9.36	9.36	9.36
Aquatic Center	Pool Manager	0.24	0.24	0.24
	Assistant Pool Manager	0.20	0.20	0.20
	Swim Coach	0.29	0.29	0.29
	Swim Lesson Coordinator	0.14	0.14	0.14
	Swim Lesson Instructor	0.19	0.19	0.19
	Lifeguard	5.21	5.21	5.21
	Concession/Deck Attendant	4.00	4.00	4.00
	Concession Stand Supervisor	0.26	0.26	0.26
	Maintenance Worker I	0.13	0.13	0.13
		Total	10.66	10.66
Marketplace	Marketplace Supervisor	0.32	0.32	0.32
	Total	0.32	0.32	0.32
Community Development	Director of Community Development	1.00	1.00	1.00
	Asst. C. D. Director/ City Engineer	1.00	1.00	1.00
	Building Inspector/Official	1.00	1.00	1.00
	Neighborhood Services Manager	1.00	0.00	0.00
	Code Compliance Officer	1.00	2.00	2.00
	Construction Inspector	1.00	1.00	1.00
	Business Development Coordinator	0.00	0.00	0.00
	Planner I	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00
	Management Intern	0.00	0.00	0.00
	Total	8.00	8.00	8.00
City Total		128.30	128.30	127.30
Classification By Category				
	Full Time	97.00	97.00	97.00
	Part Time	16.96	16.96	15.96
	Seasonal	14.34	14.34	14.34
	Total	128.30	128.30	127.30

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.

Note: Estimated 2011 reflects positions filled for some or all of 2011. Positions budgeted but not filled will indicate 0.00 for Estimated 2011.

Authorized positions from 2011 to 2012 declined by 1 FTE due to an adjustment for the actual number of Crossing Guards required by the Police Department.

Compensation Plan
FULL TIME POSITIONS
EFFECTIVE JANUARY 1, 2012

Position	Range Bottom	Range Top
City Administrator	82,189	125,750
Assistant City Administrator	78,453	120,034
Police Chief	78,453	120,034
Police Captain	69,260	105,968
Lieutenant	58,153	88,975
Sergeant	47,439	72,582
Corporal	42,884	65,613
Master Police Officer	41,803	63,959
Police Officer	38,652	59,138
Police Officer Trainee	36,812	36,812
Community Service Officer	31,049	47,505
Property Clerk	30,000	45,900
Records Clerk	30,000	45,900
Community Development Director	74,717	114,318
Assistant Community Development Director/City Engineer	74,717	114,318
Building Inspector/Official	41,803	63,959
Neighborhood Services Manager	42,884	65,613
Construction Inspector	37,182	56,888
Code Compliance Officer	33,804	51,720
Planner I	31,049	47,505
Management Intern	30,000	45,900
Fire Chief	78,453	120,034
Assistant Fire Chief	69,260	105,968
Fire Marshal	58,153	88,975
Shift Fire Captain	52,117	79,740
Fire Lieutenant	47,439	72,582
Master Firefighter	41,803	63,959
Firefighter II	38,652	59,138
Firefighter I	33,804	51,720
Firefighter Trainee	32,553	32,553
Finance Director	74,717	114,318
Accountant	42,884	65,613
Accounting Clerk	31,049	47,505
Human Resources Coordinator	38,652	59,138
Communications Coordinator	37,182	56,888
City Clerk	33,804	51,720
Administrative Assistant	30,000	45,900

Compensation Plan

FULL TIME POSITIONS (continued) EFFECTIVE JANUARY 1, 2012

Position	Range Bottom	Range Top
Lead Court Clerk	31,049	47,505
Court Clerk/Part Time Court Clerk	30,000	45,900
Public Works Director	74,717	114,318
Public Works Superintendent	47,439	72,582
Foreman	37,182	56,888
Maintenance Worker II	30,000	45,900
Maintenance Worker I/Part Time Maintenance Worker I	25,679	40,468
Parks & Recreation Director	74,717	114,318
Assistant Parks & Recreation Director	55,190	84,441
Recreation Supervisor	38,652	59,138

REGULAR PART TIME POSITIONS EFFECTIVE JANUARY 1, 2012

Position	Range Bottom	Range Top
Visitors' Bureau Director	30,922	46,382
Business Development Coordinator	46,509	71,159
Network and Communication Administrator	28,507	43,615

Compensation Plan

PART TIME & SEASONAL POSITIONS EFFECTIVE JANUARY 1, 2012

Position	Range Bottom	Range Top
Crossing Guard	11.42	16.30
Seasonal Maintenance Worker	10.67	15.24
Intern PT	10.36	14.79
Seasonal Construction Inspector	17.53	26.82
Part Time Farmers Marketplace Supervisor	11.14	15.91
Part Time Farmers Marketplace Coordinator	12.55	17.91
Facility Supervisor	10.36	14.50
Gym Supervisor	10.16	14.50
League Supervisor	10.16	14.50
League Scorekeeper	8.26	11.78
Senior Adult Coordinator	10.16	14.50
Fitness Specialist	15.87	22.67
Seasonal Exempt Employees:		
Pool Manager	9,396	13,418
Assistant Pool Manager	5,524	7,890
Head Swim or Dive Coach	1,875	2,577
Asst. Swim or Dive Coach/Pre Comp Coach	1,355	1,933
PT Assistant Manager	13.15	18.79
Swim Lesson Coordinator	12.25	14.54
Head Lifeguard	9.75	11.99
Swim Lesson Instructor	9.25	11.48
Lifeguard	8.25	10.46
Concession Stand Supervisor	10.75	13.01
Cashier/Concessions/Deck Attendant	7.25	9.44

Compensation Plan

**RETAINERS FOR CONTRACTUAL POSITIONS
EFFECTIVE JANUARY 1, 2012**

Position	Monthly	Annual
City Attorney*	-	-
Municipal Judge	3,195	38,340
Prosecutor	3,195	38,340

* Per contractual agreement, the City Attorney will be paid \$145 per hour plus expenses and mileage.

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Revenues: All Funds

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Revenue Sources

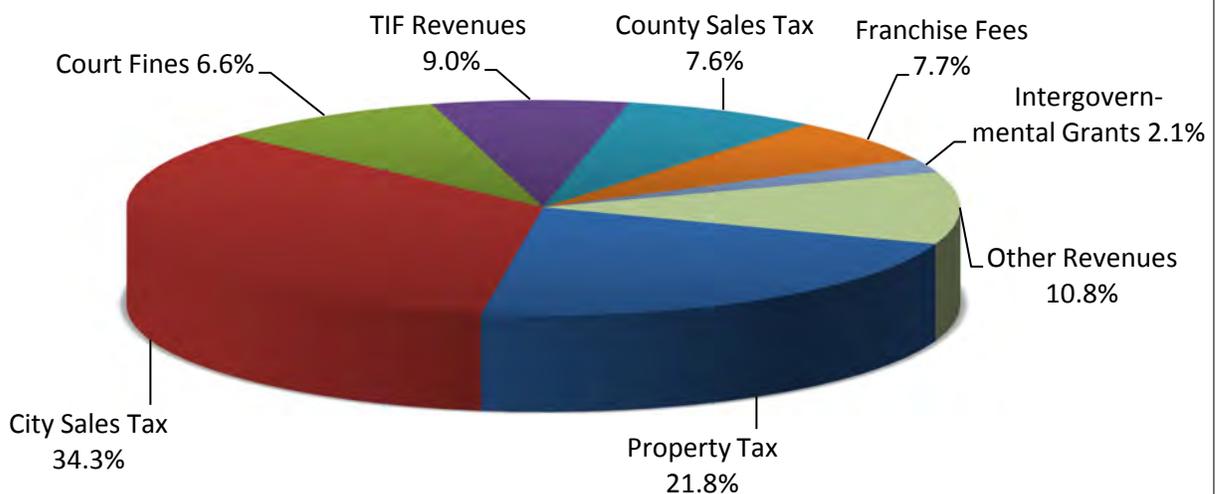
Introduction

The City of Merriam has developed a diverse base of revenues to fund its operational and capital needs. The purpose of this section is to describe the major revenue sources and trends and how these affect the City. Special emphasis is placed on seven major revenue sources. This set of revenues is significant in that they collectively represent 89.7% of the City's projected current revenues in 2012. Current revenues are those funds that the City has budgeted to collect in 2012. 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 2012 budget total \$17,007,490. 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	<i>Projected 2012 Revenue</i>	<i>Percent of Total Current Revenues</i>
<i>Property Tax</i>	\$3,712,399	21.8%
<i>City Sales Tax</i>	5,833,304	34.3%
<i>Tax Increment Financing Property Taxes (Miscellaneous)</i>	1,529,299	9.0%
<i>Franchise Fees</i>	1,300,000	7.7%
<i>County Sales Tax</i>	1,294,803	7.6%
<i>Court Fines</i>	1,126,500	6.6%
<i>Intergovernmental Grants</i>	365,000	2.1%
<i>Subtotal Major Revenue Sources</i>	15,161,805	89.1%
Other Revenues	1,846,185	10.8%
Total Current Revenues	\$17,007,490	100%

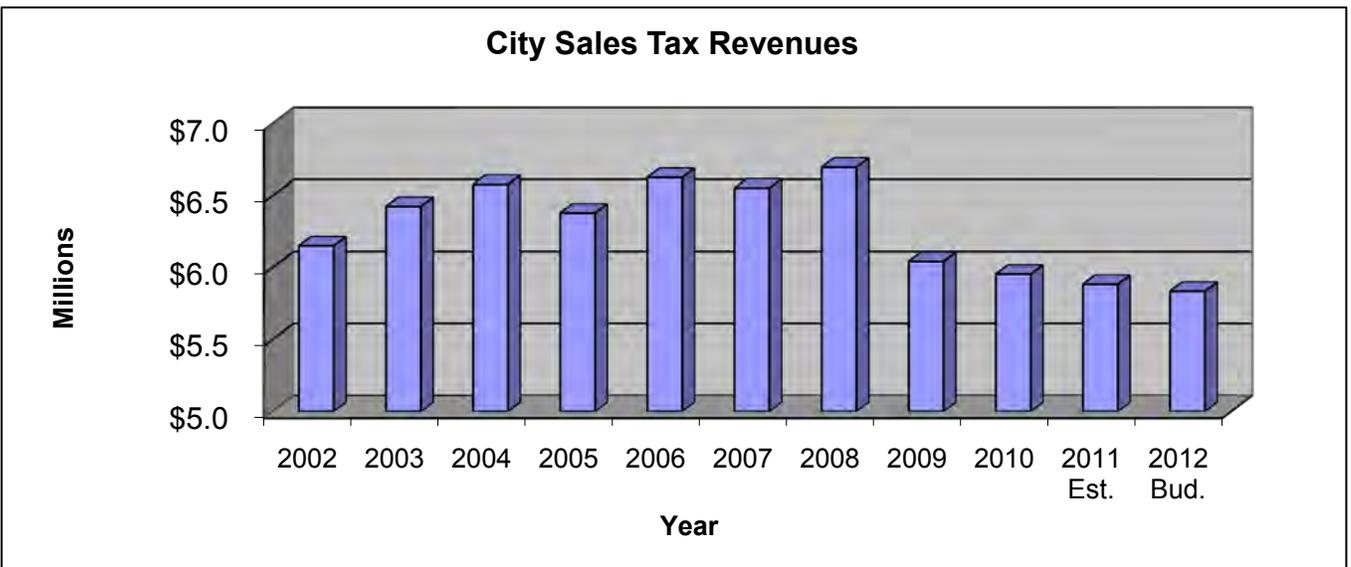
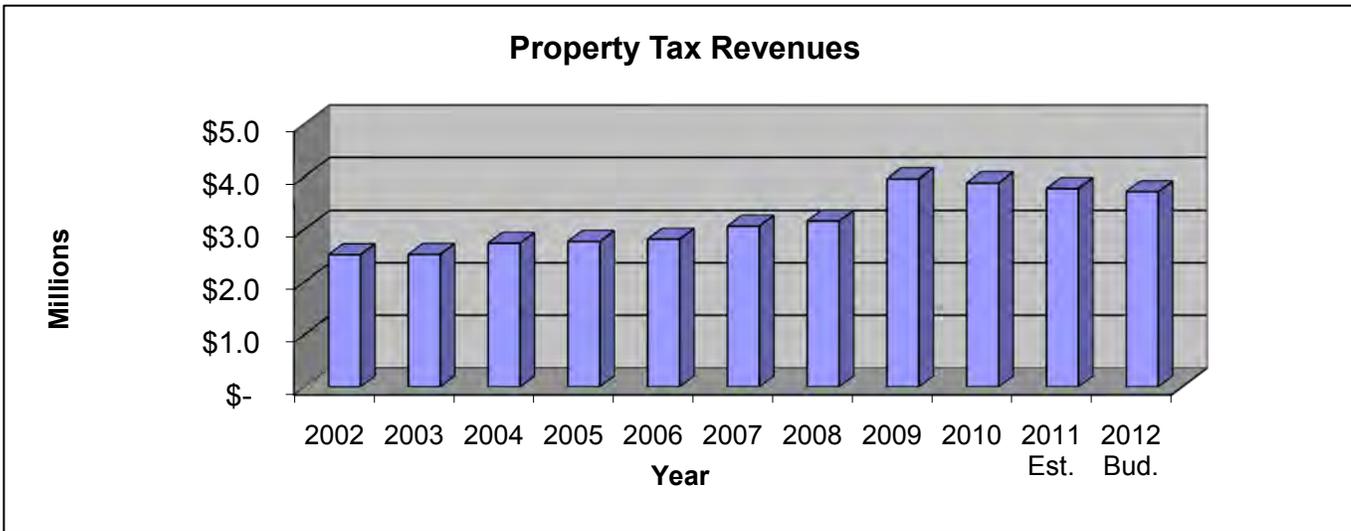
Major Revenue Sources - Projected 2012



Major Revenue Sources - Citywide*
2002 through 2012

Year	Property Tax	City Sales Tax	County Sales Tax	TIF Property Taxes	Intergov. Grant	Franchise Fees	Court Fines	Total Major Revenues*
2002	\$2,511,884	\$ 6,149,580	\$ 1,046,826	\$ 936,834	\$ 1,273,408	\$ 1,143,193	\$ 531,763	\$ 13,593,488
2003	2,517,294	6,423,777	1,275,896	1,121,416	445,178	1,097,987	558,069	13,439,617
2004	2,730,585	6,575,355	1,439,407	905,890	1,384,985	1,075,969	677,498	14,789,689
2005	2,764,039	6,377,908	1,449,336	1,408,361	2,407,251	1,125,860	750,681	16,283,436
2006	2,806,413	6,623,315	1,454,689	1,386,310	1,543,102	1,065,447	771,878	15,651,154
2007	3,055,871	6,550,788	1,473,119	1,407,454	1,183,687	1,151,871	806,228	15,629,018
2008	3,151,493	6,694,377	1,357,193	1,430,819	716,806	1,164,267	930,356	15,445,311
2009	3,952,594	6,040,857	1,346,216	1,625,099	566,161	1,136,796	891,222	15,558,945
2010	3,879,003	5,952,837	1,293,227	1,476,708	1,093,060	1,325,346	1,049,970	16,070,151
2011 Est.	3,773,165	5,882,059	1,308,016	1,620,641	2,098,215	1,300,000	1,050,000	17,032,096
2012 Bud.	3,712,399	5,833,304	1,294,803	1,529,299	365,000	1,300,000	1,126,500	15,161,305

* Includes only Major Revenue categories ; Includes Budgeted funds only
(excludes TIF Bond and TIF Contractual Liability Funds), Bond Proceeds and Other Revenues

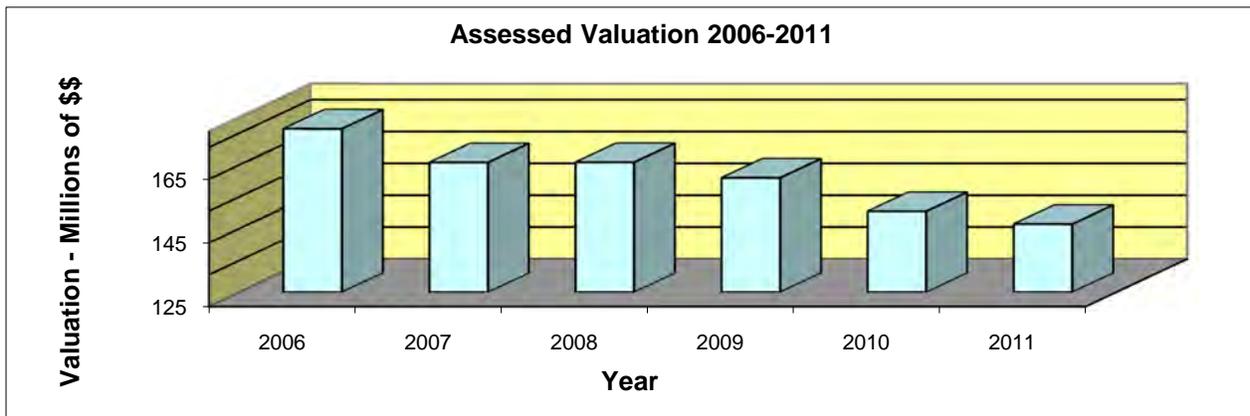


Ad Valorem Property Tax

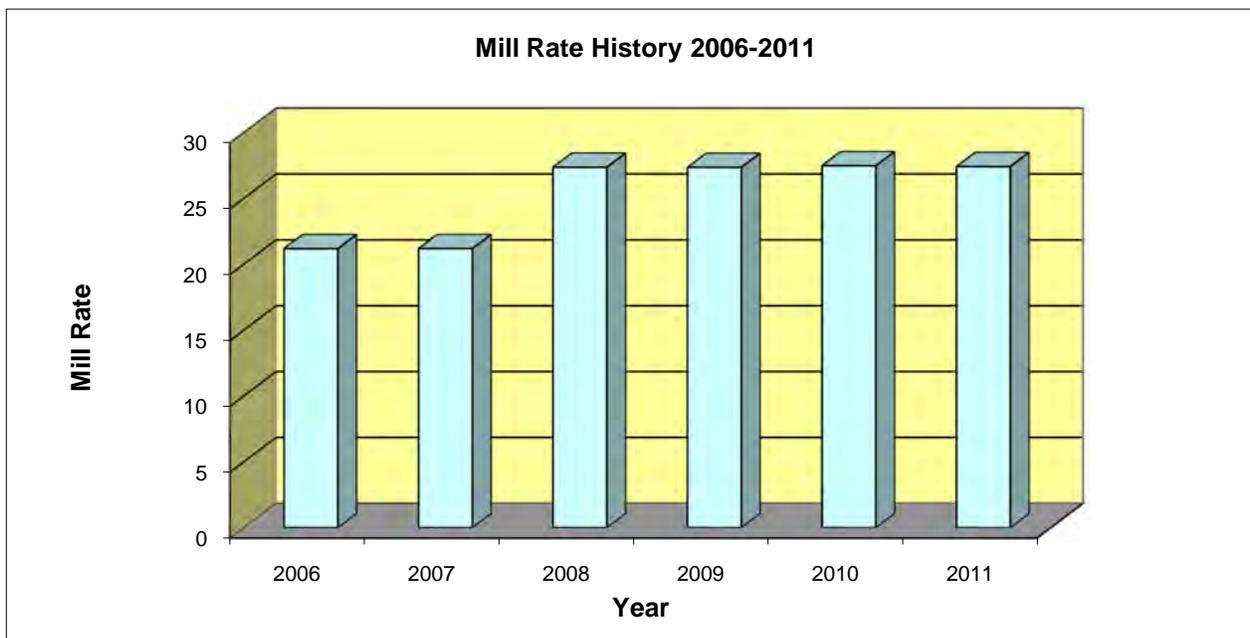
Budgeted 2012 ad valorem property taxes total \$3,712,399 or 21.8% of current revenues. General Fund ad valorem property taxes comprise \$3,049,638, or 24.2% of total General Fund current revenues. Bond and Interest Fund ad valorem property taxes comprise \$288,200 or 38.6% of total Bond and Interest 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 2011 will fund the 2012 Budget.*

While real property values grew steadily for many years, values have dropped in recent years due to widespread declines in the real estate market. Overall values declined 11.7% since 2008



Based upon the projected assessed valuation, the mill levy is calculated to fund ad valorem property tax revenue requirements. The 2012 budget will require an effective City property tax rate of 27.412 mills.



Sales Taxes

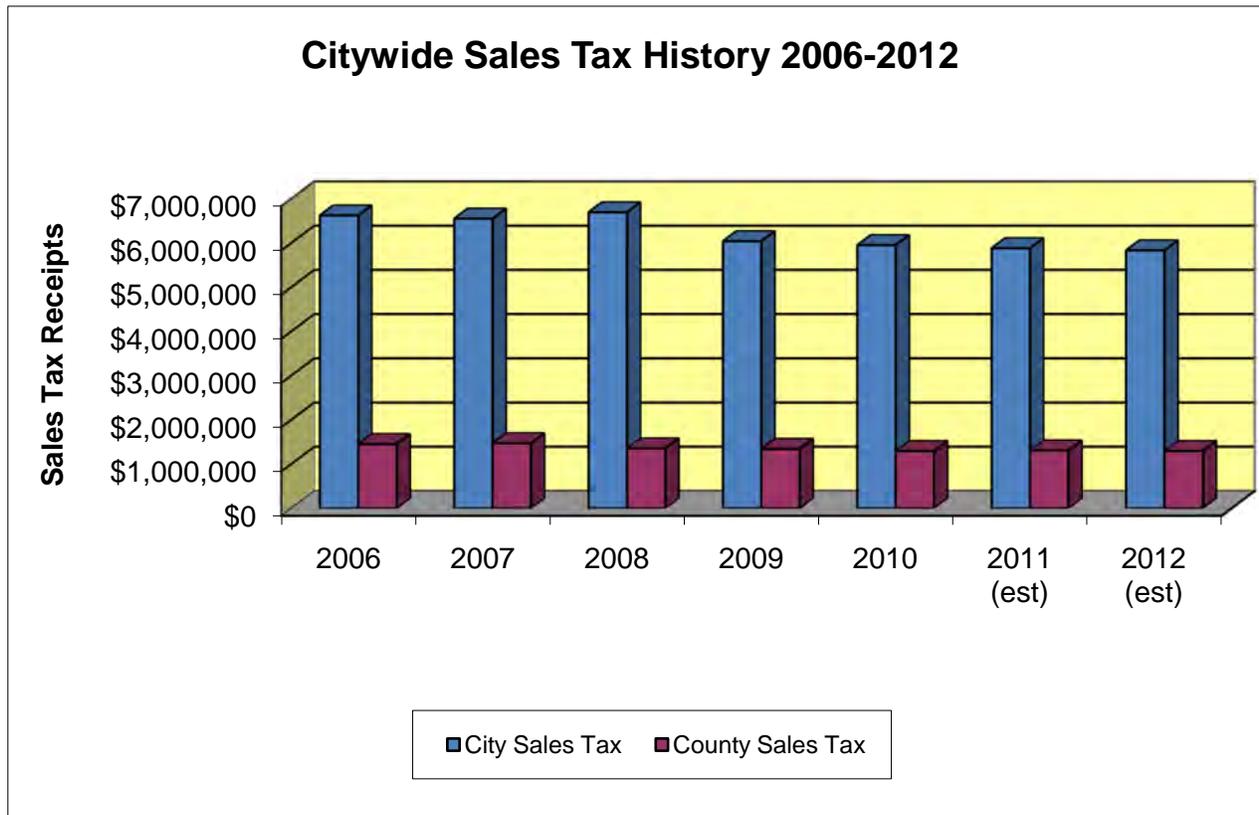
City Sales Tax

The City's largest source of income is a 1.25% tax on items purchased within the City. City sales tax revenues budgeted for 2012 for all funds total \$5,933,304 and are projected to comprise 34.9% of total current revenues. Sales taxes have not returned to the levels seen prior to the 2008-2009 economic recession. Prior to the recession, the City had seen sales taxes level off due retail competition outside of the city. Two large retail redevelopment projects, Merriam Pointe and Merriam Village were approved in 2004 and 2005, but slow development of both projects has delayed receipt of additional sales taxes. Budget 2012 projects City sales taxes at 98% of actual 2010, although 2011 is now trending somewhat higher than actual 2010.

County Sales Tax

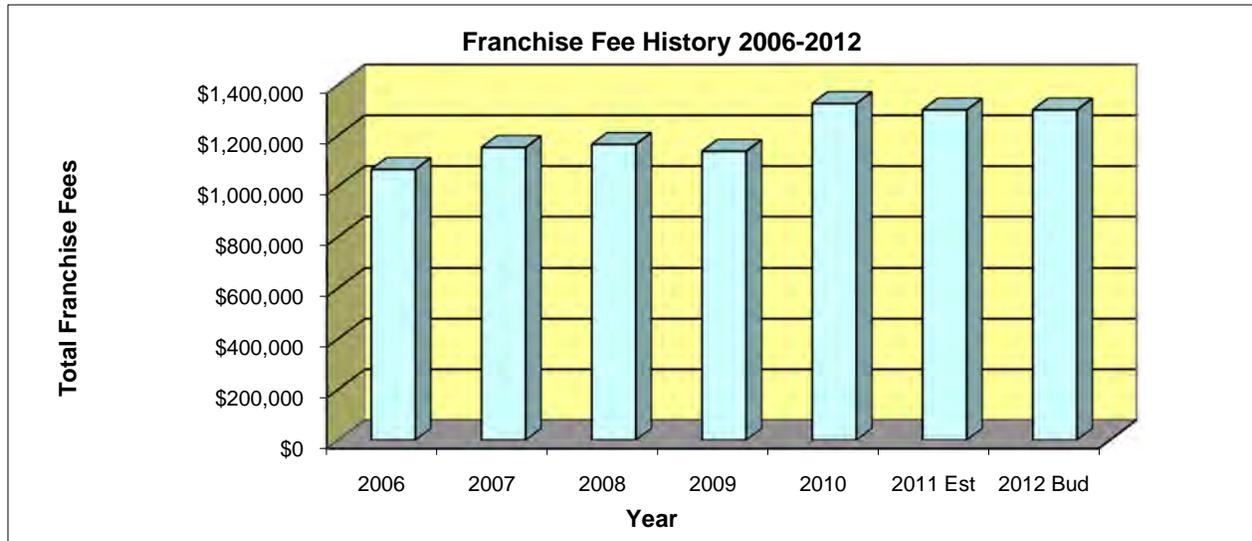
The City's allocation of the countywide sales tax is made up of three components: 1) the City's share of the countywide 0.6% sales tax, 2) the City's share of the original countywide 0.25% Public Safety sales tax (effective 2011), and 3) the City's share of the new countywide 0.25% Public Safety sales tax (effective 2009). Another 0.25% countywide tax (the Economic Development Grant or "School Tax") ended in 2008. The proceeds are distributed by the State Department of Revenue and are based on different distribution formulas. Total county sales taxes budgeted for 2012 are \$1,294,803. County sales tax revenues are projected to comprise 7.6% of total current revenues. Budget 2012 projects county sales taxes at 98% of actual 2010, although 2011 is now trending somewhat higher than actual 2010.

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 7.7% of total current revenues. Franchise revenues budgeted for 2012 total \$1,300,000, which is 100% of estimated 2011 franchise receipts and approximately 98.1% of 2010 actual receipts. The 2012 budget includes an estimate for revenue on natural gas purchases previously exempt from franchise fees. Effective January 1, 2010, the fee is collected from customers who use the local natural gas provider only to transport product purchased from another provider.



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 \$1,529,299 for 2012, and may be used to fund capital improvement projects in the TIF district generating the revenue.

Court Fines

Court fines are a significant part of the City's budgeted General Fund revenues. The City carries a high volume of traffic owing 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 \$1,126,500 for 2012.

Intergovernmental Grants

The 2012 Capital Improvement Fund budget includes \$365,000 in Intergovernmental Grants from various sources. In 2012, this will include money from the Johnson County Stormwater Management Program (SMAC). 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 2012 PROJECTION FACTORS	APPLICABLE LAWS
Local Ad Valorem Property Tax	Levy is based on the amount needed to fund the Ad Valorem Property tax requirement for this fund based on the assessed valuation in 2011 of \$146,381,097 (25.045 mills). This is a decrease of 0.062 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	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.
Special Assessments-Mowing	Based on mowing assessments filed by the City Clerk.	City code provides that if a property owner fails to mow their property (within limits set by the code) that the City will have the property mowed. The property owner is then billed for the cost of the mowing plus administrative fees. If the property owner fails to pay these costs, the City may then ask for the County to add those charges to the property tax bill for the property.
City Sales Tax	Based on 98% of 2010 actual, with no adjustments for anticipated new businesses in 2012. 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	This is the City's share of the countywide .6% sales tax. Based on 98% of actual 2010 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)	This is the City's share of the countywide .25% Public Safety sales tax. Based on 98% of actual 2010 collections.	The portion of the Countywide Sales Tax due to the passage of the 1995 Public Safety Sales Tax is based on the following formula: One half of all revenue collected from the additional .25% sales tax shall be apportioned to the County. The remaining half shall be apportioned based on the formula used to distribute Countywide Sales Tax as previously stated.
Countywide Sales Tax-Public Safety (eff. 1/1/2009)	Same as Countywide Sales Tax-Public Safety (eff. 1/1/1995).	The portion of the Countywide Sales Tax due to the passage of the 2009 Public Safety Sales Tax is based on the following formula: One half of all revenue collected from the additional .25% sales tax shall be apportioned to the County. The remaining half shall be apportioned based on the formula used to distribute Countywide Sales Tax as previously stated.
Alcohol Tax	Based on estimates received from the County.	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	Based on recent actual.	The City levies a franchise tax of 5% of gross receipts from the electric utilities operating within the City limits.

GENERAL FUND (continued)

DESCRIPTION	KEY 2012 PROJECTION FACTORS	APPLICABLE LAWS
Gas Franchise Fees	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	Based on average collections for the last five years, 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	Based on average collections for the last five years, with adjustment for reduction in cable usage in favor of satellite TV.	The City levies a franchise tax of 5% of gross receipts from the cable companies operating within the City limits.
Disposal Franchise Fees	Based on average collections for the last five years.	The City levies a franchise tax of 7% of gross receipts from the waste disposal companies operating within the City limits.
Occupational Licenses	Based on projections of business occupation and applicable fees.	The governing body sets fees. Fees are analyzed annually.
Other Licenses	Based on projected number of businesses requiring these licenses.	See Occupational Licenses. (Liquor licenses, cereal malt beverage licenses, etc.)
Construction Permits	Based on historical receipts and trends, as well as known upcoming construction.	The governing body sets fees. Fees are analyzed annually. Fees are linked to the value of the new construction.
Pool Fees	Based on department estimates and historical receipts and trends.	Admission fees are set by the governing body. Concession fees are set by department.
Community Center Fees	Based on department estimates and historical receipts and trends.	Admission fees are set by the governing body. Concession fees are set by department.
Other Fees	Based on historical receipts and trends.	Fees are set by the governing body. Fees are analyzed annually.
Fines	Primarily court fines. Based on departmental estimates.	Fines are set by a combination of State law, municipal code, and judge's actions.
Interest Income	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	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.
Transfer from Transient Guest Tax Fund	Based on the amount of expenditures the General Fund expends on promoting tourism and attracting visitors to our community.	Based on the City of Merriam's Charter Ordinance No. 13. Revenue is derived from a 7% tax on room rental for hotels and motels in the City. Transient Guest Taxes are collected in the fund by that name.
Transfer from I-35 District	Based on the amount of expenditures paid for in the General Fund that are reimbursable from the I-35 Redevelopment TIF District.	Consists of items such as mowing and maintenance by the Public Works department for City parks and properties within the I-35 District, and administrative staff time related to District projects.

SPECIAL HIGHWAY FUND

DESCRIPTION	KEY 2012 PROJECTION FACTORS	APPLICABLE LAWS
Fuel Tax	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 2012 PROJECTION FACTORS	APPLICABLE LAWS
Alcohol Tax	Based on estimates received from the County.	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 2012 PROJECTION FACTORS	APPLICABLE LAWS
Alcohol Tax	Based on estimates received from the County.	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 2012 PROJECTION FACTORS	APPLICABLE LAWS
Transient Guest Tax	Based on 2010 collection trends and forecast from Visitors' Bureau.	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 2012 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.	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	See General Fund.	See General Fund.

EQUIPMENT RESERVE FUND

DESCRIPTION	KEY 2012 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	See General Fund.	See General Fund.
Miscellaneous	See General Fund	See General Fund.

CAPITAL IMPROVEMENT FUND

DESCRIPTION	KEY 2012 PROJECTION FACTORS	APPLICABLE LAWS
Interest	See General Fund	See General fund
Transfer From General Fund-City Sales Tax	Based on one half of the City's local sales tax. See projection of City Sales Tax in the General Fund.	Council policy dictates that one half of the City's local sales tax receipts be transferred to fund capital improvement projects.
Transfer From General Fund-Countywide Sales Tax -Public Safety (eff. 1/1/1995)	Based on the amount of the .25% Countywide Sales Tax. See projection of Countywide Public Safety Sales Tax in the General Fund.	Council policy dictates that the proceeds of this County tax be transferred to fund capital improvement projects.
Transfer From Transient Guest Tax Fund	Based on City policy and expectations.	
Intergovernmental Grant	Based on estimates from the Community Development Department as to the amount of reimbursement we expect to receive from other governmental entities as their share of various capital improvement projects scheduled to be completed during the year.	
City Sales Tax	Based on 98% of 2010 actual, with no adjustments for anticipated new businesses in 2012. The City reviews collection trends of individual businesses in detail.	The City levies a separate 1/4 per cent sales tax. From 1-1-06 through 12-31-10 this is designated for streets. From 1-1-11 through 12-31-20 this is designated for streets and drainage improvements.

CAPITAL IMPROVEMENT FUND (continued)

DESCRIPTION	KEY 2012 PROJECTION FACTORS	APPLICABLE LAWS
Miscellaneous Revenue	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 in the TIF district where the revenue is generated.

BOND AND INTEREST FUND

DESCRIPTION	KEY 2012 PROJECTION FACTORS	APPLICABLE LAWS
Local Ad Valorem Property Tax	Levy is based on the amount needed to fund the Ad Valorem Property tax requirement for this fund based on a projected assessed valuation in 2011 of \$146,381,097 (2.367 mills). This is an 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.
Delinquent Property Tax	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	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.	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	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.	

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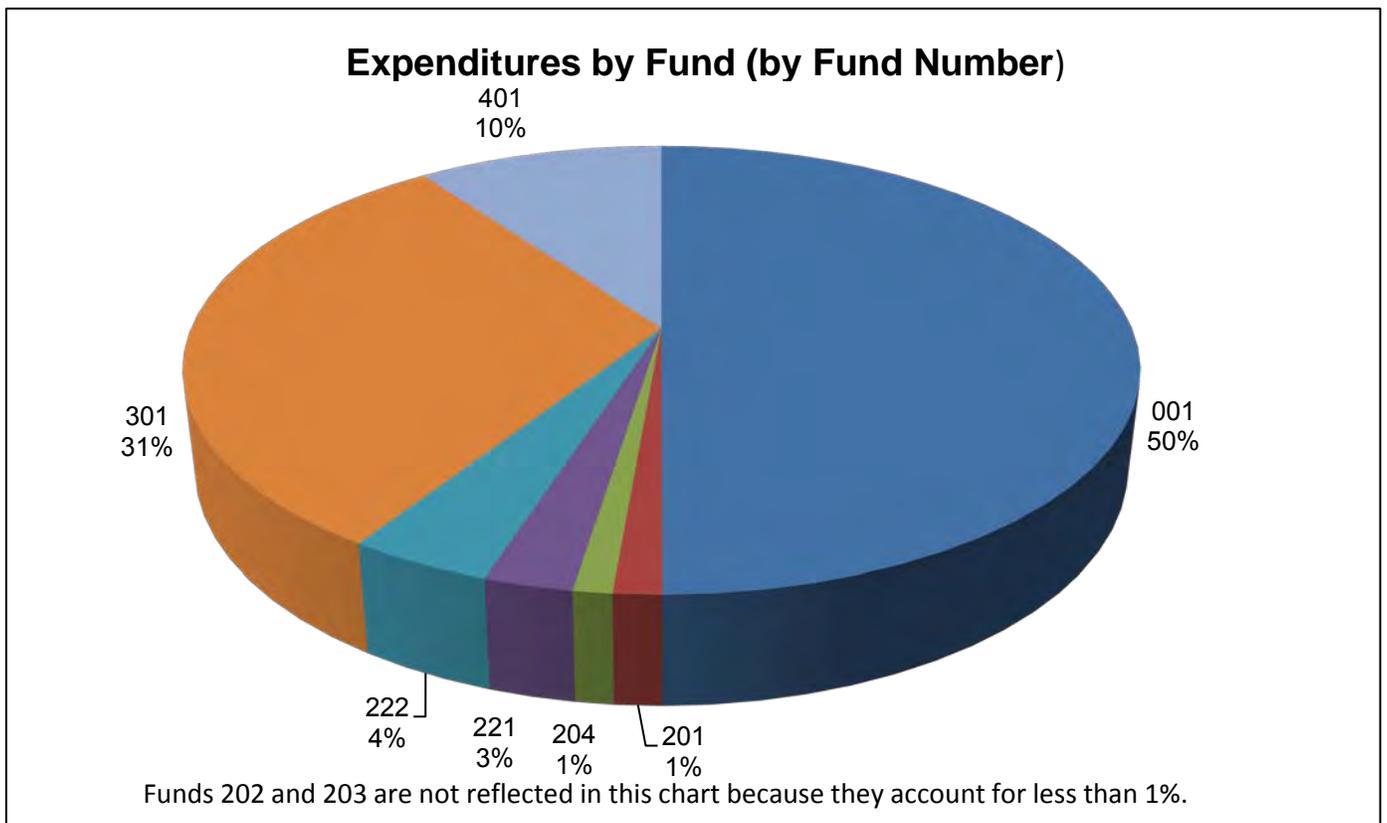


Budget by Fund

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Expenditure by Fund

Fund	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
001-General	\$12,879,800	\$16,075,734	\$13,964,291	\$16,487,692
201-Special Highway	216,424	448,118	423,118	453,401
202-Special Alcohol	17,165	21,675	21,675	20,972
203-Special Parks and Recreation	13,464	21,654	21,654	24,733
204-Transient Guest Tax	343,792	340,431	340,431	366,951
221-Risk Management Reserve	13,496	848,531	15,000	838,388
222-Equipment Reserve	456,857	1,486,165	781,958	1,359,384
301-Capital Improvements	9,755,703	11,791,758	9,057,765	10,214,510
401-Bond and Interest	3,145,183	3,237,443	3,181,995	3,271,330
TOTAL	\$ 26,841,884	\$ 34,271,509	\$ 27,807,887	\$ 33,037,361



General Fund

	Actual 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 4,914,094	\$ 4,977,647	\$ 3,809,908
Taxes:			
Property	3,202,379	3,111,875	3,049,638
County Sales Tax	864,475	883,550	874,625
Motor Vehicle	339,462	334,925	342,229
City Sales Tax	4,875,819	4,827,059	4,778,304
Alcohol Tax	18,473	17,000	17,500
County Sales Tax 1/4 (eff 1995)	214,376	212,233	210,089
County Sales Tax 1/4 (eff 2009)	214,376	212,233	210,089
Franchise Fees	1,325,346	1,300,000	1,300,000
Licenses/Fees/Permits	356,579	385,200	299,500
Charges for Service	251,306	242,977	246,316
Court Fines	1,049,970	1,050,000	1,126,500
Interest	22,679	12,000	20,000
Miscellaneous	118,113	117,500	112,994
Transfer from CIP	90,000	90,000	90,000
TOTAL REVENUES	\$ 17,857,447	\$ 17,774,199	\$ 16,487,692
EXPENDITURES			
Personal Services	\$ 7,969,694	\$ 8,729,279	\$ 9,185,488
Contractual Services	1,609,719	1,944,945	1,908,336
Commodities	602,043	723,504	773,815
Capital Outlay	6,200	12,200	11,800
Health and Welfare	23,827	26,100	24,705
SUBTOTAL OPERATING EXPENDITURES	10,211,483	11,436,028	11,904,144
Interfund Transfers	2,628,588	2,503,263	2,570,741
Reserves and Contingency	39,729	25,000	2,012,807
TOTAL EXPENDITURES	\$ 12,879,800	\$ 13,964,291	\$ 16,487,692
ENDING BALANCE	\$ 4,977,647	\$ 3,809,908	-

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

Guidelines: Used for the payment of operating expenditures.

Highlight: The combination of reserves and contingency is \$2,012,807 which represents a total reserve equal to 15.98% of operating revenues and 2.03 months of operating expenditures in this fund.

Special Highway Fund

	Actual 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 221,019	\$ 301,519	\$ 153,401
Taxes:			
Fuel Tax	296,924	275,000	300,000
TOTAL REVENUES	\$ 517,943	\$ 576,519	\$ 453,401
EXPENDITURES			
Commodities	\$ 25,958	\$ 40,000	\$ 40,000
Annual Overlay/Street Repairs	190,466	383,118	388,401
Contingency	-	-	25,000
TOTAL EXPENDITURES	\$ 216,424	\$ 423,118	\$ 453,401
ENDING BALANCE	\$ 301,519	\$ 153,401	-

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 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 6,840	\$ 8,147	\$ 3,472
Taxes:			
Special Alcohol	18,472	17,000	17,500
TOTAL REVENUES	\$ 25,312	\$ 25,147	\$ 20,972
EXPENDITURES			
Drug/Alcohol Prevention & Education	\$ 17,165	21,675	\$ 20,972
TOTAL EXPENDITURES	\$ 17,165	\$ 21,675	\$ 20,972
ENDING BALANCE	\$ 8,147	\$ 3,472	\$ -

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

Guidelines: To be used for alcohol rehabilitation. All dollars will be used to fund the City's drug/alcohol prevention and education program for local elementary schools.

Special Parks and Recreation Fund

	Actual 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 6,878	\$ 11,887	\$ 7,233
Taxes:			
Special Alcohol	18,473	17,000	17,500
TOTAL REVENUES	\$ 25,351	\$ 28,887	\$ 24,733
EXPENDITURES			
Other Contractual Services	\$ -	\$ -	-
Capital Outlay - encumbered	4,731		
Capital Outlay	8,733	21,654	24,733
TOTAL EXPENDITURES	\$ 13,464	\$ 21,654	\$ 24,733
ENDING BALANCE	\$ 11,887	\$ 7,233	-

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 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 59,524	\$ 27,363	\$ 14,932
Transient Guest Tax	287,678	305,000	315,000
Rental Income	1,290	-	-
Miscellaneous	22,663	23,000	37,019
TOTAL REVENUES	\$ 371,155	\$ 355,363	\$ 366,951
EXPENDITURES			
Visitors Bureau	\$ 111,338	\$ 128,545	\$ 138,773
Business Development Coordinator	-	-	-
Special Events	150,916	150,456	150,778
Merriam Marketplace Operations	23,538	33,430	30,056
Banners/Christmas Lights	-	-	-
Contingency	-	3,000	30,000
Transfer to Capital Improvement Fund	58,000	25,000	17,344
TOTAL EXPENDITURES	\$ 343,792	\$ 340,431	\$ 366,951
ENDING BALANCE	\$ 27,363	\$ 14,932	\$ -

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. Plans to hire a Business Development Coordinator have been delayed due to declining tax receipts.

	Actual 2010	Estimated 2011	Budget 2012
Expenditures by Character:			
Salaries			
Visitor's Bureau	\$ 53,735	\$ 54,237	\$ 56,660
Special Events	59,899	60,277	60,258
Marketplace	5,092	9,439	9,836
Total Salaries	118,726	123,953	126,754
Benefits			
Visitor's Bureau	21,734	29,346	31,425
Special Events	20,656	28,589	30,097
Marketplace	531	955	990
Total Benefits	42,921	58,890	62,512
Contractual			
Visitor's Bureau	34,186	42,513	45,538
Special Events	-	-	-
Marketplace	16,676	22,145	18,390
Total Contractual	50,862	64,658	63,928
Commodities			
Visitor's Bureau	1,010	1,850	4,450
Marketplace	1,236	890	840
Banners and Lights	2,551	-	-
Total Commodities	4,797	2,740	5,290
Health and Welfare			
	68,486	62,190	61,123
Contingency			
	-	3,000	30,000
Transfers			
	58,000	25,000	17,344
TOTAL	\$ 343,792	\$ 340,431	\$ 366,951

Risk Management Reserve Fund

	Actual 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 859,531	\$ 849,388	\$ 836,388
Transfer from General Fund	-	-	-
Interest	3,353	2,000	2,000
TOTAL REVENUES	\$ 862,884	\$ 851,388	\$ 838,388
EXPENDITURES			
Contractual Services	\$ 13,496	\$ 15,000	\$ 15,000
Risk Management Reserve	-	-	823,388
TOTAL EXPENDITURES	\$ 13,496	\$ 15,000	\$ 838,388
ENDING BALANCE	\$ 849,388	\$ 836,388	-

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 budgeted for 2012 is equal to 6.6% of the operating revenue of the General Fund. Council Policy No. 127 requires a minimum of 7.5% of operating revenues of the General Fund.

Equipment Reserve Fund

	Actual 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 1,136,787	\$ 1,221,342	\$ 899,384
Transfer from General Fund	450,000	450,000	450,000
Interest	13,486	5,000	5,000
Miscellaneous	77,926	5,000	5,000
TOTAL REVENUES	\$ 1,678,199	\$ 1,681,342	\$ 1,359,384
EXPENDITURES			
Capital Outlay	\$ 456,857	\$ 746,958	\$ 454,910
Technology Reserve	-	30,000	45,000
Street Lights Reserve	-	-	15,000
Equipment Reserve	-	5,000	844,474
TOTAL EXPENDITURES	\$ 456,857	\$ 781,958	\$ 1,359,384
ENDING BALANCE	\$ 1,221,342	\$ 899,384	\$ -

Fund Sources: Transfers from the General Fund and interest on idle funds.
Guidelines: To finance the acquisition of equipment.

Capital Purchases - Budgeted for 2012

	Cost
Police	
Patrol Vehicle	\$ 23,500
Patrol Vehicle	23,500
Fire	
Pickup	35,000
Extrication Tool	25,000
Imaging Camera upgrade	1,500
Parks and Aquatic Center	
Vavra Park playground equipment	86,250
Quail Creek playground equipment	32,960
ADA compliance equipment for pool	7,000
Community Development	
CIP Inspector vehicle	28,000
Public Works	
Crew vehicle	55,500
Mowers (2)	26,000
Sander	16,500
Concrete Saw	20,000
Wheel Balancer	10,000
Information Technology	
Computer/monitor replacements	15,000
Campus phone upgrades	15,000
Projector for VB	1,200
GPS terminals for FD (5)	3,000
FD mobil data terminals	10,000
Other	20,000
Total	\$ 454,910

Capital Improvement Fund

	Actual 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 6,685,889	\$ 7,267,772	\$ 5,102,126
Interest	93,576	40,000	25,000
Transfer from General Fund-City Sales Tax	2,178,588	2,053,263	2,120,741
Transfer from Transient Guest Tax	58,000	25,000	17,344
Transfer from I-35 District Tax Increment Fund	1,286,115	1,455,641	1,364,299
Transfer from MTC Tax Increment Fund	190,593	165,000	165,000
Proceeds from Refunding GO Bonds	3,682,846	-	-
1/4 Cent Sales Tax - Streets/Stormwater	1,077,018	1,055,000	1,055,000
Miscellaneous	412	-	-
Intergovernmental Grant	1,770,438	2,098,215	365,000
TOTAL REVENUES	\$ 17,023,475	\$ 14,159,891	\$ 10,214,510
EXPENDITURES			
Transfer to Bond and Interest Fund	\$ 2,225,469	2,444,028	\$ 2,464,076
Redemption on Refunded GO Bonds	3,630,648	-	-
Transfer to General Fund	90,000	90,000	90,000
Bond Issuance Costs	45,040	-	-
Reserve for Future Years	-	-	5,562,434
Capital Improvement	3,764,546	6,523,737	2,098,000
TOTAL EXPENDITURES	\$ 9,755,703	\$ 9,057,765	\$ 10,214,510
ENDING BALANCE	\$ 7,267,772	\$ 5,102,126	\$ -

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 2010	Estimated 2011	Budget 2012
REVENUES			
Beginning Balance	\$ 61,646	\$ 47,918	\$ 60,866
Taxes:			
Property Tax			
Current	299,338	294,728	288,200
Back	3,967	-	-
Motor Vehicle	33,856	31,637	32,332
Special Assessment	563,414	422,050	420,850
Premium on Bonds	-	-	-
Interest	5,411	2,500	5,006
Transfers from CIP Fund	2,225,469	2,444,028	2,464,076
TOTAL REVENUES	\$ 3,193,101	\$ 3,242,861	\$ 3,271,330
EXPENDITURES			
Principal	\$ 2,560,000	\$ 2,690,000	\$ 2,800,000
Interest	585,183	491,995	425,720
Commission and Postage	-	-	5,000
Cash Basis Reserve	-	-	40,610
TOTAL EXPENDITURES	\$ 3,145,183	\$ 3,181,995	\$ 3,271,330
ENDING BALANCE	\$ 47,918	\$ 60,866	-

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.



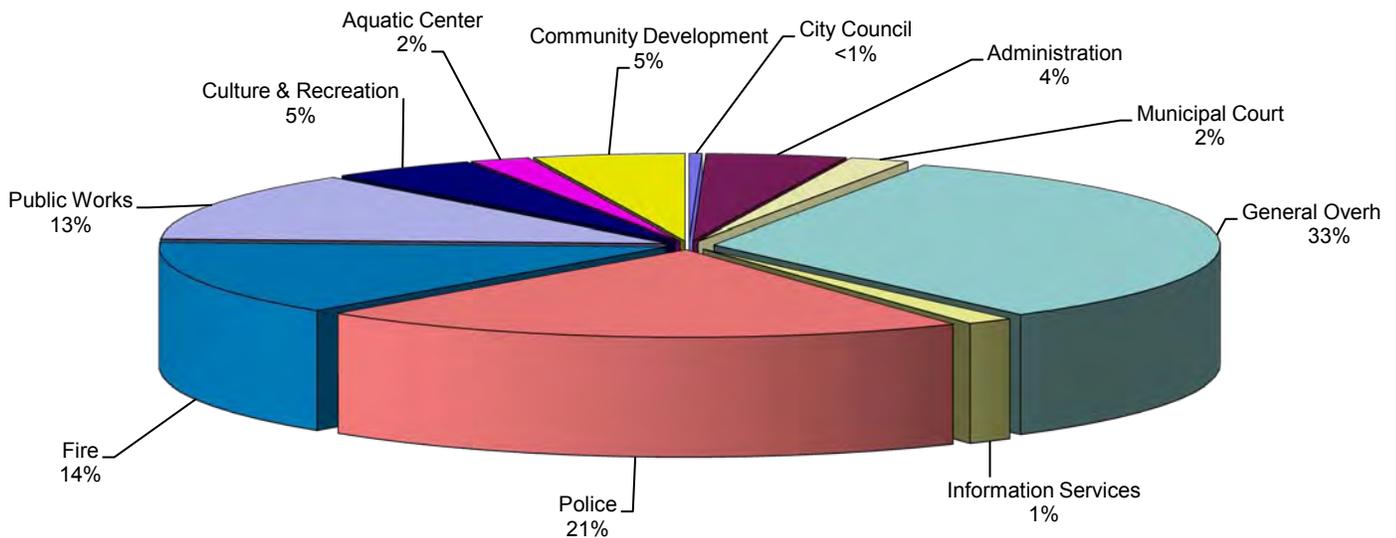
Budget by Department

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General Fund Summary by Department

Department	2010 Actual	2011 Budget	2011 Estimated	2012 Budget	% Increase Over 2011 Estimated
City Council	\$62,315	\$69,664	\$69,664	\$67,109	-3.67%
Administration	636,889	718,258	698,258	741,679	6.22%
Municipal Court	279,935	339,079	339,079	315,367	-6.99%
General Overhead	3,397,277	5,338,966	3,390,825	5,417,563	59.77%
Information Services	175,943	225,412	225,412	250,061	10.94%
Police	3,032,007	3,370,905	3,309,655	3,437,012	3.85%
Fire	1,973,468	2,211,546	2,165,296	2,274,070	5.02%
Public Works	1,730,058	2,006,633	1,979,133	2,096,169	5.91%
Culture & Recreation	681,239	743,058	733,058	772,521	5.38%
Aquatic Center	265,406	345,873	345,873	316,318	-8.55%
Community Development	645,276	718,038	708,038	799,823	12.96%
TOTAL	\$12,879,813	\$16,087,432	\$13,964,291	\$16,487,692	18.07%

General Fund Budget by Department



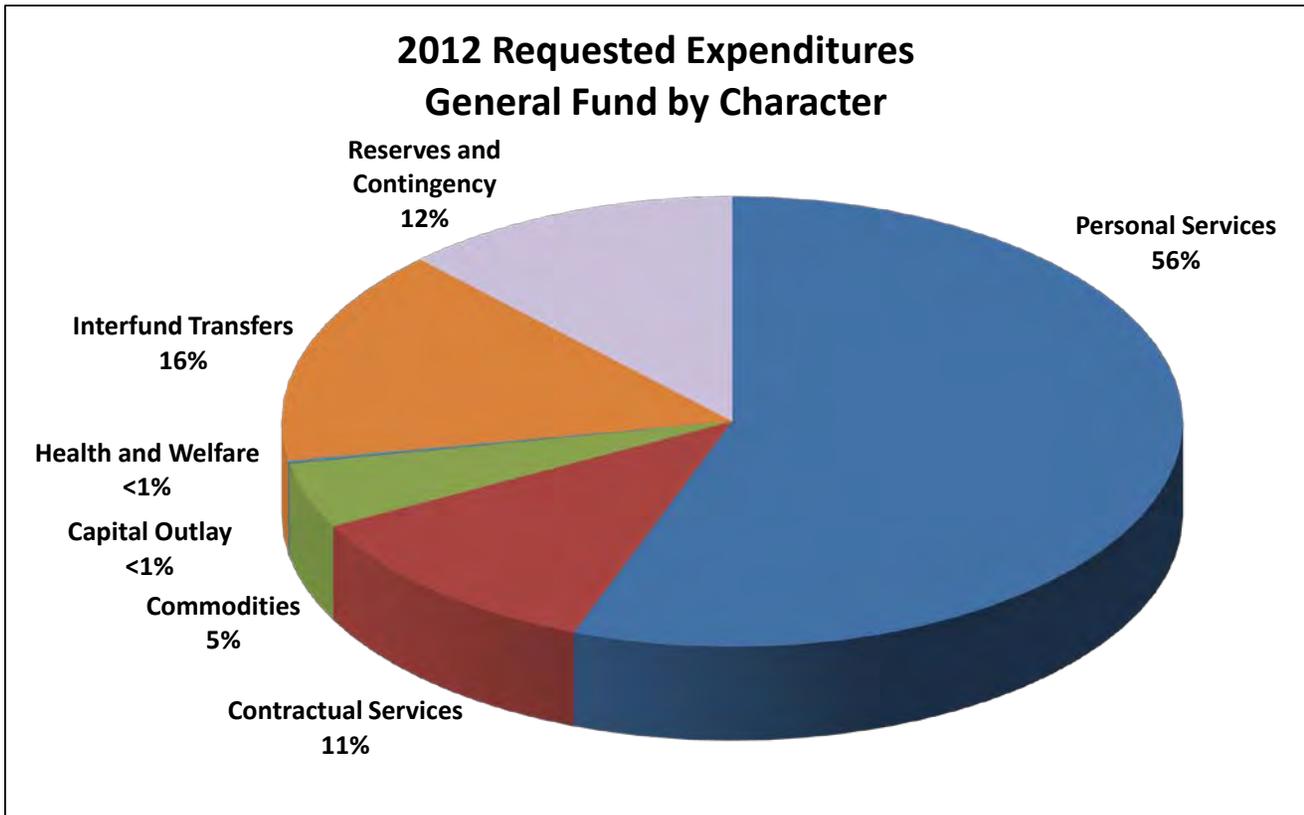
General Fund - Department by Character

Expenditures	Actual 2010	Budget 2011	Estimated 2011	Budget 2012	% of Total	Increase Over 11 Est.
City Council						
Personal Services	56,826	58,149	58,149	57,985	86.40%	-0.28%
Contractual Services	4,237	9,240	9,240	7,124	10.62%	-22.90%
Commodities	1,252	2,275	2,275	2,000	2.98%	-12.09%
Total	62,315	69,664	69,664	67,109	100.00%	-3.67%
Administration						
Personal Services	604,242	676,658	656,658	702,053	94.66%	6.91%
Contractual Services	31,327	39,375	39,375	37,886	5.11%	-3.78%
Commodities	1,320	2,225	2,225	1,740	0.23%	-21.80%
Total	636,889	718,258	698,258	741,679	100.00%	6.22%
Municipal Court						
Personal Services	151,564	196,029	196,029	175,887	55.77%	-10.28%
Contractual Services	124,777	139,200	139,200	135,630	43.01%	-2.56%
Commodities	3,594	3,850	3,850	3,850	1.22%	0.00%
Total	279,935	339,079	339,079	315,367	100.00%	-6.99%
General Overhead						
Personal Services	7,012	9,500	9,500	9,500	0.18%	0.00%
Contractual Services	680,669	807,412	807,412	781,010	14.42%	-3.27%
Commodities	17,452	19,550	19,550	18,800	0.35%	-3.84%
Health and Welfare	23,827	26,100	26,100	24,705	0.46%	-5.34%
Interfund Transfers	2,628,588	2,527,676	2,503,263	2,570,741	47.44%	2.70%
Reserves and Contingency	39,729	1,948,728	25,000	2,012,807	37.15%	7951.23%
Total	3,397,277	5,338,966	3,390,825	5,417,563	100.00%	59.77%
Information Services						
Personal Services	64,653	68,366	68,366	66,181	26.47%	-3.20%
Contractual Services	73,710	146,231	146,231	151,945	60.76%	3.91%
Commodities	37,580	10,815	10,815	31,935	12.77%	195.28%
Capital Outlay	-	-	-	-	0.00%	0.00%
Total	175,943	225,412	225,412	250,061	100.00%	10.94%
Police						
Personal Services	2,727,787	3,030,065	2,960,065	3,070,427	89.33%	3.73%
Contractual Services	171,242	181,990	181,990	187,935	5.47%	3.27%
Commodities	126,778	152,650	161,400	172,450	5.02%	6.85%
Capital Outlay	6,200	6,200	6,200	6,200	0.18%	0.00%
Total	3,032,007	3,370,905	3,309,655	3,437,012	100.00%	3.85%
Fire						
Personal Services	1,871,337	2,061,483	2,011,483	2,133,320	93.81%	6.06%
Contractual Services	51,066	68,680	68,680	61,935	2.72%	-9.82%
Commodities	51,065	75,383	79,133	73,215	3.22%	-7.48%
Capital Outlay	-	6,000	6,000	5,600	0.25%	-6.67%
Total	1,973,468	2,211,546	2,165,296	2,274,070	100.00%	5.02%

Expenditures	Actual 2010	Budget 2011	Estimated 2011	Budget 2012	% of Total	Increase Over 11 Est.
Public Works						
Personal Services	1,213,101	1,408,886	1,368,886	1,470,620	70.16%	7.43%
Contractual Services	217,671	241,748	241,748	238,265	11.37%	-1.44%
Commodities	299,286	355,999	368,499	387,284	18.48%	5.10%
Capital Outlay	-	-	-	-	0.00%	0.00%
Total	1,730,058	2,006,633	1,979,133	2,096,169	100.00%	5.91%
Culture and Recreation						
Personal Services	482,999	535,631	525,631	569,238	73.68%	8.30%
Contractual Services	170,995	180,870	180,870	176,650	22.87%	-2.33%
Commodities	27,245	26,557	26,557	26,633	3.45%	0.29%
Capital Outlay	-	-	-	-	0.00%	0.00%
Total	681,239	743,058	733,058	772,521	100.00%	5.38%
Aquatic Center						
Personal Services	171,797	217,049	217,049	225,881	71.42%	4.07%
Contractual Services	62,379	85,424	85,424	47,529	15.02%	-44.36%
Commodities	31,230	43,400	43,400	42,908	13.56%	-1.13%
Total	265,406	345,873	345,873	316,318	100.00%	-8.55%
Community Development						
Personal Services	618,389	667,463	657,463	704,396	88.06%	7.14%
Contractual Services	21,646	44,775	44,775	82,427	10.31%	84.09%
Commodities	5,241	5,800	5,800	13,000	1.63%	124.14%
Total	645,276	718,038	708,038	799,823	100.00%	12.96%
Total All Departments	12,879,813	16,087,432	13,964,291	16,487,692	100.00%	18.07%

General Fund - Character Breakdown

Expenditures	Actual 2010	Budget 2011	Estimated 2011	Budget 2012	%of Total	Increase Over 11 Est.
Personal Services	\$ 7,969,707	\$ 8,929,279	\$ 8,729,279	\$ 9,185,488	55.72%	5.23%
Contractual Services	1,609,719	1,944,945	1,944,945	1,908,336	11.57%	-1.88%
Commodities	602,043	698,504	723,504	773,815	4.69%	6.95%
Capital Outlay	6,200	12,200	12,200	11,800	0.07%	-3.28%
Health and Welfare	23,827	26,100	26,100	24,705	0.15%	-5.34%
Interfund Transfers	2,628,588	2,527,676	2,503,263	2,570,741	15.59%	2.70%
Reserves and Contingency	39,729	1,948,728	25,000	2,012,807	12.21%	7951.23%
Total Expenditures	\$ 12,879,813	\$ 16,087,432	\$ 13,964,291	\$ 16,487,692	100.00%	



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 determined as of April 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: Code Enforcement – Enforce City codes fairly to improve physical conditions in the community.

Objective: Reduce the number of repeat code offenders.

Goal #2: Community Development – Improve value of property and the quality of life through investment in and redevelopment of our neighborhoods.

Objective: Sustain capital improvement efforts.

Objective: Sustain street lighting program.

Goal #3: Citizen Advocacy – Enhance citizen engagement with the City.

Objective: Rebuild the City web-site and provide for more on-line transactions for City business.

Objective: Measure our citizen's satisfaction levels for the services provided by Merriam City Hall.

Goal #4: Economic Development – Promote and stimulate quality development to enhance the City's economic base.

Objective: Promote existing developments.

Objective: Work with local business owners and business associations i.e.; Downtown Merriam Partnership (DMP).

Objective: Keep abreast of legislative efforts and current events that are adverse to the City of Merriam.

Goal #5: Administrative Focus – Deliver quality services in an efficient manner.

Objective: Codify city codes and research conflicting ordinances for clarity and make them available to the public.

Objective: Invest in our employees.

Goal #6: Sustainability – Implement best management practices and encourage the community to undertake energy-reducing and recycling efforts.

Objective: Consider Alternate Development Scenarios policies proposed by MARC (Mid America Regional Council).

Objective: Partner with stakeholders to assist implementation of new solid waste regulations adopted by Johnson County.

Goal #7: Improve Planning Process – Rethink planning opportunities for our community.

Objective: Complete the multi-year study for the Shawnee Mission Parkway/Metcalf corridor sustainability plan.

Objective: Complete Upper Turkey Creek (UTC) drainage study.

Objective: Update the City's comprehensive plan.

General Fund Department: City Council

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 56,826	\$ 58,149	\$ 57,985	86%
Contractual Services	4,237	9,240	7,124	11%
Commodities	1,252	2,275	2,000	3%
Department Total	\$ 62,315	\$ 69,664	\$ 67,109	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, 6200 Eby 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. This seven-member board provides policy recommendations for operations, annual budget requests and program priorities concerning the Merriam Community Center, Aquatic Center and City parks.

The Tree Board: This board is not currently active. When in service, it is an appointed body responsible for setting forth regulations relating to the planting of trees, shrubs, and other plantings upon City-owned property to promote the beautification of the City.

General Fund Department: Administration (including Gen Overhead)

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character - Administration				
Personal Services	\$ 604,242	\$ 656,658	\$ 702,053	95%
Contractual Services	31,327	39,375	37,886	5%
Commodities	1,320	2,225	1,740	0%
Department Total	\$ 636,889	\$ 698,258	\$ 741,679	100%

Summary by Character - General Overhead				
Personal Services	\$ 7,012	\$ 9,500	\$ 9,500	0%
Contractual Services	680,669	807,412	781,010	14%
Commodities	17,452	19,550	18,800	0%
Health and Welfare	23,827	26,100	24,705	0%
Interfund Transfers	2,628,588	2,503,263	2,570,741	47%
Reserves and Contingency	39,729	25,000	2,012,807	37%
Department Total	\$ 3,397,277	\$ 3,390,825	\$ 5,417,563	100%

Authorized Positions

Full-time Positions	8.00	8.00	8.00
Part-time Positions	0.75	0.75	0.75
Department Total	8.75	8.75	8.75

Classifications

City Administrator	1.00	1.00	1.00
Assistant City Administrator	-	-	-
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 Coordinator	1.00	1.00	1.00
Communications Coordinator	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Visitors' Bureau Director	0.75	0.75	0.75
Department Total	8.75	8.75	8.75

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 Coordinator and Communications Coordinator. The City Administrator provides the Governing Body with information and implements municipal policies. The Administrative Department is responsible for human resources, administrative support, risk management, municipal court and information services management. City Clerk functions include maintaining, coordinating and administering municipal records and municipal activities. The Finance Department is responsible for the administration and coordination of the City's financial services including budget, accounting, investments, payroll, debt service, financial information systems, and internal auditing. The Administration Department handles a wide range of administrative functions that deal with interaction of the City with citizens of Merriam, the governing body, and City management.

Mission

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

Department Highlights

- Facilitated the execution of an amended and restated redevelopment agreement with the developers of Merriam Pointe.
- Received maximum discounts on workers' compensation insurance due to high safety ratings and low experience factors.
- Implemented the use of a web-based module to process purchasing card transactions that will save staff time spent coding and processing purchasing card activity.
- Issued a request for proposals for the codification of City codes; reviewed proposals and recommended Municode for the project.
- Issued a request for qualifications for the redesign of the City website including development and implementation services; reviewed proposals and recommended Civic Plus for the project.
- Received the GFOA Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting Award.
- Set up one City facility as an independent purchaser of natural gas to reduce costs.
- Readdressed City Hall and Police Department in an effort to make both facilities easier to locate.

General Fund Department: Administration (including General Overhead) - continued

**Goals and Objectives
Performance Measures**

Department Goal: Efficient and effective operations

Objective: Coordinate the budget process and provide financial oversight to maintain solid financial position.

Objective: Control losses through an effective safety program.

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

Objective: Promptly respond to citizen inquiries and requests for services.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Occupational Licenses Issued	1,011	907	960
% of Citizen Inquiries Returned within 2 Hrs	95%	80%	80%
Vendor or Purchasing Card Pmts Processed	4,956	4,895	4,900
Employees Provided Human Resources & Payroll (Regular & Seasonal)	199	192	208
% of Work Comp Claims to Total Payroll	5.53%	6.77%	5.77%
Employee Turnover Rate	9.18%	8.62%	6.36%
Open Records Requests Processed	56	55	25
% of Open Records Requests Processed within 48 Hours	70%	75%	75%

Department Goal: Enhance citizen engagement with the City

Objective: Assist with completion of the website redesign

Objective: Facilitate the completion of the codification of City codes

Objective: Initiate a citizen satisfaction survey.

Objective: Issue Merriam Highlights newsletters in conjunction with the Parks and Recreation program guide three times per year.

Objective: Issue weekly E-Merriam Updates and regularly update the City's website.

Department Goal: Facilitate success of existing retail developments

Objective: Update the City's existing Tax Increment Financing Policy and adopt a new Community Improvement District Policy.

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

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General Fund Department: Municipal Court

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 151,564	\$ 196,029	\$ 175,887	56%
Contractual Services	124,777	139,200	135,630	43%
Commodities	3,594	3,850	3,850	1%
Department Total	\$ 279,935	\$ 339,079	\$ 315,367	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

Lead Court Clerk	1.00	1.00	1.00
Court Clerk	1.75	1.75	1.75
Department Total	2.75	2.75	2.75

General Fund Department: Municipal Court

Program Description

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

Mission

To justly hear and dispatch all cases presented.

Department Highlights

- Reduced use of a translator by consolidating applicable court cases to one docket per week.
- Updated court database system to improve security and accuracy.
- Reviewed and validated all outstanding cases.
- Updated procedures for court clerk responsibilities.
- Updated the ADSAP (Alcohol & Drug Safety Action Program) and restitution reports; made payments as needed reducing amounts due.
- Issued a request for proposals for new case management software; proposals are under consideration.

Goals and Objectives

Performance Measures

Department Goal: Efficient and effective operations

Objective: Select and implement new case management software

Objective: Train users of new case management software

Objective: Issue letters for all active warrants advising of available options

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Court Fines Collected	\$891,532	\$1,048,530	\$1,050,000
Court Translation Expenditures	\$9,820	\$9,957	\$7,500
Court Filings Processed	8,913	9,172	7,960
Warrants Issued	2,157	964	900

General Fund Department: Information Services

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 64,653	\$ 68,366	\$ 66,181	26%
Contractual Services	73,710	146,231	151,945	61%
Commodities	37,580	10,815	31,935	13%
Capital Outlay	-	-	-	0%
Department Total	\$ 175,943	\$ 225,412	\$ 250,061	100%

Authorized Positions

Part-time Positions	0.50	0.50	0.50
Department Total	0.50	0.50	0.50

Classifications

Network Administrator	0.50	0.50	0.50
Department Total	0.50	0.50	0.50

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 effective 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 deliver effective computer related services to each department within the City, as well as maintain the City's web page. Provide ongoing computer training to City staff and thereby reach maximum productivity levels.

Department Highlights

- Coordinated the installation of a fiber optic connection between Merriam Police Department and the Antioch Branch of Johnson County Library. The connection completes the circuit between Merriam and the City of Overland Park Police Department where police records are maintained for local jurisdictions. The installation allows for the retirement of a less reliable microwave connection.
- Installed new servers at the Community Center and Public Works facilities.
- Implemented a new back-up system for the City's network and multiple servers.
- Replaced the video arraignment system for Merriam Municipal Court.

Goals and Objectives

Performance Measures

Department Goal: Efficient and effective computer services

Objective: Implement a Citywide phone system upgrade

Objective: Facilitate the installation of the new Municipal Court case management software.

Objective: Explore installation of Citywide fiber optic connections to allow for more efficient transfer of data.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Computer Workstations Maintained	85	85	85
Computer Servers Maintained	7	7	7
Info Services Hours per Week per Computer	.28 hours/each	.28 hours/each	.28 hours/each

Department Goal: Enhance citizen engagement with the City

Objective: Facilitate the redesign of the City's website and implementation of content management services allowing for greater control of department-specific content.

General Fund Department: Police

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 2,727,787	\$ 2,960,065	\$ 3,070,427	89%
Contractual Services	171,242	181,990	187,935	5%
Commodities	126,778	161,400	172,450	5%
Capital Outlay	6,200	6,200	6,200	0%
Department Total	\$ 3,032,007	\$ 3,309,655	\$ 3,437,012	100%

Authorized Positions

Full-time Positions	33.00	33.00	33.00
Part-time Positions	2.00	2.00	1.00
Department Total	35.00	35.00	34.00

Classifications

Chief of Police	1.00	1.00	1.00
Captain	1.00	1.00	1.00
Lieutenant	2.00	2.00	2.00
Sergeant	3.00	3.00	3.00
Corporal	4.00	4.00	4.00
Master Police Officer	7.00	7.00	7.00
Police Officer	10.00	10.00	10.00
Property Clerk	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	2.00	2.00	1.00
Department Total	35.00	35.00	34.00

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 crime and prosecuting criminal suspects. They investigate hit and run accidents and support department crime prevention efforts by spotting trends in criminal activity.

Mission

Provide safety and security for all persons within the City with responsive and professional services. To work within the moral and legal standards of the community, by forming a partnership between the community and the police department employees.

Department Highlights

- Obtained Department of Justice COPS (Community Oriented Policing Services) grant to hire another police officer. The grant will fully fund an officer's salary and benefits for the next three years.
- Presented drug and alcohol education and safety programs to nearly 900 students at two elementary schools, graduating over 120 sixth grade students from the program.
- Graduated eighteen students from the fourth annual Citizen's Police Academy.
- Crime prevention activities included the Neighborhood Watch Program and the "Night Out Against Crime". A Citizen Academy volunteer produced a Monthly Crime Bulletin available in hard or electronic versions.
- Continued to provide information to the community through electronic media in addition to maintaining and update web page for our citizens.

Goals and Objectives Performance Measures

Department Goal: Community Oriented Policing

Objective: Support the Community Oriented Policing philosophy in all phases of the department through effective interaction with our citizens. Further enhance community partnerships in an ongoing effort to develop solutions to problems that may reduce crime and increase the public trust in the police.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Reported Violent Crimes/1,000 Residents	3.3	2.4	2.5
Reported Property Crimes/1,000 Residents	54.5	57.7	55.0
Traffic Violations Issued	8,913	8,964	8,500
Arrests Made	1,204	1,306	1,300
% Change in Reported Crimes	(4.83%)	11.97%	(9.15%)

General Fund Department: Police - continued

Goals and Objectives Performance Measures - continued

Department Goal: Service to victims of domestic violence

Objective: Provide better support and follow-up services to victims of domestic violence. The COPS grant will allow us to provide additional training to a selected officer who will work closely with the victim, witnesses, social service agencies, and the court system to become an advocate for the victim throughout the process. We will also develop a system to track our effectiveness in this area and make adjustments as necessary.

Department Goal: Efficient and effective operations

Objective: Improve the efficiency and effectiveness of patrol services, front office personnel, and the court through implementation of electronic ticketing system. Once this system is in place it should increase the efficiency through an integrated e-ticket system that flows into the new court records management system without increasing costs to the taxpayers.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Calls for Service	12,769	13,233	13,000
Average non-emergency response time	5:03	4:26	4:26
Average emergency response time	2:11	3:29	2:45
Miles Traveled per Patrol Officer	8,580	6,751	7,000
Calls for Service per Patrol Officer	837	735	750
Sworn Officer/Major (Part 1) Crimes	28	28	28
Motor Vehicle Accidents Investigated	500	481	500
Community Service Officer Calls	1,224	900	900

Department Goal: Community Education

Objective: Provide community education programs such as the Citizen's Police Academy, neighborhood watch meetings, National Night Out Against Crime, and crime prevention seminars given to children in our elementary schools.

Department Goal: Training

Objective: Provide quality training and education to our current officers in an effort to provide the best services possible to our citizens. Continue to improve our new system of problem oriented field training for new officers.

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General Fund Department: Fire

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 1,871,337	\$ 2,011,483	\$ 2,133,320	94%
Contractual Services	51,066	68,680	61,935	3%
Commodities	51,065	79,133	73,215	3%
Capital Outlay	-	6,000	5,600	0%
Department Total	\$ 1,973,468	\$ 2,165,296	\$ 2,274,070	100%

Authorized Positions

Full-time Positions	23.00	23.00	23.00
Department Total	23.00	23.00	23.00

Classifications

Fire Chief	1.00	1.00	1.00
Assistant Chief	1.00	1.00	1.00
Fire Marshall	-	-	-
Shift Officer/Captain	3.00	3.00	3.00
Fire Lieutenant	1.00	1.00	3.00
Master Firefighter	3.00	3.00	1.00
Firefighter	12.00	12.00	12.00
Firefighter trainee	2.00	2.00	2.00
Department Total	23.00	23.00	23.00

General Fund Department: Fire Department

Program Description

Fire department personnel are responsible for the prevention and suppression of fire within the City of Merriam, responding to fire alarms, windstorms, floods, explosions, hazardous materials incidents, terrorism, fast water rescue, vehicle extrication, and rescue of entrapped people, homeland security, and unforeseen catastrophes. The Fire Department conducts fire safety inspections, public safety education and awareness programs, enforcement of the provisions of the 2006 International Fire and Life Safety Codes, and emergency medical services in cooperation with Johnson County Med-Act.

Mission

Provide a high level of service to the community in the area of fire suppression and emergency medical services. Emphasize preventing fires through public education, strong fire prevention programs, and pre-planning inspections and code enforcement.

Department Highlights

- Received a Class 2 rating by the Insurance Services Office (ISO). Only five departments in the State of Kansas have received this high rating.
- Received a FEMA grant for four severe weather sirens to replace 30 year-old equipment; received Kansas Fire and Injury Prevention (KFIP) grants for carbon monoxide and smoke alarms of which several hundred have been installed in our community at no charge to residents.
- Received KFIP grant for a 9-1-1 simulator to teach children how make emergency calls in both English and Spanish. Provide public education to all fifth grade students in our Aerial Andy program.
- Updated our Emergency Response Plan and performed a table top exercise. Assisted in the formation of the Johnson County Emergency Operations Plan. Adopted a Countywide Automatic Aid/Mutual Aid agreement.
- Improved our web page by adding more public education articles and links to educate citizens.
- Increased medical training as required by Johnson County and State of Kansas EMT Transition protocols.
- Responded to 1,670 calls with an average response time of 4:59 minutes (projected 2011).
- Property save rate (projected 2011) is 90%.

Goals and Objectives Performance Measures

Department Goal: Provide safe buildings to work in and safe residences to live in

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.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Fire Inspections Performed	674	558	512
Fire incidents/1,000 Residents	44.4	41.2	47.0
Non-fire incidents/1,000 Residents	103.7	94.4	108.5

General Fund Department: Fire Department – continued

Goals and Objectives Performance Measures - continued

Department Goal: Enforce City codes

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

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Fire Code Violations Identified	816	809	675
Fire Code Violations Corrected	100%	100%	100%

Department Goal: Enhance citizen engagement with the City

Objective: Update the Fire Department web-site to include more educational articles, current events, and links to supporting sites. Explore the possibility of citizens being able to acquire or renew burning permits on line.

Objective: Increase opportunities to interact with the public at Homes Association and Block party events.

Objective: Partner with the Merriam Police Department Citizen Academy.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Public Education Attendance	5,518	3,526	4,489

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

Objective: Emphasize the safety of our members by providing a minimum of 2 hours training per shift.

Objective: Provide employees the opportunity to seek advanced education at the National Fire Academy, collegiate level and fire schools.

Objective: Provide employees with the equipment, time and education to improve their physical conditioning.

Objective: Provide our employees with good personal protective equipment and public safety equipment, so that they may conduct their jobs safely and efficiently.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Firefighter Training Hours	3,750	6,296	6,400
% Firefighters Completing Annual In-service Training Requirements	100%	100%	100%

Department Goal: Assist implementation of new solid waste regulations adopted by Johnson County

Objective: Review current burning regulations and determine whether there is a better alternative to our current system.

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General Fund Department: Public Works

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 1,213,101	\$ 1,368,886	\$ 1,470,620	70%
Contractual Services	217,671	241,748	238,265	11%
Commodities	299,286	368,499	387,284	18%
Department Total	\$ 1,730,058	\$ 1,979,133	\$ 2,096,169	100%

Authorized Positions

Full-time Positions	16.00	16.00	16.00
Part-time Positions	1.60	1.60	1.60
Seasonal Positions	3.36	3.36	3.36
Department Total	20.96	20.96	20.96

Classifications

Public Works Director	1.00	1.00	1.00
Public Works Superintendent	1.00	1.00	1.00
Foreman	2.00	2.00	2.00
Maintenance Worker II	6.00	6.00	6.00
Maintenance Worker I	5.60	5.60	5.60
Facility Maintenance Worker I	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Seasonal Labor	3.36	3.36	3.36
Department Total	20.96	20.96	20.96

General Fund Department: Public Works

Program Description

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

- Processed 2,106 work orders with 75% completed in 7 days or less.
- Conducted spring and fall Citywide cleanup campaigns
- Mowed and trimmed over 60 acres (State and City Mowing). Swept streets on a regular schedule.
- Striped roads, crosswalks and stop bars.
- Installed 33 decorative streetlights.
- Installed/removed holiday lights and city banners and provided a holiday tree pickup.
- Maintained more than 750 trees in the nursery.
- Processed short-term parking permits, right-of-way permits and city property damage reimbursements. Completed inspections and billings. Inventoried trees, drainage boxes and streetlights via Geographic Information System.
- Received a grant to participate in a pilot program for LED streetlights. The program is expected to demonstrate reduced operating costs for streetlights.
- Removed hazardous trees in Vavra, Werner, Quail Creek, and Brown Parks.
- Installed swinging set at Campbell Park.
- Seal coated Streamway Path from 75th St. to Johnson Drive.
- Cleared 100% of snow from City streets within 48 hours at a cost of \$9.14 per housing unit.

General Fund Department: Public Works - continued

Goals and Objectives Performance Measures

Department Goal: Maintain and upgrade existing sign structure

Objective: Upgrade 527 regulatory street signs to high-intensity sheeting.

Objective: Develop a manageable sign inspection program to replace faded and damaged signs.

Department Goal: Maintain and upgrade existing streetlight infrastructure

Objective: Conduct regular streetlight inspections every two months.

Objective: Update 5-year Streetlight Program 2011- 2016.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Streetlights Installed	70	33	33
% of Streetlights Inspected Annually	100%	100%	100%

Department Goal: Provide a safe and enjoyable environment for Streamway Trail users

Objective: Repairs substandard areas between 75th and 67th Streets and apply seal coat to extend life.

Objective: Plant trees from nursery along north section of trail.

Department Goal: Identify infrastructure needing replacement such as curb, sidewalk and asphalt

Objective: Map and identify curbs and sidewalks repairs and coordinate with Capital Improvement Program.

Objective: Conduct annual Overlay Program for streets and coordinate with Capital Improvement Program.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Miles of Street Repair/Overlay	0	7.0	4.0
Street Maintenance Expense per Housing Unit (5,224 housing units per 2010 census)	\$13.30	\$43.92	\$86.11
Miles of Curbing/Sidewalk Repaired	2.5	4.0.	2.5

Department Goal: Accomplish American Public Works Association (APWA) accreditation for department

Objective: Develop method of use for the Public Works Management Practices Manual.

Objective: Review current operations and make necessary changes.

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General Fund Department: Culture & Recreation

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 482,999	\$ 525,631	\$ 569,238	74%
Contractual Services	170,995	180,870	176,650	23%
Commodities	27,245	26,557	26,633	3%
Department Total	\$ 681,239	\$ 733,058	\$ 772,521	100%

Authorized Positions

Full-time Positions	8.00	8.00	8.00
Part-time Positions	1.36	1.36	1.36
Department Total	9.36	9.36	9.36

Classifications

Parks & Recreation Director	1.00	1.00	1.00
Assistant Parks & Rec Director	1.00	1.00	1.00
Program Superintendent	1.00	1.00	1.00
Maintenance Worker II	1.00	1.00	1.00
Maintenance Worker I	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Facility Supervisor	2.72	2.72	2.72
Fitness Specialist	0.23	0.23	0.23
League Supervisor	0.14	0.14	0.14
League Scorekeeper	0.14	0.14	0.14
Senior Adult Coordinator	0.13	0.13	0.13
Department Total	9.36	9.36	9.36

General Fund Department: Culture and Recreation

Program Description

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

Mission

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

Department Highlights

- Planned and coordinated 16 Citywide special events including: Turkey Creek Festival, three Parties in Your Park events, Dive-In Theater, Turkey Creek Car Show, and the summer concert series with a combined attendance of 20,300.
- Expanded Community Center programming by increasing the number of youth, adult and senior program offerings by 4 percent.
- Conducted program participant survey of core classes to ensure quality, thus improving or eliminating non-revenue producing programs.
- Planned and coordinated 10 art exhibitions, including a national juried show and a Kansas City metropolitan area high school show with combined attendance of approximately 1,000.
- Provided coordination and maintenance services for over 12,000 hours of scheduled program and rental activities at the Irene B. French Community Center.
- Implemented social media marketing process for no-cost program and event marketing.
- Coordinated replacement of community center lighting and boiler systems with energy efficient equipment.
- Coordinated celebration of 100th anniversary of Irene B. French Community Center building.
- Received waste tire recycling grant for safety surfacing for new park swing set project. Project completed 40% under budget.
- Replaced existing facility lights with energy efficient lighting; replaced existing boilers with energy efficient boilers.

General Fund Department: Culture and Recreation - continued

Goals and Objectives Performance Measures

Department Goal: Improve our neighborhoods through investment in our parks

Objective: Revive Adopt-A-Park program; adopt out sections of Streamway Trail for improved maintenance.

Objective: Develop practice field rental policies for Waterfall Park.

Objective: Develop and implement Community Garden program.

Department Goal: Deliver quality Parks and Recreation activities and programs in an efficient manner

Objective: Utilize social media marketing and other media to increase the number of artist applications for Metro High School art show and Heartland Artist Exhibition.

Objective: Provide special events and activities to engage and connect the community.

Objective: Increase class registrations, room rental permits and revenues at community center.

Objective: Increase public awareness of Farmers' Market and increase shopper and vendor attendance.

Objective: Reduce cost of printing seasonal catalogues by converting to online distribution.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Community Center Attendance	46,543	44,946	40,000
Outdoor Special Event Attendance	22,583	13,816	18,800
Hours of Programmed Activities	14,413	12,814	13,000
Expenditures as a % of General Fund	5.90%	5.29%	5.25%

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

Objective: Utilize electronic surveys to evaluate programs and events.

Objective: Assist in the development of new city website.

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General Fund Department: Aquatic Center

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 171,797	\$ 217,049	\$ 225,881	71%
Contractual Services	62,379	85,424	47,529	15%
Commodities	31,230	43,400	42,908	14%
Department Total	\$ 265,406	\$ 345,873	\$ 316,318	100%

Authorized Positions

Seasonal Positions	10.66	10.66	10.66
Department Total	10.66	10.66	10.66

Classifications

Pool Manager	0.24	0.24	0.24
Assistant Pool Manager	0.20	0.20	0.20
Swim Coach	0.29	0.29	0.29
Swim Lesson Coordinator	0.14	0.14	0.14
Swim Lesson Instructor	0.19	0.19	0.19
Lifeguard	5.21	5.21	5.21
Concession/Deck Attendant	4.00	4.00	4.00
Concession Stand Supervisor	0.26	0.26	0.26
Maintenance Worker I	0.13	0.13	0.13
Department Total	10.66	10.66	10.66

General Fund Department: Aquatic Center

Program Description

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

Mission

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

Department Highlights

- Coordinated the Superpass cooperative membership with four other Johnson County city pools which allows members to visit other pools in the area.
- Decreased concessions expenses by 14%.
- Reduced labor costs by reducing staffing patterns for lifeguards and the concession stand as well as pool closures during the weekdays at the end of the season. Expenditures were 11% under budget.
- Increased swim lesson registrations by 4% and revenues by 7%.
- Hosted two special events and five home swim and dive meets.
- Increased season pool visitor attendance by 4% and daily average by 12%.
- Increased daily fee revenues by 2% and non-resident membership revenues by 17%.
- Recruited three day camps to swim each week; coordinated seven after-hours pool rentals
- Coordinated the repainting of pool basin.

Goals and Objectives

Performance Measures

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

Objective: Oversee the maintenance and safety of the aquatic center facilities to comply with all national and local aquatic safety and environmental codes.

Objective: Prepare staff for safe operation of aquatic center through pre-season and in-service training and lifeguard certification.

Objective: Increase sale of season passes, daily fee revenues, concession sales, swim lessons, and after-hours pool rentals with the use of comprehensive marketing plan.

Objective: Decrease expenditures for staff salaries, uniforms and concessions products.

Objective: Maintain 100% inspection rating from Johnson County Health and Environmental Department.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Aquatic Center Attendance	21,225	25,996	26,500
Attendance per Days Open	244	306	320
Johnson County Inspection Rating	100%	100%	100%
Expenditures as a % of General Fund	2.23%	2.06%	2.48%

Department Goal: Encourage recycling efforts

Objective: Implement recycling of concessions waste.

**General Fund Departments: Community Development/
Capital Improvement Administration**

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 618,389	\$ 657,463	\$ 704,396	88%
Contractual Services	21,646	44,775	82,427	10%
Commodities	5,241	5,800	13,000	2%
Department Total	\$ 645,276	\$ 708,038	\$ 799,823	100%

Authorized Positions

Full-time Positions	8.00	8.00	8.00
Part-time Positions	-	-	-
Department Total	8.00	8.00	8.00

Classifications

Director of Community Development	1.00	1.00	1.00
Asst. C.D. Director/City Engineer	1.00	1.00	1.00
Building Inspector/Official	1.00	1.00	1.00
Neighborhood Services Manager	1.00	1.00	-
Code Compliance Officer	1.00	1.00	2.00
Construction Inspector	1.00	1.00	1.00
Business Development Coordinator	-	-	-
Planner I	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Management Intern	-	-	-
Department Total	8.00	8.00	8.00

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. 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 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, Downtown Merriam Partnership, and CIP Department, in addition to providing assistance to the general public and citizens as needed. The Community Development Director supervises staff performing Capital Improvement Project administrative duties.

Mission

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

Department Highlights

- Processed 28 planning related applications that include site development plans, preliminary and final development plans, changes of zoning, plats, etc.
- Pursued an estimated 600 individual code violations resulting in an estimated 1,500 inspections. Maintained 100% conviction rate in Municipal Court cases that resulted in trials.
- Issued an estimated 275 construction permits with a total estimated building valuation of \$45,000,000.
- Renewed 304 landlord licenses and issued 37 new rental licenses; updated Informational department brochures regarding building codes, property maintenance, etc.
- Provided Council with Census 2010 population statistics for Wards.
- Conducted a review of the Comprehensive Plan's Future Land Use map designations.
- Facilitated the approval of building plans for Merriam Village, Merriam Pointe, and Timber Ridge Villas.
- Partnered with the Mid-America Regional Council (MARC) and HUD Sustainable Communities Grant on a corridor plan for Shawnee Mission Parkway.

General Fund Department: Community Development - continued

Goals and Objectives Performance Measures

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

Objective: Enforce City codes uniformly. Achieve closure of 85% of code cases within 30 days. Maintain reputation for strict and fair inspections.

Objective: Maintain rental inspection and licensing program. Continue ongoing state educational and certification program for inspectors. Update building code provisions as needed.

Objective: Work with the web redesign team to allow residents to submit code complaints via the web.

Objective: Incrementally increase penalties for repeat code violators.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Rental Licenses Issued (New & Renewal)	50	325	360
Code Enforcement Violations (estimated)	500	500	600
% of Cases Closed Within 30 Days	85%	85%	80%

Department Goal: Improve value of property/quality of life through investment in/redevelopment of neighborhoods

Objective: Continue monitoring home foreclosures.

Objective: Continue educating banks and property maintenance companies on our property code requirements.

Objective: Complete Upper Turkey Creek (UTC) Feasibility Study.

Department Goal: Enhance citizen engagement with the City

Objective: Complete codification of zoning and subdivision regulations and make them available to the public via the City web site.

Objective: Complete the Community Development portion of the revised City website to provide information that is relevant, timely, and easy to understand.

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

Objective: Facilitate the appropriate development of Timber Ridge, Merriam Village, and Merriam Pointe.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
% of Plans Reviewed within 14 Days	90%	90%	90%

Department Goal: Rethink planning opportunities for our community

Objective: Complete the updating of the Comprehensive Plan Future Land Use map.

General Fund Department: Capital Improvement Program Administration

Program Description

The Capital Improvement Program (CIP) Department works to define, design and ensure proper construction of capital improvements within the City of Merriam. "Capital improvements" refer to infrastructure additions and improvements, rather than repairs. Projects include streets, bridges, drainage, parks, as well as renovation to and new construction of public buildings and facilities. Department staff provides conceptual and technical assistance to allow City Council to prioritize the numerous projects and allocate them to the future years, as funds become available. The department is responsible for securing highly qualified technical expertise to supplement staff when assistance is required beyond the capabilities or timeframe that staff can provide. In addition, staff provides recommendations to the City Council regarding the public bid process to secure experienced contractors to construct the projects. Finally, department staff is highly trained in the inspection of the construction process to ensure quality infrastructure for the community. The CIP Department also provides technical assistance to all other departments within the organization. In 2008, the department was reorganized, with staff now reporting to the Community Development Director. The CIP Fund reimburses the General Fund for related salaries and benefits through interfund transfers.

Mission

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

Department Highlights

- Completed Mastin Street/Shawnee Mission Parkway bridge repairs.
- Completed 70th Terrace reinforced concrete box project.
- Completed repairs to the Shawnee Mission Parkway bridge over Turkey Creek.
- Assisted with the completion of the overlay of Johnson Drive and associated improvements.
- Secured Johnson County Stormwater Project funds for the Shawnee Creek improvements.
- Facilitated the repair of the Shawnee Mission Parkway medians.
- Completed Farley Street feasibility study and presented results to City Council.
- Completed construction plans for the Farley St/Knox Ave drainage improvements.

General Fund Department: Capital Improvement Program Administration - continued

Goals and Objectives Performance Measures

Department Goal: Program CIP based on a logical priority system that considers needs and available funding.

Objective: Complete Upper Turkey Creek drainage study.

Objective: Ensure high quality projects through a detailed and comprehensive construction inspection process.

Department Goal: Deliver quality projects in an efficient manner

Objective: Continue taking programmed projects through a public process, design, and construction to meet the timeframe established in the five-year Capital Improvement Plan.

Objective: Continue to promote efficient construction processes by requiring contractors to bid both the dollar amount of construction as well as the time it will take them to complete the project.

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 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Number of Projects Managed	17	19	19
% of CIP Project Expenditures Funded by Grants	11.04%	63.72%	87.78%
CIP Administration Expenditures as a % of CIP Project Expenditures	8.56%	4.83%	7.63%

Department Goal: Enhance engagement with affected property owners on all projects

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.

Department Goal: Promote and stimulate quality development to enhance the City's economic base

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

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Transient Guest Tax Fund Department: Merriam Marketplace

	Actual 2010	Estimated 2011	Budget 2012	% of Total 2012 Budget
Summary by Character				
Personal Services	\$ 5,623	\$ 10,395	\$ 10,826	36%
Contractual Services	16,679	22,145	18,390	61%
Commodities	1,236	890	840	3%
Department Total	\$ 23,538	\$ 33,430	\$ 30,056	100%

Authorized Positions

Seasonal Positions	0.32	0.32	0.32
Department Total	0.32	0.32	0.32

Classifications

Marketplace Supervisor	0.32	0.32	0.32
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. It is owned and operated by the City of Merriam in cooperation with the Downtown Merriam Partnership.

Mission

To facilitate a community gathering place while promoting the historic downtown area. Provide a venue for community special events.

Department Highlights

- Coordinated Farmers' Market operations for a 23-week session.
- Provided entertainment or educational programs each weekend in conjunction with the Farmers' Market. Provided a community garage sale.
- Coordinated Concert in the Park series with attendance of approximately 1,000 and annual Car Show event with attendance of 236 registered entries and 2,600 spectators.
- Coordinated Farmers' Market operations in conjunction with Flags 4 Freedom community event.
- Recruited vendors and sold out all season vendor stalls; vendor annual attendance was 546 and annual shopper attendance was 12,567.

Goals and Objectives Performance Measures

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

Objective: Increase Farmers' Market visitor and vendor attendance.

Objective: Increase public awareness of Farmers' Market through use of social media marketing, television and print media advertising.

Objective: Increase rental of Marketplace facility by outside groups.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Average Vendor Spaces Rented/Week	28.83	27.78	26.78
Average Shopper Attendance/Week	518	660	616

Department Goal: Enhance citizen engagement in Merriam Marketplace activities and programs

Objective: Implement survey to evaluate effectiveness of Farmers' Market advertising.

Department Goal: Enhance the City's economic base by promoting use of Merriam Marketplace

Objective: Provide weekly entertainment at Farmers' Market and summer concert series to increase traffic in downtown.

<i>Indicator</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Projected 2011</i>
Patron Attendance/Week	12,431	16,993	12,567
Number of Special Events	50	49	40

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Budget by Line Item

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General Fund Budget by Line Item: City Council

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 51,660	\$ 52,693	\$ 52,466
Benefits	5,166	5,456	5,519
Total	56,826	58,149	57,985
Contractual Services			
Conferences and Seminars	1,995	2,245	1,908
Dues and Subscriptions	617	275	275
Travel Expenses	1,467	4,220	4,141
Other Contractual	158	2,500	800
Total	4,237	9,240	7,124
Commodities			
Reception and Meals	1,252	2,275	2,000
Total	1,252	2,275	2,000
Department Total	\$ 62,315	\$ 69,664	\$ 67,109

General Fund Budget by Line Item: Administration

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 477,697	\$ 483,036	\$ 502,081
Benefits	126,545	173,622	199,972
Total	604,242	656,658	702,053
Contractual Services			
Audit Expenses	20,500	23,600	24,400
Professional/Technical Services	-	300	-
Equipment Rental and Maintenance	-	400	-
Education and Training	4,453	4,410	3,595
Dues and Subscriptions	3,070	4,415	4,381
Communications	905	900	900
Printing & Publication	-	-	-
Travel Expenses	2,399	5,350	4,610
Other Contractual	-	-	-
Total	31,327	39,375	37,886
Commodities			
Office Supplies	301	500	500
Reception and Meals	754	1,075	590
Other Commodities	265	650	650
Total	1,320	2,225	1,740
Department Total	\$ 636,889	\$ 698,258	\$ 741,679

General Fund Budget by Line Item: Municipal Court

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 117,044	\$ 138,742	\$ 126,655
Benefits	34,520	57,287	49,232
Total	151,564	196,029	175,887
Contractual Services			
Judge Pro Tem	-	250	250
Municipal Judge	36,000	36,000	38,340
Prosecutor	36,000	36,000	38,340
Court Appointed Attorneys	10,987	6,500	8,000
District Court Appeals	-	3,000	3,000
Professional/Technical Services	10,344	8,000	8,000
Prisoner Care	28,490	45,000	35,000
Equipment Rental and Maintenance	-	250	250
Education and Training	149	200	200
Dues and Subscriptions	-	200	200
Communications	897	900	900
Printing & Publication	1,910	2,700	2,700
Travel Expenses	-	200	450
Other Contractual	-	-	-
Total	124,777	139,200	135,630
Commodities			
Office Supplies	2,554	2,500	2,500
Other Commodities	1,040	1,350	1,350
Total	3,594	3,850	3,850
Department Total	\$ 279,935	\$ 339,079	\$ 315,367

General Fund Budget by Line Item: General Overhead

	Actual 2010	Estimated 2011	Budget 2012
Employee Benefits			
Employee Assistance Program	\$ 2,118	\$ 2,000	\$ 2,000
Plan Administration Fees	1,604	2,000	2,000
Other Employee Benefits	3,290	5,500	5,500
Total	7,012	9,500	9,500
Contractual Services			
Professional/Technical Services	8,506	32,000	30,000
Employment Advertising and Testing	15,985	28,000	22,000
Equipment Rental and Maintenance	32,758	32,775	33,475
Education and Training	2,248	-	2,000
Dues and Subscriptions	17,331	16,440	17,390
Postage	13,194	25,185	18,185
Printing & Publication	16,551	20,800	19,300
Utilities-Building	81,461	83,400	87,350
Street Light & Traffic Signal Electricity	100,756	94,200	104,290
Building and Grounds Maintenance	27,882	31,817	31,165
Street Light & Traffic Signal Maintenance	132,127	161,440	153,000
Special Assessment and Taxes	11,852	12,250	11,500
Insurance and Bond	131,467	174,750	145,000
Legal Services	87,539	90,855	103,355
Other Contractual	1,012	3,500	3,000
Total	680,669	807,412	781,010
Commodities			
Office Supplies	7,604	10,000	10,000
Reception and Meals	4,989	2,350	1,600
Other Commodities	4,859	7,200	7,200
Total	17,452	19,550	18,800

General Fund Budget by Line Item: General Overhead

	Actual 2010	Estimated 2011	Budget 2012
Health & Welfare			
Home Improvement Loan Partnership	\$ -	\$ -	\$ -
Franchise Tax Rebate	5,227	7,500	6,000
Jo Co Human Resources	8,500	8,500	8,500
United Community Services	2,100	2,100	2,205
Johnson County HOME Program	8,000	8,000	8,000
Total	23,827	26,100	24,705
Transfers			
Transfer to Equipment Reserve	450,000	450,000	450,000
Transfer to Capital Improvement	2,178,588	2,053,263	2,120,741
Total	2,628,588	2,503,263	2,570,741
Reserves & Contingency			
Equipment, Building, Emergency, etc...	39,729	25,000	2,012,807
Total	39,729	25,000	2,012,807
Department Total	\$ 3,397,277	\$ 3,390,825	\$ 5,417,563

General Fund Budget by Line Item: Information Services

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 46,663	\$ 44,605	\$ 44,580
Benefits	17,990	23,761	21,601
Total	64,653	68,366	66,181
Contractual Services			
Computer Programming	5,519	60,000	35,000
Computer Services	6,312	7,500	5,000
Professional/Technical Services	955	-	-
Maintenance & Service Contracts	56,966	69,431	85,445
Education and Training	89	2,500	1,000
Communications	3,869	6,800	25,500
Total	73,710	146,231	151,945
Commodities			
Equipment & Software < \$5,000	37,580	10,815	31,935
Total	37,580	10,815	31,935
Capital Outlay			
Equipment & Software > \$5,000	-	-	-
Total	-	-	-
Department Total	\$ 175,943	\$ 225,412	\$ 250,061

General Fund Budget by Line Item: Police

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 2,043,895	\$ 2,164,734	\$ 2,163,229
Benefits	683,892	795,331	907,198
Total	2,727,787	2,960,065	3,070,427
Contractual Services			
Employment Testing	-	300	300
Animal Care	18,197	19,000	21,500
Professional/Technical Services	2,470	4,200	3,600
Metro Squad	506	4,000	4,000
Juvenile Intake Services	-	-	-
Utilities-Building	51,086	44,700	53,200
Building and Grounds Maintenance	24,490	25,640	27,000
Equipment Rental and Maintenance	19,775	22,000	21,500
Motor Vehicle Repair	16,592	15,000	15,000
Education and Training	10,528	12,000	9,350
Dues and Subscriptions	2,057	2,500	2,500
Communications	9,293	13,500	12,250
Printing & Publication	3,828	4,400	4,400
Travel Expenses	4,136	4,750	4,335
Other Contractual	8,284	10,000	9,000
Total	171,242	181,990	187,935
Commodities			
Office Supplies	8,659	8,400	8,400
Investigation & Crime Prevention Supplies	3,453	3,800	3,300
Ammunition	12,924	13,000	13,000
Uniforms	11,220	15,000	15,000
Vehicle Supplies (Gas,Oil,Tires,etc.)	61,143	87,550	99,400
Reception and Meals	696	1,300	1,300
Communication/Radio Equipment	-	-	-
Protective Clothing	(777)	3,000	3,000
Vehicle Equipment	5,314	7,000	7,000
Investigation & Crime Prevention Equip.	4,471	4,200	4,200
Equipment < \$5,000	14,606	12,600	12,600
Other Commodities	5,069	5,550	5,250
Total	126,778	161,400	172,450
Capital Outlay			
Furniture & Equipment	6,200	6,200	6,200
Total	6,200	6,200	6,200
Department Total	\$ 3,032,007	\$ 3,309,655	\$ 3,437,012

General Fund Budget by Line Item: Fire

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 1,371,150	\$ 1,434,712	\$ 1,449,985
Benefits	500,187	576,771	683,335
Total	1,871,337	2,011,483	2,133,320
Contractual Services			
Equipment Rental and Maintenance	7,457	12,500	13,000
Building and Grounds Maintenance	6,226	11,500	9,500
Motor Vehicle Repair	16,208	15,500	15,000
Education and Training	6,678	10,260	8,198
Dues and Subscriptions	1,734	2,050	1,610
Communications	3,673	3,720	3,720
Printing & Publication	214	1,000	500
Travel Expenses	6,675	9,550	7,807
Other Contractual	2,201	2,600	2,600
Total	51,066	68,680	61,935
Commodities			
Uniforms	5,483	5,625	5,800
Vehicle Supplies (Gas,Oil,Tires,etc.)	14,450	32,800	32,775
Communication/Radio Equipment	1,332	1,000	1,000
Protective Clothing	173	6,858	5,000
First Aid Supplies	1,978	3,000	3,000
Fire Prevention Supplies	192	1,000	1,000
Chemicals	144	800	3,150
Equipment < \$5,000	21,530	20,000	13,890
Other Commodities	5,783	8,050	7,600
Total	51,065	79,133	73,215
Capital Outlay			
Furniture & Equipment	-	6,000	5,600
Total			
Department Total	\$ 1,973,468	\$ 2,165,296	\$ 2,274,070

General Fund Budget by Line Item: Public Works

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 884,528	\$ 930,517	\$ 963,518
Benefits	328,573	438,369	507,102
Total	1,213,101	1,368,886	1,470,620
Contractual Services			
City-Wide Cleanup	26,999	29,200	29,200
Tree Trimming	6,481	7,500	7,600
Contractual Weed Control/Mowing	8,665	12,000	12,000
Pavement Marking	2,500	2,500	2,500
Utilities-Building	41,828	49,550	47,805
Building and Grounds Maintenance	21,097	21,913	23,913
Equipment Rental and Maintenance	46,457	48,500	48,500
Motor Vehicle Repair	8,374	8,500	8,500
Traffic Signal Maintenance	33,180	38,750	38,750
Education and Training	7,903	8,630	6,587
Dues and Subscriptions	982	1,200	1,200
Communications	10,199	10,705	7,617
Printing & Publication	-	150	150
Travel Expenses	3,006	2,650	3,943
Total	217,671	241,748	238,265
Commodities			
Office Supplies	1,555	2,100	2,100
Uniforms	7,910	8,500	8,500
Shop Supplies	10,657	10,850	10,950
Chemicals	9,298	10,000	10,500
Paint Supplies	9,369	11,100	11,100
Vehicle Parts/Repairs	34,752	31,800	37,000
Vehicle Supplies (Gas,Oil,Tires,etc.)	72,753	121,315	127,300
Communication/Radio Equipment	255	1,400	1,400
Tools	12,123	12,225	19,225
Salt/Sand/Ice Control	65,704	78,784	78,784
Rock/Asphalt/Concrete	35,796	39,000	39,000
Landscape Supplies	24,046	25,000	25,000
Operating Supplies	15,068	16,425	16,425
Total	299,286	368,499	387,284
Department Total	\$ 1,730,058	\$ 1,979,133	\$ 2,096,169

**General Fund Budget by Line Item:
Culture and Recreation**

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 372,510	\$ 397,177	\$ 418,475
Benefits	110,489	128,454	150,763
Total	482,999	525,631	569,238
Contractual Services			
Professional/Technical Services	-	-	-
League Services	1,116	2,880	2,880
Program Services	44,384	29,084	32,931
Utilities-Building	52,541	55,350	56,000
Building and Grounds Maintenance	19,576	32,050	27,450
Equipment Rental and Maintenance	12,184	14,240	13,425
Education and Training	1,460	1,800	2,129
Dues and Subscriptions	702	767	795
Communications	6,689	7,716	2,456
Printing & Publication	22,975	23,545	23,545
Travel Expenses	1,657	2,610	2,415
Other Contractual	7,711	10,828	12,624
Total	170,995	180,870	176,650
Commodities			
Office Supplies	2,845	2,800	2,900
Operating Supplies	7,065	8,842	8,453
Recreation Supplies	6,292	6,420	7,410
Other Commodities	11,043	8,495	7,870
Total	27,245	26,557	26,633
Department Total	\$ 681,239	\$ 733,058	\$ 772,521

General Fund Budget by Line Item: Aquatic Center

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 160,219	\$ 194,782	\$ 202,819
Benefits	11,578	22,267	23,062
Total	171,797	217,049	225,881
Contractual Services			
Physical Examinations	-	-	-
Swimming Competitions	475	475	475
Utilities	25,464	23,510	26,850
Building and Grounds Maintenance	4,430	4,600	4,600
Pool & Equipment Maint. and Repair	2,469	3,000	3,150
Education and Training	1,602	600	1,020
Communications	194	200	75
Printing & Publication	-	200	200
Other Contractual	27,745	52,839	11,159
Total	62,379	85,424	47,529
Commodities			
Uniforms	3,097	4,000	4,000
Chemicals & Pool Supplies	15,457	21,900	25,218
Concession Supplies	10,010	15,000	10,900
Operating & Cleaning Supplies	2,666	2,500	2,790
Total	31,230	43,400	42,908
Department Total	\$ 265,406	\$ 345,873	\$ 316,318

General Fund Budget by Line Item: Community Development

	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 474,833	\$ 482,187	\$ 497,921
Benefits	143,556	175,276	206,475
Total	618,389	657,463	704,396
Contractual Services			
Professional/Technical Services	8,414	13,250	46,450
Equipment Rental and Maintenance	479	1,200	1,900
Unsafe Structure Removal	-	6,000	6,000
Education and Training	2,235	4,650	4,308
Dues and Subscriptions	934	1,500	4,665
Communications	782	1,000	1,500
Printing & Publication	968	1,200	1,200
Travel Expenses	2,620	3,725	6,154
Other Contractual	5,214	12,250	10,250
Total	21,646	44,775	82,427
Commodities			
Other Commodities	5,241	5,800	13,000
Total	5,241	5,800	13,000
Department Total	\$ 645,276	\$ 708,038	\$ 799,823

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

Transient Guest Tax Fund			
	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 5,092	\$ 9,439	\$ 9,836
Benefits	531	956	990
Total	5,623	10,395	10,826
Contractual Services			
Utilities	5,721	6,300	5,740
Program Services	2,128	2,200	2,200
Building and Grounds Maintenance	2,577	2,000	2,500
Equipment Rental and Maintenance	299	900	800
Dues and Subscriptions	53	200	150
Communications	336	120	120
Conferences	-	105	130
Advertising	5,565	9,620	6,400
Printing & Publication	-	700	350
Total	16,679	22,145	18,390
Commodities			
Operating Supplies	1,236	890	840
Total	1,236	890	840
Department Total	\$ 23,538	\$ 33,430	\$ 30,056

Transient Guest Tax Fund Budget by Line Item: Parks and Recreation Special Events

Transient Guest Tax Fund			
	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 59,899	\$ 60,277	\$ 60,258
Benefits	20,656	28,589	30,097
Total	80,555	88,866	90,355
Health and Welfare (Community Events)			
Turkey Creek Festival	35,817	34,170	31,510
Art Gallery and Shows	8,734	8,855	10,368
Party in the Park Event	2,768	3,850	3,000
Car Show at Merriam Marketplace	9,581	10,365	10,545
Aquatic Center Event, Holiday, other	6,140	350	1,000
Concert in the Park/Music in the Marketplace	4,770	4,000	4,000
Total	67,810	61,590	60,423
Commodities			
Banners	2,551	-	-
Total	2,551	-	-
Department Total	\$ 150,916	\$ 150,456	\$ 150,778

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

Transient Guest Tax Fund			
	Actual 2010	Estimated 2011	Budget 2012
Personal Services			
Salaries	\$ 53,735	\$ 54,237	\$ 56,660
Benefits	21,734	29,346	31,425
Total	75,469	83,583	88,085
Contractual Services			
Utilities	5,183	6,425	6,250
Advertising	12,493	15,500	18,500
Building Maintenance, Copier Rental	5,902	6,150	6,000
Conferences	405	800	680
Travel Expenses	1,599	1,900	1,785
Dues and Subscriptions	2,765	4,387	4,623
Telephone and Communications	2,140	2,400	2,400
Office Cleaning	2,222	2,600	2,700
Postage	161	250	400
Printing and Binding	1,133	1,800	1,800
Meeting Expenses	182	300	400
Total	34,185	42,512	45,538
Commodities			
Office and Cleaning Supplies	1,010	1,100	1,100
Equipment < \$5,000	-	500	3,150
Volunteer Supplies & Bureau Events	674	850	900
Total	1,684	2,450	5,150
Department Total	\$ 111,338	\$ 128,545	\$ 138,773

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Capital Improvement Program

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Capital Improvement Program

Objectives and Goals of the Five Year Capital Improvement Plan

Cities continually face the need to repair and replace worn out and antiquated facilities and infrastructure as well as to build new ones to keep pace with the level of citizen needs and community growth. In an effort to look beyond the year to year budgeting to determine what, when, and where future improvements are to be made, the Council adopts a Five Year Capital Improvement Plan. The plan is analyzed and updated on an annual basis. The plan helps the Council and City 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.

In formulating a Five Year Capital Improvement Plan, it is necessary to forecast the funds available each year in the plan. The forecast is formulated based upon certain facts and educated assumptions based on prior year trends and data, as well as forecasted trends in construction inflation. The purpose of the forecast of available funds is to show that the City does not have unlimited funds for construction projects and that priorities must be set in order to keep within available resources. In most instances, funds are not available to finance all desired projects. With suggestions and input from City staff and the citizens of the community, the Council must undertake the task of prioritizing the numerous projects and allocating them to the future years as funds are available.

The following Capital Improvement Plan represents a schedule of major public improvement projects and expenditures for the next five years. The Capital Improvement Plan is not a capital improvement budget separate from the City's annual operating budget. Rather, the Capital Improvement Plan serves as a guide in assisting the City in developing the annual budget each year. The accompanying Five Year Capital Improvement Plan is the result of the Council's devoted study and deliberation of the City's capital improvement needs.

The City of Merriam defines "capital expenditures" as expenditures with a cost to place in service of greater than \$5,000. "Capital improvements" refer to infrastructure additions and improvements, rather than repairs. Typically capital improvements have a useful life of twenty years or more and a cost of greater than \$100,000.

Impact of Capital Improvement Projects on 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. Each individual project description sheet that follows summarizes the anticipated impact of that project on the operating budget.

Five Year Capital Improvement Program Highlights

The Capital Improvement Program Highlights summarize the facts, assumptions, and projections that were used to formulate the revenue-forecasting model. The proposed 2012 – 2016 CIP Plan continues City efforts to complete programmed residential street projects while adding stormwater drainage projects funded by the newly approved ¼-cent sales tax.

Fund Forecasts

- *Overall* — The fund balance for the Capital Improvement Funds increased from \$6.7 million to \$7.3 million during 2010 due to collections of TIF revenues for I-35 Redevelopment District and Merriam Town Center Districts which exceeded usage for TIF projects or related debt service. Actual expenditures for capital improvement projects in 2010 totaled \$3.6 million, net of \$1.5 million in grant proceeds for the Economic Stimulus projects and the Shawnee Mission Parkway Bridge at Mastin. Revised projections for 2011 expenditures are \$6.5 million. The proposed plan programs \$2.1 million in 2012 for projects with an overall ending fund balance of \$5.7 million.
- *General Projects* – The major source of funds for General Projects is the sales tax transferred from the General Fund per Council Policy. There are no restrictions on the type or location of projects which may be funded using General Project funds. Sales tax projections and the related transfers from General Fund have been increased by approximately \$.500 million compared with the prior year plan. Current projections estimate sales taxes for 2011 at 98% of 2010 actual (actual 2010 sales taxes were 98% of 2009 collections). Estimates for 2012 through 2016 are 100% of actual 2010. Estimates for 2013 through 2016 are adjusted to include amounts for new retail sales anticipated at Merriam Pointe as detailed in the Piper Jaffray Cost Benefit analysis dated March 3, 2011. Due to lower debt service requirements after 2013, additional General Project funds are available to supplement *Streets* and *Stormwater/Streets* projects.
- *I-35 Redevelopment District Projects* – Revenue consists of property taxes from the TIF increment generated by the I-35 Redevelopment District, less contractual payments to developers. Obligations due under developer agreements for Merriam Village and Merriam Pointe effective April 2011 have been considered in this plan. Special assessment taxes on all Merriam Pointe parcels are current as of April 2011 but future delinquencies would require funding from this source. Eligible projects must be located within the boundaries of the I-35 Redevelopment TIF District.
- *Merriam Town Center District Projects* – Beginning in 2009, the City has certain funds available for projects located within the boundaries of the Merriam Town Center TIF district. Prior to 2009, these funds were transferred to the Bond and Interest Fund to cover debt service for Series 1998 GO bonds whose proceeds provided for improvements within the district along Johnson Drive and Antioch; the bond issue was retired in 2008. The source of the funds is an annual “state guarantee” payment received pursuant to a statutory settlement between the state and cities with TIF districts established before 1996, following a major change to the state school budget formula.
- *Special Sales Tax Projects - Streets* – This ¼-cent sales tax dedicated to street projects ended in December 2010. A similar tax was approved by voters in January 2010 and is discussed below. As in the prior plan, significant transfers (\$2.850 million) from General Projects will be required to complete the programmed residential street projects.
- *Special Sales Tax Projects – Merriam Drive* – The 1/8-cent sales tax dedicated to Merriam Drive projects ended December 31, 2005. The proceeds were used to fund improvements to Merriam Drive including streets, lighting, and signage. Approximately \$265,000 in remaining funds will be spent in 2011 and 2012 on programmed projects.
- *Special Sales Tax Projects – Stormwater/Streets* – Merriam voters approved a ¼-cent sales tax dedicated to stormwater drainage and street improvements which will be collected for ten years effective January 2011 through December 2020. Most of the projects identified by staff will be eligible for SMAC grants (Stormwater Management Advisory Committee) through Johnson County. If SMAC

Five Year Capital Improvement Program Highlights

funding is not available, the current plan would change significantly. Even with SMAC grants, Merriam's share of individual projects is costly, in many cases exceeding the projected annual tax collections. Projects are programmed to accommodate available funds and are supplemented with \$2.050 million in transfers from General Project funds.

Debt Obligations

- The Bond & Interest Fund receives property taxes from a portion of the City's mill levy (2.372 of the 27.474 mills for 2010) and from special assessments – a total of \$.746 million for 2012. This compares to the total debt service requirement of \$3.2 million for 2012. Capital Improvement Fund transfers provide funding for the remaining amount.
- I-35 Redevelopment District project funds are used for debt service on two bonds issued for improvements at Merriam Village and Merriam Pointe. General Project funds are used for debt service on two bonds issued for construction of the City Hall/Police Department complex and various street/stormwater improvements.
- Debt service on the Series 2008 GO bonds (approximately \$425,000 per year) for Merriam Pointe is supported entirely by special assessments which have been certified and attached to the property tax rolls. The City is responsible for payment of the debt service even if the property owners are delinquent in the payment of their special assessments. Delinquencies would mean revenue shortfalls for the Bond and Interest Fund and would require additional transfers of I-35 Redevelopment District project funds for up to five years. The bankrupt developer no longer owns property at Merriam Pointe and all taxes and special assessments are current as of April 2011. Restrictions in the March 28, 2011 Amended and Restated Redevelopment Agreement for Merriam Pointe permit the City to terminate the agreement if taxes on undeveloped property become delinquent.
- The City will issue bonds to fund the Corp of Engineer's Turkey Creek flood mitigation project. The current plan does not anticipate construction until 2016. The actual amount of the bond issue will vary with the expected costs of the project. Debt service for the proposed bond issue is *not* included in this plan.
- Consideration will be given to the future issuance of bonds to complete some of the stormwater/street projects to be constructed using the ¼-cent special sales tax. Bond issuance may be appropriate if cost savings could be obtained by construction on an accelerated basis or if it is determined that projects should be completed prior to collection of a sufficient amount of the special sales taxes.

Project Summary

General Projects

- Traffic Signal Coordination: Operation Green Light has installed all necessary hardware upgrades to the participating twenty-three (23) City of Merriam intersections. Of those, nine intersections are shared/bordered with Cities of Overland Park and Shawnee. In December 2009, per Council approval, City of Merriam entered into an agreement with MARC for ongoing operation and maintenance at cost of \$58,000 from 2009 through 2013. This includes federal subsidies available to MARC for this project through 2013. MARC will reassess their on-going maintenance and operation costs and will issue an update in 2013 for future maintenance/operations funding obligations. Current estimate of maintenance/operation cost for participating OGL traffic lights in 2014 and beyond is approximately \$33,000/ year plus estimated cost of \$4,000 (\$37,000 total) for other hardware upgrade and general maintenance not covered in OGL agreement.
- Traffic Signal ILA's with Overland Park: Budget includes \$255,000 for replacements of aging equipment at three intersections on our shared borders. As City of Overland Park as the lead

Five Year Capital Improvement Program Highlights

agency, Merriam will share 50% of the costs for replacement of the signals at 75th and Grandview and 71st and Antioch; 25% of the costs for replacement of 75th and Antioch signal. The signal upgrades at 75th and Grandview and 75th and Antioch are complete as scheduled in 2010. City of Merriam's share of the cost for the two projects is approximately \$156,460. 71st and Antioch intersection is scheduled to bid in summer, 2011.

- **Overlay Supplement:** 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 a supplement of \$100,000 per year to this amount. The current plan provides for supplements of \$200,000 each in 2012 from General Project funds to augment the approximately \$275,000 received annually in gas taxes to "catch-up" on deferred overlays. As long as the funds are available, staff expects to continue \$100,000 per year funding in future years. State budget shortfalls continue to place Special Highway Fund revenues in jeopardy. If State funding is significantly cut, it may become necessary to provide for even larger supplements if we wish to maintain the overlay program. City of Merriam also was approached with City of Overland Park for possible partnership on an overlay project on 75th Street from I-35 to Switzer Road. Estimated cost for City of Merriam is approximately \$50,000 in 2012. City of Overland Park will lead the project. The Overlay Supplement will fund the project if it moves forward as planned.
- **Residential Streetlight Program:** The forecast includes \$60,000 per year from 2012 through 2016 for systematic replacement of existing residential streetlights with standard, metered pole lights. Due to expanded knowledge and acquired skill of conduit boring technology by Public Works staff, the cost of construction has been reduced and we able to stretch our dollars.
- **Bridge Repairs – Johnson Drive over Turkey Creek:** The final feasibility study determined that the bridge can be successfully rehabilitated. The rehabilitation project is programmed as a Special Sales Tax Project (Stormwater/Streets) as described below.
- **Biennial Bridge Inspections:** As required by the Federal Highway Administration (FHWA) and Kansas Department of Transportation (KDOT), City of Merriam retained GBA in 2004 to perform biennial bridge inspections. During these inspections, maintenance projects are identified to preserve the integrity of the bridges. GBA performed the most recent inspection in October of 2009 for twelve (12) bridges (one bridge is shared with City of Overland Park). Four of those inspected bridges were identified as needing immediate maintenance of special concerns. One of those bridges is Shawnee Mission Pkwy Bridge over Turkey Creek. Staff will collaborate with GBA to identify other location specific maintenance measures. The maintenance of all bridges will be comprehensively reviewed by staff with GBA. Bridge maintenance will be performed by others as necessary due to specialty construction skills necessary for the work.
- **Shawnee Mission Pkwy Bridge over Turkey Creek:** In accordance with the recommendation from the Biennial Bridge Inspection report in 2009, City of Merriam acquired a funding partnership with Merriam Drainage District to improve the scoured and badly eroded bridge foundation. The construction will begin in 2011. The improvement plans are being prepared by DRG Engineers.
- **Reforestation:** Funding continues at \$10,000 per year.
- **Turkey Creek Feasibility Study/Construction:** The U. S. Army Corps of Engineers (USACE) began a feasibility study in 2002. This is a joint project with Johnson County, Wyandotte County, Merriam and the U.S Army Corps of Engineers to address flooding concerns in the Upper Turkey Creek basin. The draft feasibility study was completed in spring 2010. USACE plans to hold open meetings to discuss the Feasibility Study and get public feedback. Construction timeframes are uncertain due to funding constraints at the Federal level, but the Corps will provide updates to the City after completion of the feasibility study. After the City adopts and accepts the study/options as outlined in the feasibility study, USACE will request City's participation and obligation of funds for final engineering. Final engineering is anticipated to take approximately 2 years; although no official estimate is available,

Five Year Capital Improvement Program Highlights

\$40,000 is currently programmed for this purpose. The project construction is not anticipated to occur before 2016 and has an estimated cost of over \$20 million, with the local entities' share at approximately 8% (\$1.6 million). As previously mentioned, this forecast includes a \$1.5 million GO bond to fund the construction portion of this project. The Merriam Drainage District's contribution would also count toward the local share.

- **Small Drainage Projects:** In 2011, Funding was increased from \$5,000 to \$50,000 per year for the rehabilitation/replacement of aging pipes which may cause structural failures of the street over the pipes. In order to be more effective with available funding, the City Engineer proposes to utilize emerging technology in pipe construction whenever possible. Various technologies are available and have been widely used. One such technology is lining the pipe instead of total replacement. Utilizing one of these technologies will save time in logistics of traffic control and reconstruction of street on top of the pipe, thus saving money. Another significant benefit is a reduction in risk of liability and safety related to trenching adjacent to house foundations and yards.
- **Storm Drain System Inventory:** City of Merriam has aging storm drain pipes that were installed as part of housing developments as far back as in the 1950s and 1960s. The standards for materials and construction were much different than what would be currently allowed. Many storm drain pipes were corrugated metal pipe (CMP) which is very susceptible to corrosion with salt application during the winter storms. Public Works Department made more frequent point repairs in recent years as they are notified of failures. Often times, it is difficult to determine where to stop the repair due to extend of damages already sustained in the pipe system. Staff highly recommends a comprehensive inventory and systematic prioritization for replacement of old storm drain pipe infrastructures. This work currently does not have any identifiable outside source of funding.
- **CIP Project Administration:** Beginning in 2012, no budget will be included in the 5-year plan for any administrative costs. Prior to 2009, this line item included all costs associated with CIP administration, including salaries, benefits and other incidentals. Following the absorption of CIP staff into the Community Development department, salary and benefits were shown as a reduction from the General Fund sales tax transfers to CIP. Beginning with the 2012 budget, the remaining incidental charges will be moved to the Community Development department budget with appropriate adjustments made to the CIP transfers from the General Fund.

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

- **70th Terrace Reinforced Concrete Box (RCB):** Staff submitted a Preliminary Engineering Study (PES) and a request for 75% matching funds to Johnson County Public Works for their Storm water Management Advisory Council (SMAC) funds for engineering and construction costs. Funding agreement for construction has not been executed pending final engineering plans and detailed engineer's estimate for construction. The engineering plans are being prepared and the project received Johnson County's Stormwater Management Advisory Council's Intent to Fund. The construction plans will be completed in the spring, 2011. Construction will begin in the summer, 2011.
- **Johnson Drive Bridge over Turkey Creek:** The final feasibility study determined that the bridge can be successfully rehabilitated. Bridge rehabilitation will significantly reduce the cost of construction as well as limit the impact of traffic on Johnson Drive. The project was qualified for BR/STP Funding administered by MARC for 2014. However, the funding level was reduced by MARC to 64% of eligible cost rather than typical 80% reimbursable rate for BR/STP program in order to extend the federal funds to more projects and municipalities. The funding is now \$896,000 which is 64% of qualifying engineer's estimate of \$1,400,000. Due to lack of staff resources and requirement of KDOT for continuous on-site inspection, staff will solicit consultant inspection service in accordance with KDOT's Qualification Based Selection (QBS). Construction inspection service is an eligible cost, however, cost of engineering design services is excluded from the grant reimbursement agreement.

Five Year Capital Improvement Program Highlights

- **Shawnee Creek Drainage Improvement Projects:** The project was identified in the Northeast Johnson County Watershed Study dated November 2006 as Turkey Creek tributary project 63 (TC 63). Shawnee Creek is a mostly unimproved channel. Preliminary Engineering Study was performed and determined that the project will be split into Shawnee Creek West (between Switzer Road to Farley Ave) and Shawnee Creek East (Between Farley Ave to Knox Ave). The project is still in Johnson County's Stormwater Management Advisory Council (SMAC) for final review and receipt of projects from all other Johnson County cities. The project selection is based on Cost/Benefit ratio calculated based on SMAC's guidelines. If approved for funding, SMAC will fund 75% of all costs associated with engineering and construction. Although, the project is split into two parts, if approved for funding, the project may need to be funded in the same year in order to take advantage of the SMAC funding.
- **South Quaker Creek Drainage Improvement Project:** The project was identified in the Northeast Johnson County Watershed Study dated November 2006 as Turkey Creek tributary project 61 (TC 61). Current reinforced concrete box (RCB) is undersized. At least eight (8) properties have reported flooding as well as street flooding in the 100-year storm event. Similar to other drainage improvement projects identified in the Northeast Johnson County Watershed Study, consultant has been selected as a part of Comprehensive PES to prepare a project specific PES for submission to Johnson County's SMAC program for funding. The project is estimated to cost approximately \$3,000,000. If approved for funding, SMAC will fund 75% of all costs associated with engineering and construction. City of Merriam's matching fund is approximately \$1,185,000.
- **Hocker Creek Drainage Improvement Project:** The project was identified in the Northeast Johnson County Watershed Study dated November 2006 as Turkey Creek tributary project 52 (TC 52). A combination of concrete lined and unimproved channel conveys flow through the backyard of homes that front Farley, Connell and Knox Streets. Several homes are located in 100-year flood plain. Knox Street is also prone to flooding more than 7 inches during a 10-year storm event. As part of Comprehensive PES project, an engineering consultant has been selected to prepare a PES for submission to Johnson County's SMAC program for funding. The project is estimated to cost approximately \$925,000. If approved for funding, SMAC will fund 75% of all costs associated with engineering and construction. City of Merriam's matching fund is approximately \$373,750.

Merriam Town Center District Projects

- **Johnson Drive Improvement:** Staff anticipates using the TIF funds to eliminate "whitecap" intersection at Antioch and Johnson Drive with full depth asphalt overlay and 2" mill/overlay of Johnson Drive from the railroad tracks to Mackey Road as allowed by the TIF boundary. The project will also include Projects encompass enhancements and maintenance within the district, transfers to General Fund and to General Projects for maintenance and other costs associated with the district. As explained in the Debt Obligation sections, delinquent special assessment taxes related to Merriam Pointe would result in increased usage of project funds. Projections indicate that additional projects may be programmed from this fund unless future delinquencies occur.
- **Vavra Park Enhancements:** This category included projects identified by the Parks and Recreation Board as well as enhancements directly related to the Merriam Village redevelopment. Completed projects include the retaining wall and fountain/landscaping feature for the Aquatic Center, the expansion and improvement of the Aquatic Center and parking lot, and the Vavra Park Pavilion. Annual rental and maintenance of the porta-potty will be moved to the I-35 Redevelopment District Maintenance budget. The remaining unprogrammed funds have been removed from the budget pending identification of specific projects. The only programmed project not yet complete is the Memorial Park, which is now identified as a separate project discussed below.
- **Memorial at Vavra Park:** A memorial was considered in the previous CIP program. Currently, \$40,000 of I-35 Redevelopment District Fund is allocated for this purpose. The project scope has not yet been determined. Staff will solicit recommendations from the Council for this project scope.

Five Year Capital Improvement Program Highlights

- **Municipal Complex Enhancements:** Staff proposes to reconfigure the upper parking lot at City Hall and make repairs to the lower parking lot. Merriam Public Works department would perform or supervise all necessary work. Unprogrammed funds have been removed from the budget pending identification of specific projects.
- **Miscellaneous I-35 Projects:** This budget includes items for the beautification of I-35 as well as continuity of the Merriam “theme” from the north to south City limits with banners, streetlights, etc. Staff proposes to add streetlights at W. Frontage Rd, Slater St., Eby St., and Johnson Dr. Staff also proposes to construct enclosures for the Chatlain Park porta-potty and dumpster.

Special Sales Tax Projects (Residential Streets) Expired December 2010.

- **Overall Construction Estimates:** In the previous years, in anticipation of significant increase in the cost of construction, the cost estimate for Residential Street projects has been adjusted up accordingly. Even with unstable commodity oil prices which affect construction material cost, the bids have come in very favorably for the City of Merriam. Residential streets are now estimated at \$450 per linear foot for construction. In total, Residential Street projects Groups III and IV are estimated to cost \$4.52 million for approximately 1.2 miles of residential street improvements. This cost estimate also includes a total of \$267,500 in contingency for special sales tax projects in the years 2011 – 2015 to allow for inflation in future years.
- **Residential Streets Group III North:** RSG III South was completed in 2010. RSG III North is in final engineering phase and will be ready for bid in spring, 2011. In previous CIP budget, RSG III North was programmed for construction in 2012. Due to realized savings from 47th Street, RSG III South, and other projects, RSG III North is now programmed for construction in 2011. The north portion includes Hardy, 63rd Terrace, 64th Street, and 65th Street. Splitting the project matches the construction costs with available revenue but keeps the project size large enough to attract contractors for bidding.
- **Residential Streets Group IV:** Because the current dedicated sales tax for residential streets ended in 2010, the significant revenue source for residential street construction ends. In addition, the significant increase in cost of construction (over original estimates) requires RSG IV to be programmed in 2013 for design and 2014 for construction, as in the prior year plan. Carter and Grant Streets (north of Johnson Drive) were originally programmed for construction with RSG II. However, due to funding shortfalls, these two streets were programmed with RSG IV construction. Again, with variable factors in anticipated revenue and volatility in prices of commodities, which affect construction costs, the programming year for construction of these two streets and engineer’s estimates for RSG IV may need to be re-evaluated yearly.
- **Farley Avenue Feasibility Study:** Farley Avenue between 67th Street and 69th Street is a very narrow rural street section. Pavement is only 20’ wide and lacks safety and drainage improvements along the stretch of the road. Due to lack of drainage improvements, the storm water naturally carved out a ditch along the side of the road, which overtops and drains to adjacent properties. There are 1,375 cars per day which travel this road. The study will help identify various improvement options and possible costs of each option. Farley Street is not eligible for outside funding. The cost of construction will be disproportionately high due to lack of access/right-of-way and precipitous fall on one side. Feasibility study is underway in 2011.

1/8 Cent Sales Tax Projects (Merriam Drive)

- **Allowable projects:** The 1/8 cent tax for Merriam Drive ended December 2005, but approximately \$230,000 in funds remains for eligible projects. The tax was collected for the purpose of improving the “Historic Merriam District” which is an area two blocks either side of Merriam Drive, from Shawnee

Five Year Capital Improvement Program Highlights

Mission Parkway to Antioch, within the corporate limits of the City. Such improvements may include parking, sidewalks, decorative lighting, sculptures, fountains, street/bridge improvements, signs, landscaping, stormwater improvements, and improvements to the farmer's market.

- Recently completed projects include an extension of Merriam's portion of the Streamway Trail connecting with Overland Park at Antioch Road, sound system and changeable message sign at the Farmer's Market.
- Johnson Drive Bridge over Turkey Creek: The Merriam Drive funds are eligible for use on this bridge rehabilitation. City Council supported a \$130,000 contribution toward the \$1.9 million project. The bridge was identified as a "priority bridge" in the Biennial Bridge Inspection report.
- Johnson Drive Burlington Northern/Santa Fe (BNSF) Rail Road Crossing: Johnson Drive Burlington Northern/Santa Fe (BNSF) Rail Road crossing has two tracks crossing at different elevations. The City of Merriam receives calls regarding roughness and concern for cars bottoming out or car suspension system. BNSF approached the City of Merriam with a proposal to reset the rails at more even elevations to minimize the rough driving conditions at this location. The BNSF will perform all engineering and the relocation of the rail. However, the cost of the concrete buffers between the two rail lines and paving transitions is the responsibility of the City of Merriam. Possible funding for this work is the 1/8 cent sales tax from the Merriam Drive Special sales tax. There is currently \$95,000 in available funds.

Five Year Capital Improvement Fund Forecast

	Audited 2010	Budget 2011	Estimated 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016
REVENUES								
Beginning Balance	\$ 6,685,889	\$ 4,721,258	\$ 7,277,601	\$ 5,118,691	\$ 5,588,246	\$ 5,283,663	\$ 4,772,952	\$ 5,641,109
Interest	90,788	25,000	40,000	25,000	25,000	25,000	20,000	25,000
Transfer from General Fund-Sales Tax	2,178,588	2,077,676	2,060,000	2,147,000	2,184,500	2,297,000	2,372,000	2,372,000
Transfer from Transient Guest Tax	58,000	25,000	25,000	-	-	-	-	-
Transfer from I-35 TIF Fund	1,286,115	1,400,324	1,455,641	1,364,299	1,339,697	1,319,954	1,306,294	1,292,361
Transfer from MTC TIF Fund	190,593	190,000	165,000	165,000	165,000	165,000	165,000	165,000
Proceeds from GO Bonds	3,587,788	-	-	-	-	-	-	-
Premium on Bonds	97,846	-	-	-	-	-	-	-
1/4 cent sales tax-Streets	1,077,018	-	-	-	-	-	-	-
1/ cent sales tax- Stormwater/Streets	-	1,060,000	1,055,000	1,055,000	1,075,000	1,130,000	1,170,000	1,170,000
Miscellaneous	412	-	-	-	-	-	-	-
Intergovernmental Grant	1,770,438	2,292,500	2,098,215	365,000	2,944,250	3,577,500	5,535,000	4,765,000
TOTAL REVENUES	\$ 17,023,476	\$ 11,791,758	\$ 14,176,457	\$ 10,239,990	\$ 13,321,693	\$ 13,798,117	\$ 15,341,246	\$ 15,430,470
EXPENDITURES								
Transfer to Bond & Interest Fund	\$ 2,365,983	2,444,028	2,444,028	2,463,744	2,510,530	1,184,365	147,637	158,313
Payment of General Obligation Bond	3,630,649	-	-	-	-	-	-	-
Transfer to General Fund	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Bond Issuance Costs	45,040	-	-	-	-	-	-	-
Reserve for Future Years	-	3,931,030	-	-	-	-	-	-
Capital Improvements	3,614,203	5,326,700	6,523,738	2,098,000	5,437,500	7,750,800	9,462,500	8,280,500
TOTAL EXPENDITURES	\$ 9,745,875	\$ 11,791,758	\$ 9,057,766	\$ 4,651,744	\$ 8,038,030	\$ 9,025,165	\$ 9,700,137	\$ 8,528,813

**Capital Improvement Program - Five Year Plan
Expense Summary by Project**

Project Name	Total Project Estimate	Expenditures Through 3/31/11
General Projects		
47th Street	\$ 2,582,405	\$ 2,582,405
47th & Switzer Curb/Gutter Project	52,913	52,913
55th Terrace /56th Terrace Drainage	355,000	-
Biennial Bridge Inspections	30,568	9,568
Bridge Repair - Johnson Dr/Turkey Creek	50,000	-
Bridge Repair - Shawnee Mission Pkwy/Turkey Creek	80,000	-
Bridge Repair Study - Johnson Dr. over Turkey Creek	16,438	16,438
Bridge Repairs - Shawnee Mission Pkwy/Mastin	352,258	342,258
CIP Project Administration	1,561,650	1,561,650
Corrugated Metal Pipe Replacement (47th/Eby/Antioch)	1,100,000	-
Economic Stimulus Grant	69,585	69,585
Farley St./Knox Ave. Drainage Improvements	235,000	-
Overlay Supplement	2,390,701	1,690,701
Reforestation	194,386	134,386
Residential Streetlight Program	719,349	359,349
Shawnee Creek Preliminary Eng Study	50,418	50,418
Shawnee Mission Pkwy Median Replacement	170,000	-
Small Drainage Projects - Replacement/Rehabilitation	300,000	-
Special Projects Engineering Services	170,809	20,809
Storm Drain System Inventory	350,000	-
Traffic Signal Coordination (Greenlight)	242,996	86,996
Traffic Signal ILAs with Overland Park	276,460	156,460
Transfer to 1/4 Cent Stormwater/Street Projects	2,050,000	-
Transfer to 1/4 Cent Tax Street Projects	4,350,000	1,500,000
Turkey Creek Feasibility Study	275,885	235,885
Waterfall Park Development Phase I	301,050	289,050
Contingency	596,514	246,514
Subtotal General Projects	18,924,384	9,405,384
I-35 Redevelopment District Projects		
I-35 Redevelopment District Maintenance (MHP, other)	196,364	31,444
Memorial Park at Vavra Park	40,000	-
Miscellaneous I-35 Projects 2011+	520,000	-
Municipal Complex Enhancements 2011/2012	115,000	-
Transfer from I-35 to General Projects for administration	756,991	451,991
Transfer to General Fund	989,000	471,500
Contingency	432,663	82,663
Subtotal I-35 Redevelopment District Projects	3,050,017	1,037,597
Merriam Town Center District Projects		
Projects from Merriam Town Center TIF Enhancement	825,000	-
Johnson Drive Curbing/Storm Drain Rehab	455,000	-
Subtotal Merriam Town Center District Projects	1,280,000	-
Special Sales Tax Projects - Streets		
Residential Street Group II Carter/Grant alternate	400,000	-
Residential Streets Group III	2,215,200	910,765
Residential Streets Group IV	2,305,300	-
Farley Avenue Street Feasibility Study	30,000	-
Contingency	440,000	-
Subtotal Special Sales Tax Projects - Streets	5,390,500	910,765

**Capital Improvement Program - Five Year Plan
Expense Summary by Project**

Remaining Anticipated Expenditures by Year					
2011	2012	2013	2014	2015	2016
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-
50,000	305,000	-	-	-	-
7,000	-	7,000	-	7,000	-
15,000	35,000	-	-	-	-
80,000	-	-	-	-	-
-	-	-	-	-	-
10,000	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	1,100,000
-	-	-	-	-	-
235,000	-	-	-	-	-
100,000	200,000	100,000	100,000	100,000	100,000
10,000	10,000	10,000	10,000	10,000	10,000
60,000	60,000	60,000	60,000	60,000	60,000
-	-	-	-	-	-
-	170,000	-	-	-	-
50,000	50,000	50,000	50,000	50,000	50,000
25,000	25,000	25,000	25,000	25,000	25,000
-	-	-	-	350,000	-
5,000	19,000	21,000	37,000	37,000	37,000
120,000	-	-	-	-	-
550,000	-	-	-	1,000,000	500,000
-	-	250,000	2,600,000	-	-
40,000	-	-	-	-	-
6,000	6,000	-	-	-	-
100,000	50,000	50,000	50,000	50,000	50,000
1,463,000	930,000	573,000	2,932,000	1,689,000	1,932,000
22,920	28,000	28,500	28,500	28,500	28,500
-	-	40,000	-	-	-
170,000	150,000	100,000	100,000	-	-
115,000	-	-	-	-	-
55,000	50,000	50,000	50,000	50,000	50,000
67,500	90,000	90,000	90,000	90,000	90,000
75,000	75,000	50,000	50,000	50,000	50,000
505,420	393,000	358,500	318,500	218,500	218,500
-	165,000	165,000	165,000	165,000	165,000
455,000	-	-	-	-	-
455,000	165,000	165,000	165,000	165,000	165,000
-	-	-	400,000	-	-
1,304,435	-	-	-	-	-
-	-	242,000	2,063,300	-	-
30,000	-	-	-	-	-
140,000	-	50,000	250,000	-	-
1,474,435	-	292,000	2,713,300	-	-

**Capital Improvement Program - Five Year Plan
Expense Summary by Project**

Project Name	Total Project Estimate	Expenditures Through 3/31/11
Special Sales Tax Projects - Merriam Drive		
Miscellaneous Merriam Drive Projects	39,055	33,299
Streamway Trail Extension to OP via Merriam Drive	60,000	59,225
Johnson Dr/BNSF Railroad Crossing Improvements	95,000	-
Johnson Drive Bridge Over Turkey Creek	130,000	-
Subtotal 1/8 Cent Sales Tax Projects - Merriam Drive	324,055	92,524
Special Sales Tax Projects - Stormwater/Streets		
70th Terrace Drainage Box	2,403,000	76,151
Antioch Park Creek Drainage	4,455,000	-
Comprehensive Engineering Study/PES	210,000	-
Hocker Creek Drainage (Connell to Knox)	925,000	-
Johnson Drive Bridge over Turkey Creek	1,770,000	-
Meyer Creek Drainage	3,305,000	-
S. Quaker Creek Drainage	3,000,000	-
Shawnee Creek Drainage - East (Farley to Knox)	2,233,000	-
Shawnee Creek Drainage - West (Switzer to Farley)	1,993,000	-
Contingency	775,000	-
Subtotal Special Sales Tax Projects - Streets	21,069,000	76,151
Turkey Creek Improvements Bond Issue		
Turkey Creek Construction	1,500,000	-
Total All Projects	\$ 51,537,956	\$ 11,522,420

**Capital Improvement Program - Five Year Plan
Expense Summary by Project**

Remaining Anticipated Expenditures by Year					
2011	2012	2013	2014	2015	2016
5,756	-	-	-	-	-
775	-	-	-	-	-
95,000	-	-	-	-	-
-	130,000	-	-	-	-
101,531	130,000	-	-	-	-
2,326,849	-	-	-	-	-
-	-	-	-	-	4,455,000
60,000	64,000	44,000	42,000	-	-
-	-	-	-	925,000	-
-	100,000	-	1,670,000	-	-
-	-	-	-	3,305,000	-
-	-	-	-	3,000,000	-
-	183,000	2,050,000	-	-	-
-	173,000	1,820,000	-	-	-
150,000	50,000	225,000	-	250,000	100,000
2,536,849	570,000	4,139,000	1,712,000	7,480,000	4,555,000
-	-	-	-	-	1,500,000
\$ 6,536,235	\$ 2,188,000	\$ 5,527,500	\$ 7,840,800	\$ 9,552,500	\$ 8,370,500

Project Listing

Page	Project	Description	Anticipated Construction Year
General Projects			
144	55th Ter. And 56th Ter. Drainage Improvement	from 56th Ter Cul-de-sac to Overland Park	2012
145	Biennial Bridge Inspection	Odd years as required by KDOT/FHWA	2012-2016
146	Bridge Repairs - Johnson Dr. over Turkey Creek (TC)	Preventative Maintenance and Repair	2012
147	Bridge Repairs - Shawnee Msn Pkwy over TC	Preventative Maintenance and Repair	2011
148	Corrugate Metal Pipe Rehab/Replacement (18"-60")	47th St/Eby St to Antioch Road	2016
149	Farley and Knox Drainage Improvement	5400 Block between Farley and Knox	2011
150	Overlay Supplement	Various Locations	2012
151	Residential Streetlight Program	Various Locations	2012-2016
152	Shawnee Msn Pkwy Median Replacement	Antioch Road to Craig Drive	2012
153	Small Drainage Projects	Various Pipes Replacement/Rehabilitation	2012-2016
154	Storm Drain System Inventory	Comprehensive Inventory and Prioritization	2015
155	Traffic Signal Coordination	Operation Green Light	2012-2016
156	Turkey Creek Feasibility Study/Construction	Entire Channel Through Merriam	Unknown
I-35 Redevelopment District Project			
157	Memorial at Vavra Park	Memorial at Vavra Park	2013
Merriam Town Center District Project			
158	Merriam Town Center Enhancement	Johnson Dr Rehab/Storm Drain Rehab	2011
Special Sales Tax Projects - Streets			
159	Residential Streets Group III	63rd Ter, 64th St, 65th St, 66th Ter, Hardy, Goodman, and Hemlock	2010/2011
160	Residential Streets Group IV	54th St, 55th Terr/56th St, Garner, Hayes	2014
161	Farley Avenue Feasibility Study (Study only)	W. 67th Street to W. 69th Street	2011
Special Sales Tax Projects - Merriam Drive			
162	Johnson Drive BNSF Rail Road Crossing	Geometric Improvement	2011
Special Sales Tax Projects - Stormwater/Streets			
163	70th Ter Drainage - Reinforced Concrete Box	Grandview St to Antioch Rd	2011
164	Antioch Park Creek Improvement	Antioch Road to 64th Pl	2016
165	Comprehensive Engineering Study	SMAC Eligible Drainage Projects PES	2012-2016
166	Hocker Creek Improvement	From 5737 Connell Dr to 5750 Knox Ave	2015
167	Johnson Drive Bridge over Turkey Creek	Bridge Rehabilitation	2014
168	Meyer Creek Improvement	Switzer Road to Farley Ave	2015
169	Shawnee Creek (West) Improvement	Switzer Road to Farley Ave (incl. Mastin)	2013
170	Shawnee Creek (East) Improvement	Farley Ave to Knox Ave	2013
171	S. Quaker Creek Improvement	Slater to Hardy (excl. Terrydale to Hadley)	2015

Impact on Operating Budget Summary by Project

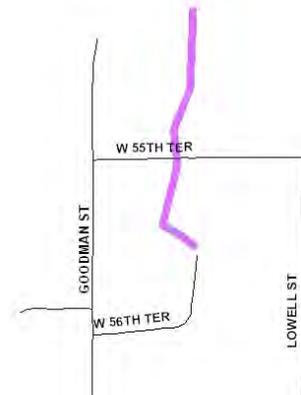
Project	Description	Annual Maintenance Costs
General Projects		
55th Ter. and 56th Ter. Drainage Improvement	from 56th Ter Cul-de-sac to Overland Park	\$ 100
Biennial Bridge Inspection	Odd years as required by KDOT/FHWA	-
Bridge Repairs - Johnson Dr. over Turkey Creek (TC)	Preventative Maintenance and Repair	-
Bridge Repairs - Shawnee Msn Pkwy over TC	Preventative Maintenance and Repair	-
Corrugated Metal Pipe Rehab/Replacement (18"-60")	47th St/Eby St to Antioch Road	-
Farley and Knox Drainage Improvement	5400 Block between Farley and Knox	40
Overlay Supplement	Various Locations	-
Residential Streetlight Program	Various Locations	-
Shawnee Msn Pkwy Median Replacement	Antioch Road to Craig Drive	-
Small Drainage Projects	Various Pipes Replacement/Rehabilitation	-
Storm Drain System Inventory	Comprehensive Inventory and Prioritization	-
Traffic Signal Coordination	Operation Green Light	-
Turkey Creek Feasibility Study/Construction	Entire Channel Through Merriam	-
I-35 Redevelopment District Project		
Memorial at Vavra Park	Memorial at Vavra Park	-
Merriam Town Center District Project		
Merriam Town Center Enhancement	Johnson Dr Rehab/Storm Drain Rehab	-
Special Sales Tax Projects - Streets		
Residential Streets Group III	63rd Ter, 64th St, 65th St, 66th Ter, Hardy, Goodman, and Hemlock	1,500
Residential Streets Group IV	54th St, 55th Terr/56th St, Garner, Hayes	1,500
Farley Avenue Feasibility Study (Study only)	W. 67th Street to W. 69th Street	-
Special Sales Tax Projects - Merriam Drive		
Johnson Drive BNSF Rail Road Crossing	Geometric Improvement	-
Special Sales Tax Projects - Stormwater/Streets		
70th Ter Drainage - Reinforced Concrete Box	Grandview St to Antioch Rd	320
Antioch Park Creek Improvement	Antioch Road to 64th Pl	-
Comprehensive Engineering Study	SMAC Eligible Drainage Projects PES	-
Hocker Creek Improvement	From 5737 Connell Dr to 5750 Knox Ave	-
Johnson Drive Bridge over Turkey Creek	Bridge Rehabilitation	-
Meyer Creek Improvement	Switzer Road to Farley Ave	-
Shawnee Creek (West) Improvement	Switzer Road to Farley Ave (incl. Mastin)	-
Shawnee Creek (East) Improvement	Farley Ave to Knox Ave	-
S. Quaker Creek Improvement	Slater to Hardy (excl. Terrydale to Hadley)	-
		<u>\$ 3,460</u>

55th Ter. and 56th Ter. Drainage Improvement

From 56th Ter Cul-de-sac to City of Overland Park



End of 56th Terrace looking north (8129 W. 56th Terrace)



Project Information

Project #:
Design year: 2011
Construction Year: 2012
Project Status: Conceptual
Project Engineer:
Contractor:

Project Description

Currently there is no storm drainage system on W. 56th Terrace. At the end of the Cul-de-sac of 56th Terrace, the storm water is conveyed via an open trench into side yard 8129 W. 56th Terrace then into an undersized pipe into another storm drain system. The storm drains system then outlets at the backyard of property at 8030 W. 55th Terrace and continues onto a downstream property that is in City of Overland Park. This project will be a joint project with City of Overland Park to maximize the benefit of the improvement. Preliminary feasibility study recommends, addition of a storm drain inlet at the end of 56th Terrace to convey the storm water via pipe and the end section of the storm drain should be realigned and the storm drain system should be buried and connect to the 4'x4' reinforced concrete box (RCB) recently constructed by City of Overland Park. This project is not SMAC Funding eligible.

Project Costs

Expenditures by Year:

	<u>2011</u>	<u>2012</u>	<u>Total</u>
ENGINEERING SERVICES	\$50,000		\$50,000
CONSTRUCTION		\$250,000	\$250,000
EASEMENT/ROW ACQUISITION		\$10,000	\$10,000
LEGAL		\$10,000	\$10,000
REFORESTATION		\$5,000	\$5,000
CONTINGENCY		\$30,000	\$30,000
TOTAL PROJECT COST:	\$50,000	\$305,000	\$355,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance. The storm drain inlets will be checked for debris and clearance of debris from the inlet boxes. The task is expected to take about 1 hour of 2 man-hours to clean, at \$20/hour in salary and benefits.

Anticipated annual increase in maintenance cost: \$100

Biennial Bridge Inspection

Odd years as required by KDOT/FHWA



Merriam Drive Bridge over Turkey Creek under repair

Project Information

Project #: GM0702
Construction Year: Odd year
Project Status: Varies
Project Engineer: GBA
Contractor:

Project Description

Merriam has eleven (and a half bridge shared with City of Overland Park) major bridges that require regular maintenance. Per biennial bridge inspection performed in October, 2009 in as required KDOT and the Federal Highway Administration and Kansas Department of Transportation. The report identified several bridge maintenance items that can be completed by Public Works or other forces as recommended by the inspection reports.

The City is now on schedule for biennial bridge inspections in the odd years (including 2011, 2013 and 2015 in this CIP) to meet the requirements of the Federal Highway Administration and Kansas Department of Transportation.

Project Costs

Expenditures by Year:

	<u>2011</u>	<u>2013</u>	<u>2015</u>	<u>Total</u>
BIENNIAL BRIDGE INSPECTIONS	\$16,568	\$7,000	\$7,000	\$30,568
TOTAL PROJECT COST:	\$16,568	\$7,000	\$7,000	\$30,568

Impact on Operating Budget

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

Bridge Repair - Johnson Drive over Turkey Creek

Preventative Maintenance and Repair



Johnson Drive Bridge over Turkey Creek



Project Information

Project #: GU1401
Construction Year: 2012
Project Status: Preliminary
Project Engineer:
Contractor:

Project Description

Johnson Drive Bridge over Turkey Creek was identified in the 2009 Biennial Bridge Inspection Report to be in need of repair/maintenance prior to the proposed major bridge reconstruction/repair. BR/STP funding for the structural repair of the bridge is programmed for 2014.

Project Costs

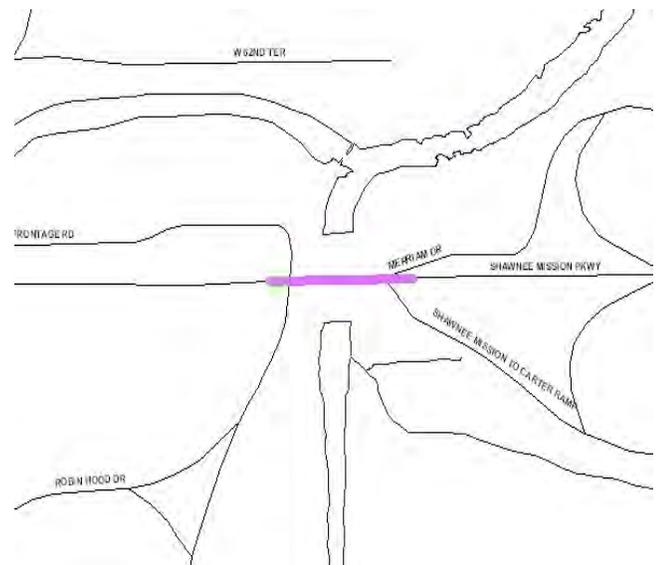
Expenditures by Year:

	<u>2011</u>	<u>2012</u>	<u>Total</u>
ENGINEERING SERVICES	\$15,000		\$15,000
CONSTRUCTION ESTIMATE		\$35,000	\$35,000
TOTAL PROJECT COST:	\$15,000	\$35,000	\$50,000

Impact on Operating Budget

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

Bridge Repair - Shawnee Mission Pkwy over Turkey Creek Preventative Maintenance and Repair



Shawnee Mission Pkwy Bridge over Turkey Creek

Project Information

Project #:
Construction Year: 2011
Project Status: Design
Project Engineer: DRG Engineers
Contractor:

Project Description

Shawnee Mission Pkwy Bridge over Turkey Creek was identified in the 2009 Biennial Bridge Inspection Report to be in need of repair/maintenance on the bridge footings due to erosion under the footing. Shale rock bottom is prone to erosion due to the soft nature of the rock and constant debris flow most likely exasperated the erosion. The Merriam Drainage District has agreed to share in the cost of repair (50/50) up to \$40,000 including the cost of engineering during their regular meeting in January, 2011. If the actual total construction cost exceeds the engineer's estimate for construction, Staff will request additional funding from to the Merriam Drainage District.

Project Costs

Expenditures by Year:

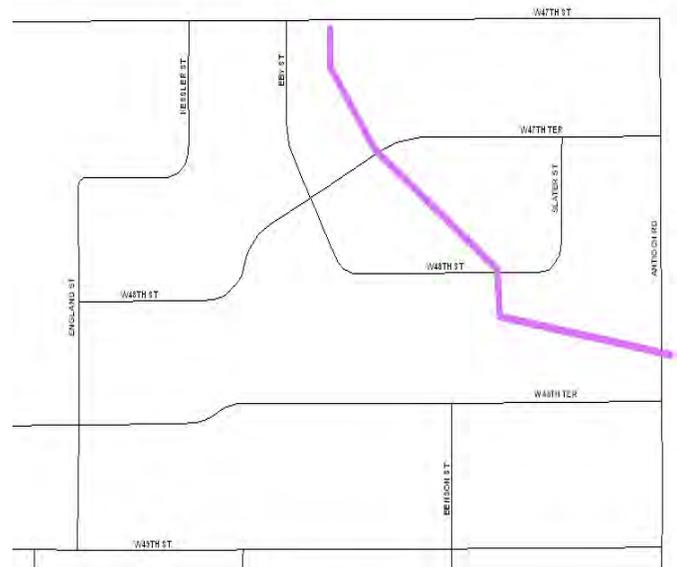
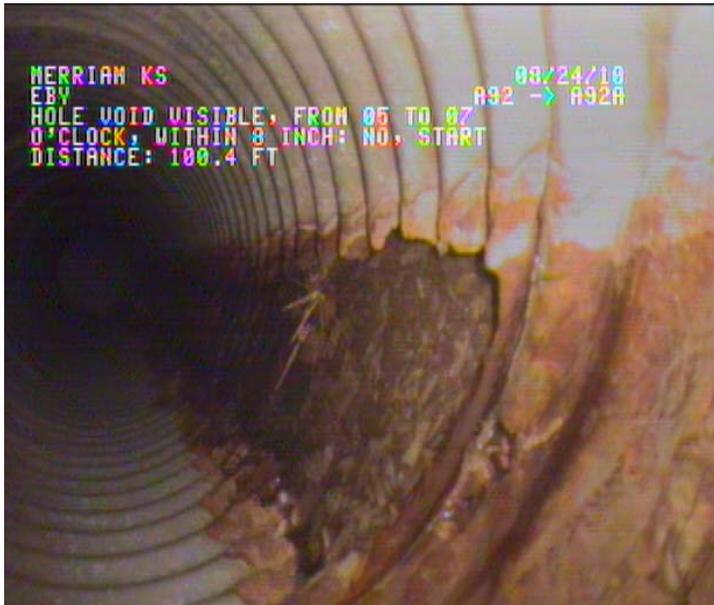
2011

ENGINEERING SERVICES	\$15,000
CONSTRUCTION ESTIMATE	\$65,000
TOTAL PROJECT COST:	\$80,000
CITY OF MERRIAM FUNDS	\$40,000

Impact on Operating Budget

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

Corrugated Metal Pipe Rehab/Replacement (18"-60") 47th Street/Eby Street to Antioch Road



From Video Inspection (8-24-10)

Project Information

Project #:
Construction Year: 2016
Project Status: Conceptual
Project Engineer:
Contractor:

Project Description

An aging storm drain system runs from Eby Street/47th Street to Antioch Road. The pipe size varies from 18" CMP to 42" CMP to 60" CMP south of 48th Street. Many sections of the pipes are beyond their design lives and structural integrity of the pipes is compromised. A portion of 60" CMP has collapsed and was repaired by Public Works in Spring 2010. Another section has failed and separated from the system on 48th Street. The Public Works Department secured the site for safety but has not been repaired yet. This project is a case in point for the need for the Storm Drain System inventory. Staff recommends utilizing trenchless technology whenever possible due to risk of liability of safety and property damage trenching adjacent to house foundations and yards. Approximate cost of trenchless technology = \$450/lf x 1600lf = \$720,000

Project Costs

Expenditures by Year:

	<u>2016</u>
PRELIMINARY COST EST.	\$720,000
REPAIR FAILED SECTIONS	\$100,000
CONTINGENCY	\$280,000
TOTAL PROJECT COST:	\$1,100,000

Impact on Operating Budget

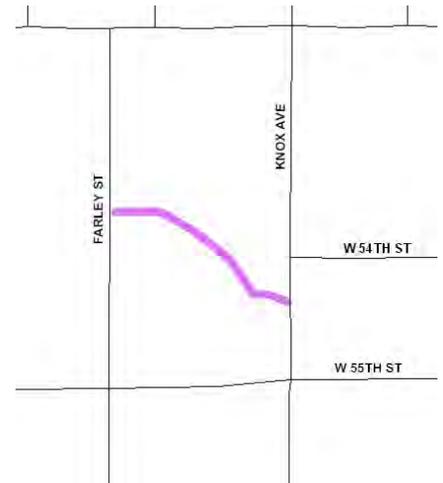
The project will produce savings for Public Works by eliminating constant maintenance and point repairs to the storm drain line.

Farley and Knox Drainage Improvement

5400 Block between Farley St. and Knox Ave.



Drainage Outlet on 5409 Farley



Project Information

Project #: GM1102
Construction Year: 2011
Project Status: Conceptual
Project Engineer: J2 Engineering
Contractor: Public Works

Project Description

The low point of Farley Street between 53rd and 55th Streets is at 5409 Farley Street where a catch basin is located and the storm drainage system outlets in the side/back yard of 5409 Farley Street. The water leaving the storm drain crosses four downstream properties as it makes its way to an existing creek. Per a preliminary feasibility study, end sections of the storm drain should be realigned and the storm drain system should be enclosed and connect to an existing 42 inch storm drain on Knox which is discharged to the creek. This project is not SMAC Funding eligible.

Project Costs

Expenditures by Year:

	<u>2011</u>
ENGINEERING SERVICES	\$30,000
CONSTRUCTION	\$150,000
EASEMENT/ROW ACQUISITION	\$10,000
LEGAL	\$10,000
REFORESTATION	\$5,000
CONTINGENCY	\$ 30,000
TOTAL PROJECT COST:	\$235,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance. The storm drain inlets will be checked for debris and clearance of debris from the inlet boxes. The task is expected to take about 1 hour of 2 man-hours to clean, at \$20/hour in salary and benefits.

Anticipated annual increase in maintenance cost: \$40

Overlay Supplement

Various Locations



Residential Street (spring, 2011)

Project Information

Project #:
Construction Year: 2012-2016
Project Status: Preliminary
Project Engineer:
Contractor:

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 of \$200,000 in 2012. Currently, the City of Merriam receives approximately \$275,000 annually in gas taxes. As funds become available, Staff expects to provide for similar funding in 2012, 2014 and 2015. State budget shortfalls continue to place Special Highway Fund revenues in jeopardy. If State funding is significantly cut, it may become necessary to provide for even larger supplements if we wish to maintain the overlay program.

Project Costs

Expenditures by Year:

	<u>2011/Prior</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Total</u>
Construction	\$1,790,701	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$2,390,701
TOTAL COST:	\$1,790,701	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$2,390,701

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 #:
Construction Year: 2012 - 2016
Project Status: Ongoing
Project Engineer: N/A
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 converted from rural to urban sections. The new systems are installed and maintained by Public Works crews.

Project Costs

TOTAL PROJECT COST: \$60,000/year

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.

Shawnee Mission Pkwy Median Replacement Antioch Road to Craig Drive



Shawnee Mission Pkwy Median

Project Information

Project #:
Construction Year: 2012
Project Status: Preliminary
Project Engineer: City Engineer
Contractor:

Project Description

The Shawnee Mission Parkway median has been in despair for many years. KDOT has agreed to improve the portion from Antioch Road to the I-35 ramps. The KDOT will begin construction sometime in the Spring/Summer of 2011. Per discussions with KDOT, the curb medians from Antioch Road to Craig Road (eastern City limit) will be the responsibility of the City of Merriam.

Project Costs

Expenditures by Year:

	<u>2012</u>
FINAL ENGINEERING	\$10,000
CONSTRUCTION	\$150,000
CONTINGENCY	\$10,000
TOTAL PROJECT COST:	\$170,000

Impact on Operating Budget

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

Small Drainage Projects

Various Pipes Replacement/Rehabilitation



Project Information

Project #:
Program Year: On-going
Construction Year: 2012 - 2016
Project Status: Varies
Project Engineer: City Engineer
Contractor: Public Works for spot repairs
 Utilize Trenchless Technology if possible

Project Description

City of Merriam has aging drainage infrastructures including Corrugated Metal Pipes (CMP) and Reinforced Concrete Pipe (RCP) that are either at risk of failure or undersized. The City Engineer and the Public Works Director have identified several pipes that need rehabilitation or replacement. Many CMP pipes that are more than 15 years old are at risk for failure. In order to be more effective with limited available funding, the City Engineer proposes to utilize emerging technology in pipe installation. Various trenchless technologies are available and have been widely used throughout North America. Such trenchless pipe installation technologies include Cast-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.

Project Costs

ENGINEERING SERVICES	\$50,000/Year
TOTAL PROJECT COST:	\$50,000/Year

Impact on Operating Budget

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

Storm Drain System Inventory

Comprehensive Inventory and systematic prioritization for replacement



Existing Pipe from Video Inspection (spring, 2011)

Project Information

Project #:
Engineering: 2015
Construction Year: Unknown
Project Status: Unknown
Project Engineer:
Contractor:

Project Description

City of Merriam has aging storm drain pipes that were installed as part of housing developments as far back as in the 1950s and 1960s. The standards for materials and construction were much different than what would be currently allowed. Many storm drain pipes were Corrugated Metal Pipe (CMP) which is very susceptible to corrosion with salt application during the winter storms. The Public Works department has made more frequent point repairs in recent years as they are notified of failures. Often times, it is difficult to determine where to stop the repair due to extend of damages already sustained in the pipe system. Staff highly recommends a comprehensive inventory and systematic prioritization for replacement of old storm drain pipe infrastructures. This work currently does not have any identifiable outside source of funding.

Project Costs

Expenditures by Year:

	<u>2015</u>
ENGINEERING SERVICES	\$350,000
TOTAL PROJECT COST:	\$350,000

Impact on Operating Budget

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

Traffic Signal Coordination

Operation Green Light



Project Information

Project #:
Construction/Operations Year: 2009 -2016
Project Status: Construction/Maintenance
Project Engineer: MARC
Contractor:

Project Description

Operation Green Light (OGL) is one of the ways that the Mid-America Regional Council is attempting to address concerns of traffic congestion in the metro. This program is a system wide approach to coordinating traffic signals in an effort to minimize congestion for the sake of health and welfare of the community. The City of Merriam's contribution to this project is monetary and is based on the number of signals participating in the MARC's network of coordinated system. Merriam will benefit greatly with Johnson Drive and Shawnee Mission Parkway being identified as priority corridors to receive coordination. The City of Merriam has 23 participating intersections of which 9 intersections are shared with adjacent cities.

All participating intersections have received upgraded hardware in 2009-2010. MARC is working to connect these all intersections to MARC system to be monitored and coordinated to improve traffic on Shawnee Mission Parkway, Johnson Drive, Antioch Road and 75th Street. MARC received federal subsidy for 2009 to 2013 which was passed down to the participating cities. The City of Merriam's participating costs range from \$6,600 in 2009 to \$17,000 in 2013. After 2013, without Federal subsidy, funding will go back to \$32,994/year +\$4000/year for other maintenance expenses.

Project Costs

Expenditures by Year:

	<u>2011/Prior</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Total</u>
TOTAL PROJECT COST:	\$91,996	\$19,000	\$21,000	\$37,000	\$37,000	\$37,000	\$242,996

Impact on Operating Budget

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

Turkey Creek Feasibility Study

Entire Channel through Merriam



Turkey Creek

Project Information

Project #: GM0204
Construction Year: Unknown
Project Status: Feasibility Study Phase
Project Engineer: US Army Corp of Engineers
Contractor:

Project Description

The US Army Corp of Engineers (USACE) has conducted a Reconnaissance Study of the Turkey Creek Basin in Johnson and Wyandotte Counties. The Corp has determined that further study in the nature of a "Feasibility Phase Study" is required to assess the extent of Federal interest in participating in a solution to the identified problem. 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 more precisely define flood mitigation options and funding sources for potential construction of those options. Total cost of study lead by USACE is \$2,463,600. After soliciting participation from Johnson County and Unified Government in assisting the City of Merriam to secure funding for the study, the City of Merriam's share is \$247,078. A reasonable cost estimate for construction will not be available until the feasibility study is complete and all the cities and counties have adopted the study. USACE will then require Merriam's participation and obligation of funds for final engineering. It is anticipated that final engineering will take additional two years. City will need to secure CIP funds for final engineering and General Obligation (GO) bond fund and request funding from SMAC/JOCO for construction when the project is ready to move forward.

Project Costs

	Expenditures by Year:		
	<u>2011/prior</u>	<u>2012</u>	<u>Total</u>
ENGINEERING SERVICES	\$275,885		\$275,885
FINAL ENGINEERING/CONST.		\$1,500,000	\$1,500,000
TOTAL PROJECT COST:	\$275,885	\$1,500,000	\$1,777,885

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget. The creek bed and area adjacent to the creek already requires maintenance. However, smoother flow of the creek may result in reduced maintenance.

Memorial at Vavra Park

A Memorial



Vavra Park

Project Information

Project #:
Construction Year: 2013
Project Status: Preliminary On-going
Project Engineer:
Contractor: Public Works and others.

Project Description

A type of memorial to be installed at the Vavra Park is still to be determined. As part of Vavra Park Enhancement, the water fountain buffer feature, and picnic shelter was installed in 2009. The buffer feature fountains and basins were completed in spring of 2009. Other programmed costs include an amount for annual maintenance of the porta-potty for the new shelter and \$40,000 for a memorial park; unprogrammed costs total \$100,000.

The Vavra Park Project is funded as part of the expanded I-35 Redevelopment District.

Project Costs

Expenditures by Year:

	<u>2013</u>
TOTAL PROJECT COST:	\$40,000

Impact on Operating Budget

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

Merriam Town Center Enhancement

Johnson Dr. Rehab. And Storm Drain Rehab.



Project Information

Project #:
Design: 2010
Construction Year: 2011
Project Status: Final Design
Project Engineer: City Engineer/Affinis Corp. for emergency survey/design
Contractor:

Project Description

Merriam receives a State guaranteed payment for each of our two TIF districts each year. These payments are related to a statutory settlement between the State and cities with TIF districts established prior to 1996 with the major change in the state school mill levy earlier in the 1990's. The 1998 bond issue was retired in 2008. Starting in 2009, the State guarantee payment must be used for projects and enhancements within the Merriam Town Center TIF district. Staff anticipates using the 2010-11 funds to eliminate the damaged "whitecap" at the intersection of Antioch Rd. and Johnson Dr. and 2" mill/overlay of Johnson Drive from the Railroad tracks to east of Antioch Road as allowed in the TIF boundary. During the harsh winter of 2010-2011, most of the curb medians at the Johnson Drive/Antioch Road are irreparably weathered/damaged. Staff recommends removal/replacement of the median curbs and re-construction of a storm drain pipe that crosses Johnson Drive near Eby St.

Project Costs

Expenditures by Year:

2011

ENGINEERING	\$15,000
CONSTRUCTION ESTIMATE	\$430,000
CONTINGENCY	\$10,000
TOTAL PROJECT COST:	\$455,000

Impact on Operating Budget

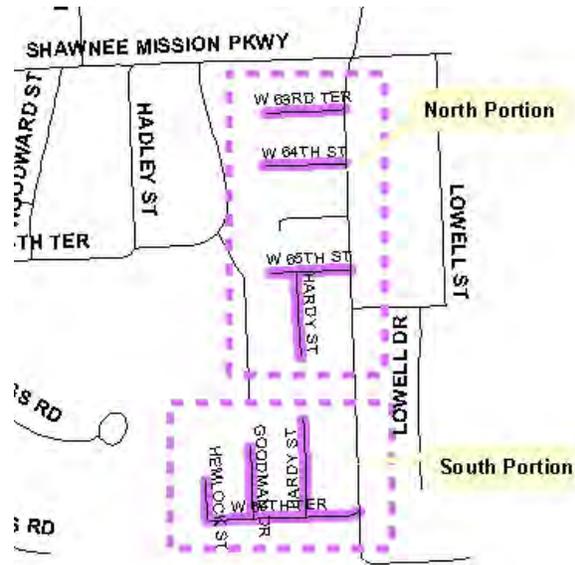
This project is not expected to have a significant effect on the operating budget.

Residential Streets Group III

63rd Ter., 64th St, 65th St, 66th Ter., Hardy St, Hemlock St, Goodman Dr.



65th Street West of Craig Rd



Project Information

Project #: GM1001
Construction Year: 2010 (South), 2011 (North)
Project Status: Final Design
Project Engineer: Affinis Corporation
Contractor:

Project Description

The proposed street improvement project includes the conversion of seven ditch section streets to curb and gutter streets with sidewalk on one side and improved storm drainage. Upgraded street lighting will be installed. Residents along the section of Hardy, north of 66th Terrace have submitted a petition requesting that this remain a rural section of street. Due to budget constraints, staff recommends that this project be divided in half for construction to match revenues with project expenditures. Design for the entire project would be completed in 2009. The south portion of the project (66th Terrace, Hemlock, Goodman and Hardy) would be constructed in 2010. The north portion of the project (63rd Terrace, 64th Street, 65th Street and Hardy) would be completed in 2012. This project will be funded by the special sales tax for residential streets approved in August 2005.

<u>Project Costs</u>	2010	2011	<u>PROJECT TOTAL</u>
	<u>SOUTH PORTION</u>	<u>NORTH PORTION</u>	
ENGINEERING SERVICES	\$118,000	\$125,500	
CONSTRUCTION	\$651,300	\$1,150,000	
EASEMENT/ROW ACQUISITION	\$5,200	\$5,100	
LEGAL	\$500	\$4,000	
REFORESTATION	\$3,300	\$4,500	
STREET LIGHTS	\$27,800	\$30,000	
CONTINGENCY		\$90,000	
PROJECT COST:	(Actual cost) \$806,100	\$1,409,100	\$2,215,200

Impact on Operating Budget

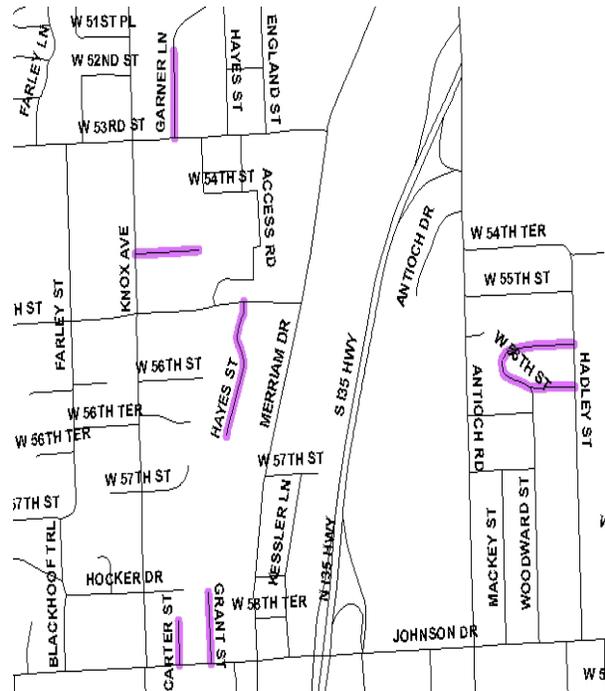
Upon completion, this project will be maintained as part of the City's nine year street overlay program and the with new asphalt surface, the street will be moved toward the end of the overlay rotation. A project this size will involve 18 or more drain boxes that will be added to City's semi-annual drain cleaning program. Each box takes about 2 man-hours to clean, at \$20/hour in salary and benefits. The Public Works department will install, inspect and maintain the upgraded, metered streetlights. Anticipated annual increase in maintenance cost: \$1,500

Residential Streets Group IV

54th St, 55th Ter/56th St, Garner, Hayes



54th Street East of Knox



Project Information

Project #:
Design Year: 2013
Construction Year: 2014
Project Status: Programmed
Project Engineer: Affinis Corporation
Contractor:

Project Description

This street improvement project includes the conversion of five ditch section streets to curb and gutter streets with improved storm drainage. Sidewalk is envisioned on one side of the street. Upgraded street lighting will be installed. This project will be funded by the special sales tax for residential streets approved in August 2005. Due to budget constraints, Staff recommends this project would be designed in 2013 and constructed in 2014. Carter and Grant (north of Johnson Drive) originally scheduled for construction in 2009 as part of Residential Streets Group II would be grouped with this project for construction in 2014.

Project Costs

	Expenditures by Year:		
	2013	2014	Total
ENGINEERING SERVICES	\$242,000		\$242,000
CONSTRUCTION		\$1,775,000	\$1,775,000
EASEMENT/ROW ACQUISITION		\$12,100	\$12,100
LEGAL		\$10,000	\$10,000
REFORESTATION		\$11,000	\$11,000
STREET LIGHTS		\$77,700	\$77,700
CONTINGENCY		\$177,500	\$177,500
TOTAL PROJECT COST:	\$242,000	\$2,063,300	\$2,305,300

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an upgrade of an existing street. Upon completion, this project will be maintained as part of the City's nine year street overlay program. Since the street will have a new surface, it can be moved toward the end of the overlay rotation. However, the new curb and gutter upgrade will add more drainage structures to the City's semiannual drain cleaning program. A project this size will involve 18 or more drain boxes. Each box takes about 2 man-hours to clean, at \$20/hour in salary and benefits. The Public Works department will install, inspect and maintain the upgraded, metered streetlights.

Anticipated annual increase in maintenance cost: \$1,500

Farley Avenue Feasibility Study

W. 67th Street to W. 69th Street



Farley Avenue looking north



Project Information

Project #: GM1108
Program Year: 2011
Project Status: Feasibility Study
Project Engineer: Phelps Engineering, Inc. (PEI)
Contractor: None – Study only

Project Description

Farley Avenue between 67th Street and 69th Street is currently a very narrow rural street section. Pavement is only 20' wide and there are safety concerns with such a narrow street width. Due to lack of drainage inlets, the side of the road acts as natural ditch, which overtop and drain to adjacent properties. Per recent traffic counts by the Public Works department, this portion of Farley Avenue has 710 Northbound/662 Southbound vehicles per day. Farley Avenue is not identified in the Johnson County's map of functional classified street and is **not** eligible for funding from the County's CARS program. Due to lack of access for construction and precipitous fall on one side, construction of a full street section will be disproportionately more expensive compared with other residential streets. The purpose of the Feasibility Study will be to provide the City with various street improvement options and costs. This project study will be funded by the special sales tax for CIP improvements as approved by voters in January, 2010.

Project Costs

Expenditures by Year:

	<u>2011</u>
CONSULTANT SERVICES	\$30,000
TOTAL PROJECT COST:	\$30,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an improvement of a rural section, cost of maintenance will depend of the type of improvements proposed per the Feasibility Study.

Anticipated annual increase in maintenance cost: Unknown at this time.

Johnson Drive BNSF Rail Road Crossing Geometric Improvement



Johnson Drive at BNSF Rail Road

Project Information

Project #: GM1107
Design Year: 2011
Construction Year: 2011
Project Status: In design by BNSF
Project Engineer: BNSF
Contractor: BNSF and Public Works

Project Description

Johnson Drive Burlington Northern/Santa Fe (BNSF) Rail Road crossing has two tracks crossing at different elevations. The City of Merriam receives calls regarding roughness and concern for cars bottoming out or car suspension system. BNSF approached the City of Merriam with a proposal to reset the rails at more even elevations to minimize the rough driving conditions at this location. The BNSF will perform all engineering and the relocation of the rail. However, the cost of the concrete buffers between the two rail lines and paving transitions is the responsibility of the City of Merriam. Possible funding for this work is the 1/8 cent sales tax from the Merriam Drive Special sales tax. There is currently \$95,000 in available funds.

Project Costs

Expenditures by Year: **2011**

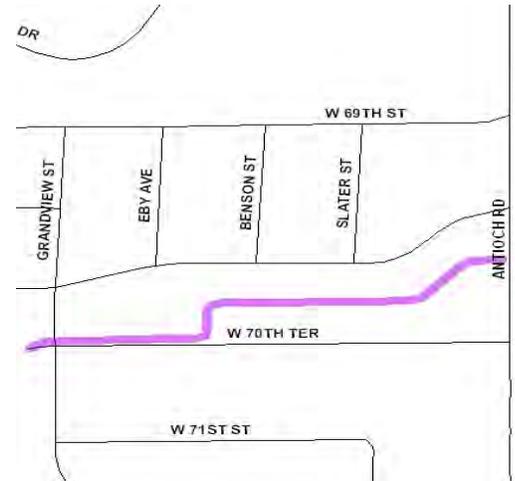
<u>TOTAL PROJECT COST</u>	\$95,000
TOTAL PROJECT COST:	\$95,000

Impact on Operating Budget

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

70th Terrace Drainage - Reinforced Concrete Box

Grandview St. to Antioch Rd.



70th Terrace looking west at Antioch Road

Project Information

Project #: GS1101
Construction Year: 2011
Project Status: Final Engineering Plans
Project Engineer: J2 Engineering
Contractor:

Project Description

The Preliminary Engineering Study (PES) recommends replacement of the structurally and capacity deficient Reinforced Concrete Box (RCB) to eliminate flooding of four (4) properties and street flooding along the drainage areas immediately surrounding the RCB. The Project limit is between Grandview Street and Antioch Road. RCB functions as a sidewalk and driveway approaches to the homes on 70th Terrace. The City anticipates revenue from Johnson County's Stormwater Management Advisory Council (SMAC) Stormwater Management Program (SMP) at 75% match for engineering and qualified construction cost. Pending SMAC SMP funding approval, final engineering will begin in 2010 and construction in 2011.

Project Costs

Expenditures by Year:

2011

PRELIMINARY ENGINEERING	\$24,500
EST. ENGINEERING SERVICES*	\$139,000
CONSTRUCTION*	\$1,864,000
EASEMENT/ROW ACQUISITION	\$20,000
LEGAL SERVICES	\$20,000
CONTINGENCY	\$335,500
TOTAL PROJECT COST:	\$2,403,000
EST. 75% SMAC MATCH*	-\$1,502,250
CITY OF MERRIAM FUNDS	\$900,750

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an upgrade of an existing infrastructure. By eliminating street flooding with the improved infrastructure, overall service life of the street is increased. Upon completion, this project will be maintained as part of the City's semi-annual storm drainage maintenance program. This project will involve approximately four (4) new drain boxes. Each box takes about two (2) man-hours to clean, at \$20/hour in salary and benefits. Anticipated annual increase in maintenance cost: \$320

Antioch Park Creek Improvement

Antioch Road to 64th Place



Antioch Park Creek

Project Information

Project #:	
Design Year:	2014-2015
Construction Year:	2016
Project Status:	Preliminary Engineering Study (PES)
Project Engineer:	Consultant to be selected
Contractor:	

Project Description

This project is identified in the Northeast Johnson County Watershed Study, dated 11-20-06, as Turkey Creek Tributary Project 60 (TC60). Five buildings are prone to flooding during a 100-yr (1%) storm between W. 64th Pl and W. 66th St. A double 8'x7' reinforced concrete box (RCB) carries the water flow under Antioch Road and the open channel crosses the properties that are prone to flooding. Antioch Road also floods during 1% storms by 1.7 ft. The existing channel lacks capacity. Ten (10) homes on 70th Street are in the 100-year flood level per the study. This project will be funded by the special sales tax for CIP improvements as approved by voters in January, 2010. This project will be eligible for SMAC funding pending completion of a PES. SMAC Funding will fund 75% of engineering consultant services and construction costs.

Project Costs

Expenditures by Year:

	<u>2016</u>
PRELIMINARY ENGINEERING*	\$20,000
FINAL ENGINEERING*	\$600,000
CONSTRUCTION*	\$3,000,000
EASEMENT/ROW ACQUISITION	\$20,000
LEGAL	\$20,000
REFORESTATION	\$20,000
CONTINGENCY	\$ 775,000
TOTAL PROJECT COST:	\$4,455,000
EST. 75% SMAC MATCH*	-\$2,715,500
CITY OF MERRIAM FUNDS	\$1,740,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an improvement of an unlined channel and enlargement of existing. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance. The concrete lined channel will be checked for debris and clearance of debris from the channel.

Comprehensive Engineering Study

SMAC Eligible drainage projects Preliminary Engineering Study (PES)



Project Information

Project #:
Program Year: 2012-2016
Construction Year: 2014 - 2015
Project Status: Preliminary
Project Engineer: J2 Engineering

Project Description

The Northeast Johnson County Watershed Study was completed Fall 2006. The report identified thirteen (13) problem drainage areas. These watershed areas are all tributary to Turkey Creek which traverses from south to north of the City of Merriam to Kansas City, KS. With the recent passage of special ¼ cent CIP sales tax for street, bridge and drainage improvements, Staff plans to contract with a consultant engineer to begin the Preliminary Engineering Study (PES) for submittal to Johnson County Public Works Stormwater Management Advisory Council (SMAC) program for possible 75% matching funds for engineering and construction. The PES will allow the projects to be ranked and prioritized for funding. Staff recommends beginning Shawnee Creek PES immediately and then following up with rest of the projects as identified in the NE Johnson County Watershed Study. Tentatively, there are ten (10) PESs planned with this program. Some projects may be combined or split to make the project more favorable for funding from SMAC as well as with CIP funding availability.

Project Costs

	Expenditures by Year:				
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Total</u>
ENGINEERING SERVICES	\$60,000	\$64,000	\$44,000	\$42,000	\$210,000
TOTAL PROJECT COST:	\$60,000	\$64,000	\$44,000	\$42,000	\$210,000

Impact on Operating Budget

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

Hocker Creek Improvement

From 5737 Connell Dr. to 5750 Knox Ave



West of Knox Ave between W. 57th and Hocker Dr.



Project Information

Project #:
Design Year: 2013-2014
Construction Year: 2015
Project Status: Preliminary Engineering Study (PES)
Project Engineer: Consultant to be selected
Contractor:

Project Description

This project is identified in the Northeast Johnson County Watershed Study, dated 11-20-06, as Turkey Creek Tributary Project 52 (TC52). A combination of concrete lined and unimproved channel conveys flows through the backyards of the houses that front Farley, Connell and Knox Streets. Several homes including 5750 and 5719 Knox Street are located in 100-year (1%) flood plains. In addition to house flooding, the Knox Street floods to a depth of more than 7 inches in a 10-year (10%) storm events. This project will be funded by the special sales tax for CIP improvements as approved by voters in January, 2010. This project will be eligible for SMAC funding pending completion of a PES. SMAC Funding will fund 75% of engineering consultant services and construction costs.

Project Costs

Expenditures by Year:

	2015
PRELIMINARY ENGINEERING*	\$15,000
FINAL ENGINEERING*	\$120,000
CONSTRUCTION*	\$600,000
EASEMENT/ROW ACQUISITION	\$10,000
LEGAL	\$15,000
REFORESTATION	\$15,000
CONTINGENCY	\$150,000
TOTAL PROJECT COST:	\$925,000
EST. 75% SMAC MATCH*	-\$551,250
CITY OF MERRIAM FUNDS	\$373,750

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an improvement of an existing channel. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance. The concrete lined channel will be checked for debris and clearance of debris from the channel.

Johnson Drive Bridge over Turkey Creek

Bridge Rehabilitation



Johnson Drive Bridge Over Turkey Creek



Project Information

Project #:
Design Year: 2012-13
Construction Year: 2014
Project Status: Feasibility Study - GBA
Project Engineer:
Contractor:

Project Description

The biennial bridge inspection report performed in 2007 identified the Johnson Drive Bridge over Turkey Creek as a priority bridge for rehabilitation/replacement. In 2009, Staff solicited consultant services for a Feasibility Study to determine the best course of action for the bridge. The draft Feasibility Study determined that the bridge can be rehabilitated at a cost of approximately \$1.4 million. Completion of the Feasibility Study will also aid the City of Merriam in applying for State/Federal funding needed for construction. \$130,000 from 1/8 cent Merriam Drive Sales Tax is allocated for the project. Staff submitted a BR/STP funding application, which is administered by Mid-America Regional Council (MARC). The project qualified for funding. However, the MARC board reduced the funding across all eligible projects to 80% of the requested BR/STP amount. Staff will also investigate additional funding through the County's CARS program.

Project Cost

Expenditures by Year:

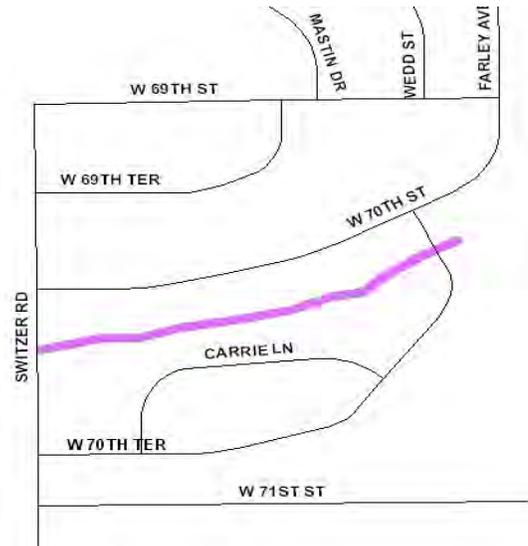
	<u>2012</u>	<u>2014</u>	<u>Total</u>
FEASIBILITY STUDY	\$20,000		\$20,000
FINAL ENGINEERING SERVICES	\$210,000		\$210,000
CONSTRUCTION*		\$1,400,000	\$1,400,000
EASEMENT/ROW ACQUISITION		\$10,000	\$10,000
LEGAL SERVICES		\$10,000	\$10,000
CONTINGENCY		\$250,000	\$250,000
TOTAL PROJECT COST:	\$230,000	\$1,670,000	\$1,900,000
EST. 64% BR/STP MATCH*		-\$896,000	-\$896,000
CITY OF MERRIAM FUNDS	\$230,000	\$774,000	\$1,004,000

Impact on Operating Budget

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

Meyer Creek Improvement

Switzer Road to Farley Ave



Meyer Creek

Project Information

Project #:
Design Year: 2013-2014
Construction Year: 2015
Project Status: Preliminary Engineering Study (PES)
Project Engineer: Consultant to be selected
Contractor:

Project Description

This project is identified in the Northeast Johnson County Watershed Study, dated 11-20-06, as Turkey Creek Tributary Project 53 (TC53). A concrete lined channel runs through the backyards of homes on 70th Street and Carrie Lane. The existing channel lacks capacity. Ten (10) homes on 70th Street are in the 100-year flood plain per the study. The preliminary recommendation is to match the size of the channel on W. 70th Terrace which is 20' wide and 6' tall. This project will be funded by the special sales tax for CIP improvements as approved by voters in January, 2010. This project will be eligible for SMAC funding pending completion of a PES. SMAC will fund 75% of engineering consultant services and construction costs.

Project Costs

Expenditures by Year:

	<u>2015</u>
PRELIMINARY ENGINEERING*	\$25,000
FINAL ENGINEERING*	\$300,000
CONSTRUCTION*	\$2,500,000
EASEMENT/ROW ACQUISITION	\$30,000
LEGAL	\$30,000
REFORESTATION	\$30,000
CONTINGENCY	\$ 390,000
TOTAL PROJECT COST:	\$3,305,000
EST. 75% SMAC MATCH*	-\$2,118,750
CITY OF MERRIAM FUNDS	\$1,186,250

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an improvement of an unlined channel. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance. The concrete lined channel will be checked for debris and clearance of debris from the channel.

Shawnee Creek (West) Improvement Switzer Road to Farley Ave (Includes Mastin Drainage)



Shawnee Creek West at Switzer Road

Project Information

Project #:
Design Year: 2012
Construction Year: 2013
Project Status: Preliminary Engineering Study (PES)
Project Engineer: Consultant to be selected
Contractor:

Project Description

This project was identified in the Northeast Johnson County Watershed Study, dated 11-20-06, as Turkey Creek Project 63 (TC63). This unimproved Turkey Creek tributary conveys drainage behind the residences that are prone to flooding as well as several other properties whose backyards are seriously compromised due to erosion into the creek. This project will be funded by the special sales tax for CIP improvements as approved by voters in January, 2010. This project will be eligible for SMAC funding pending completion of a PES. SMAC will fund 75% of engineering consultant services and construction costs. Residents and property owners of Brookhaven Homes on 5th Street/Farley Lane submitted a petition of agreement in support of improvement in 2008. The copies of these petition is attached as Appendix A. In conjunction with this project, replacement of Corrugated Metal Pipe (CMP) pipe under Switzer Road is eligible for SMAC and City of Shawnee has shown support for a joint project.

Project Costs

Expenditures by Year:

	<u>2012</u>	<u>2013</u>	<u>Total</u>
FINAL ENGINEERING*	\$173,000		\$173,000
CONSTRUCTION*		\$1,614,000	\$1,614,000
EASEMENT/ROW ACQUISITION		\$30,000	\$30,000
LEGAL		\$30,000	\$30,000
REFORESTATION		\$30,000	\$30,000
CONTINGENCY		\$116,000	\$116,000
TOTAL PROJECT COST:	\$173,000	\$1,820,000	\$1,993,000
EST. 75% SMAC MATCH*	-\$129,750	-\$1,210,500	-\$1,340,250
City of Shawnee		-\$25,000	-\$25,000
CITY OF MERRIAM FUNDS	\$43,250	\$584,500	\$627,750

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an improvement of an unlined channel. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance.

Shawnee Creek (East) Improvement Farley Ave. to Knox Ave.



Shawnee Creek behind W. 52nd Street



Project Information

Project #:
Design Year: 2012
Construction Year: 2013
Project Status: Preliminary Engineering Study (PES)
Project Engineer: Consultant to be selected
Contractor:

Project Description

This project was identified in the Northeast Johnson County Watershed Study, dated 11-20-06, as Turkey Creek Project 63 (TC63). This unimproved Turkey Creek tributary conveys drainage behind the residences and four buildings are prone to flooding as well as several other properties whose backyards are seriously compromised due to erosion into the creek. This project will be funded by the special sales tax for CIP improvements as approved by voters in January, 2010. This project will be eligible for SMAC funding pending SMAC approval. SMAC will fund 75% of engineering consultant services and construction costs. Shawnee Creek was split into two projects to better plan for funding availability.

Project Costs

Expenditures by Year:

	<u>2012</u>	<u>2013</u>	<u>Total</u>
FINAL ENGINEERING*	\$183,000		\$183,000
CONSTRUCTION*		\$1,834,000	\$1,834,000
EASEMENT/ROW ACQUISITION		\$20,000	\$20,000
LEGAL		\$20,000	\$20,000
REFORESTATION		\$20,000	\$20,000
CONTINGENCY		\$156,000	\$156,000
TOTAL PROJECT COST:	\$183,000	\$2,050,000	\$2,233,000
EST. 75% SMAC MATCH*	-\$137,250	-\$1,375,500	-\$1,512,750
CITY OF MERRIAM FUNDS	\$45,750	\$674,500	\$720,250

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an improvement of an unlined channel. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance. The concrete lined channel will be checked for debris and clearance of debris from the channel.

South Quaker Creek Improvement Slater to Hardy (excluding Terrydale to Hadley)



South Quaker Creek



Project Information

Project #:
Design Year: 2013-14
Construction Year: 2015
Project Status: Preliminary Engineering Study (PES)
Project Engineer: Consultant to be selected
Contractor:

Project Description

These project links were identified in the Northeast Johnson County Watershed Study, dated 11-20-06, as Turkey Creek Tributary Projects 61 (TC61) and 7 8 (TC78). Reinforced Concrete Boxes (RCB) are undersized. At least eight (8) properties reported flooding as well as street flooding in the 100 year storm event. This project will be funded by the special sales tax for CIP improvements as approved by voters in January, 2010. This project will be eligible for SMAC funding pending completion of a PES. SMAC will fund 75% of engineering consultant services and construction costs.

Project Costs

Expenditures by Year:

	<u>2015</u>
PRELIMINARY ENGINEERING*	\$20,000
FINAL ENGINEERING*	\$400,000
CONSTRUCTION*	\$2,000,000
EASEMENT/ROW ACQUISITION	\$20,000
LEGAL	\$20,000
REFORESTATION	\$20,000
CONTINGENCY	\$ 520,000
TOTAL PROJECT COST:	\$3,000,000
EST. 75% SMAC MATCH*	-\$1,815,000
CITY OF MERRIAM FUNDS	\$1,185,000

Impact on Operating Budget

This project is not expected to have a significant effect on the operating budget, since it is an improvement of an existing channel. Upon completion, this project will be maintained as part of the annual City's storm drainage system maintenance.

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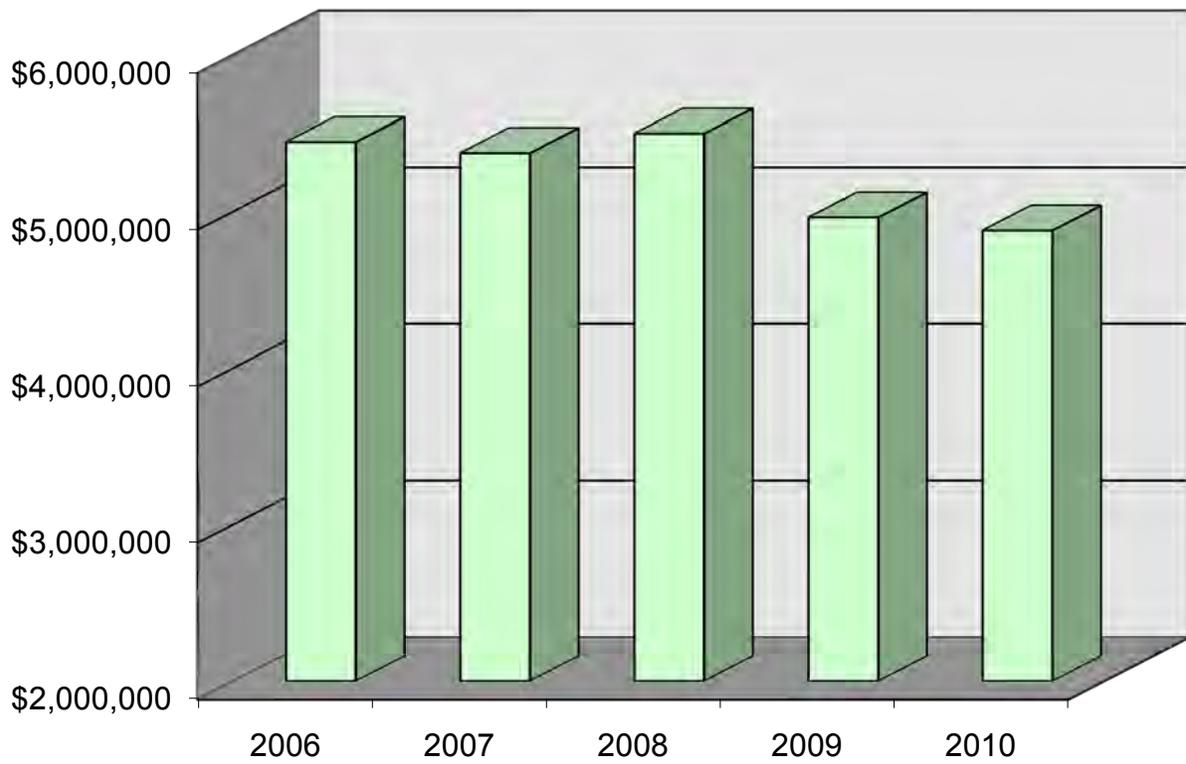
Statistical Section

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City Sales and Use Tax History (General Fund only)
2006 through 2010

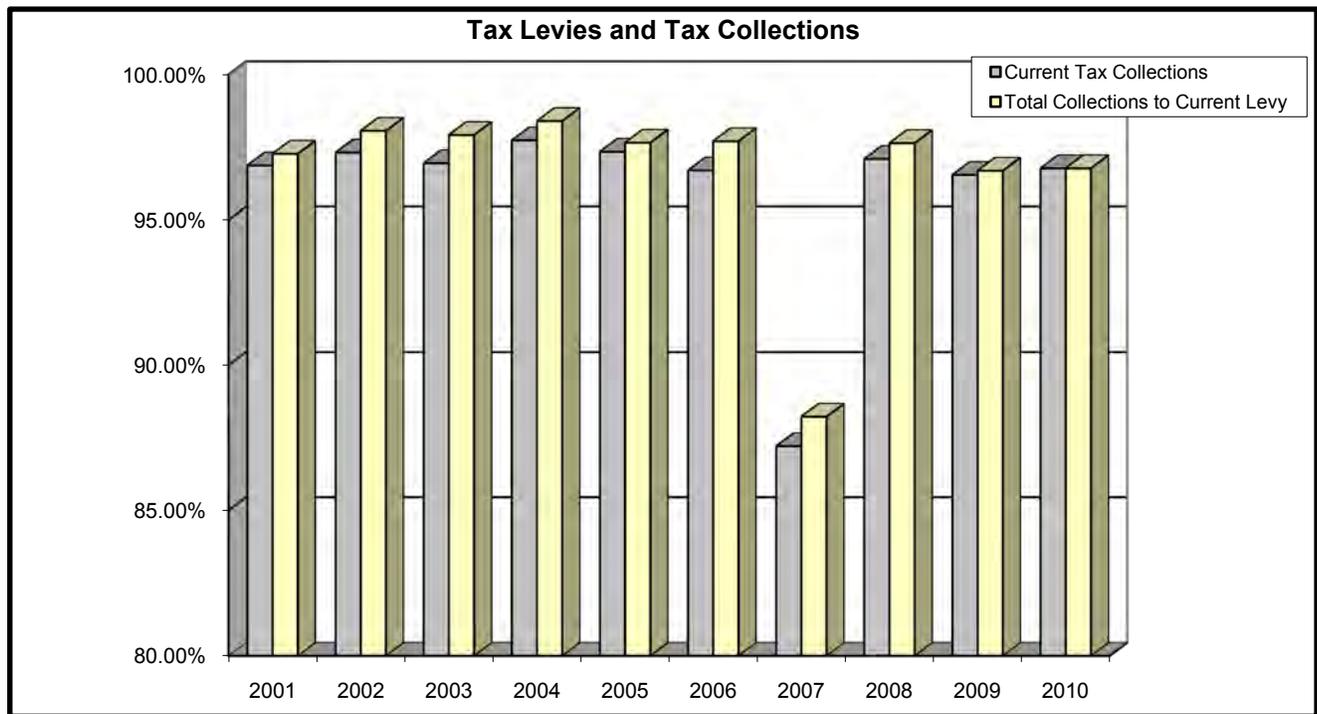
Year	2006	2007	2008	2009	2010
Annual Total	\$ 5,440,314	\$ 5,369,466	\$ 5,493,829	\$ 4,959,205	\$ 4,875,819

**Annual City Sales and Use Tax Comparison
2006-2010**



Property Tax Levies and Collections - Last Ten Fiscal Years
December 31, 2010

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
2001	\$ 2,398,486	\$ 2,323,221	96.86%	\$ 9,562	\$ 2,332,783	97.26%
2002	2,540,741	2,472,229	97.30%	19,072	2,491,301	98.05%
2003	2,685,544	2,603,296	96.94%	26,122	2,629,418	97.91%
2004	2,899,944	2,833,984	97.73%	19,286	2,853,270	98.39%
2005	2,967,139	2,887,999	97.33%	9,213	2,897,212	97.64%
2006	3,076,356	2,974,459	96.69%	30,987	3,005,446	97.70%
2007 *	3,734,492	3,256,645	87.20%	38,050	3,294,695	88.22%
2008	3,511,387	3,408,974	97.08%	19,151	3,428,125	97.63%
2009	4,536,145	4,378,952	96.53%	6,510	4,385,462	96.68%
2010	4,399,200	4,256,814	96.76%	-	4,256,814	96.76%

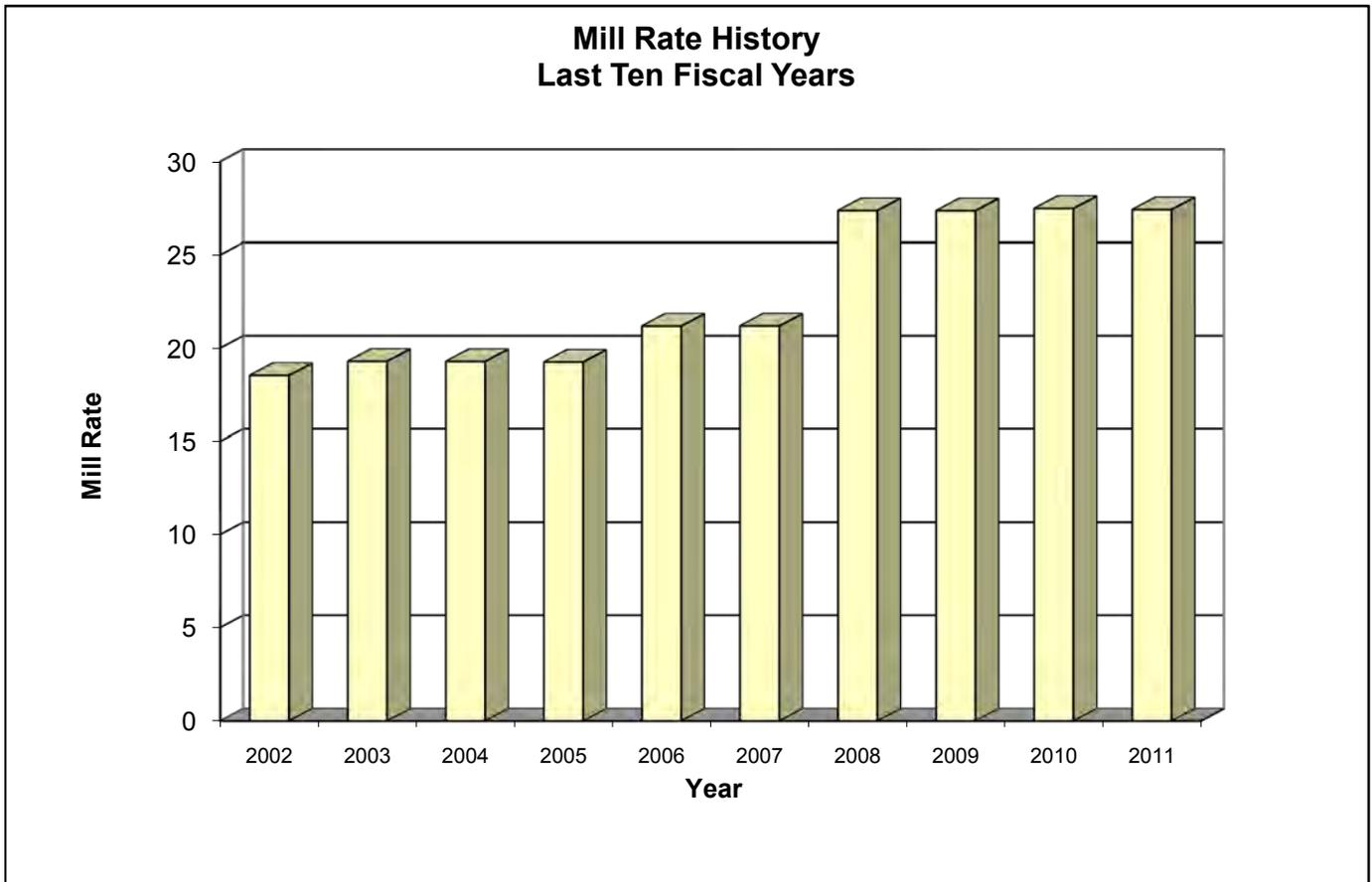


Note (1): The year shown is the year in which collections were received. The levy or assessment is certified to the County the previous year.

* The assessed valuation for the 2007 budget included 3 parcels that were classified as tax-exempt prior to 2007. These parcels were being replatted at the time the county assessment was prepared, but regained their tax-exempt status after taxes were levied for 2007. Without the inclusion of these parcels, taxes levied would have been approximately \$3,403,000, with collections totaling 95.69% in the fiscal year of levy, and 96.82% for total collections to date.

Assessed Valuation Growth/ Mill History - Last Ten Fiscal Years
December 31, 2010

Year	Assessed Valuation	Increase/ (Decrease)	% of Increase/ (Decrease)	Mill Rate	Mill Generated Tax Collections	Increased Ad Valorem Taxes
2002	\$ 144,960,800	\$ 534,859	0.37%	18.526	\$ 2,685,544	5.70%
2003	150,372,894	5,412,094	3.73%	19.285	2,899,941	7.98%
2004	153,937,164	3,564,270	2.37%	19.275	2,967,139	2.32%
2005	159,885,442	5,948,278	3.86%	19.241	3,076,356	3.68%
2006	176,313,306 *	16,427,864	10.27%	21.181	3,734,492	21.39%
2007	165,740,887 *	(10,572,419)	-6.00%	21.186	3,511,386	-5.97%
2008	165,794,770	53,883	0.03%	27.360	4,536,145	29.18%
2009	160,836,511	(4,958,259)	-2.99%	27.352	4,399,200	-3.02%
2010	150,405,068	(10,431,443)	-6.49%	27.474	4,132,229	-6.07%
2011 Prelim	\$ 146,381,097	\$ (4,023,971)	-2.68%	27.412	\$ 4,012,599	-2.90%

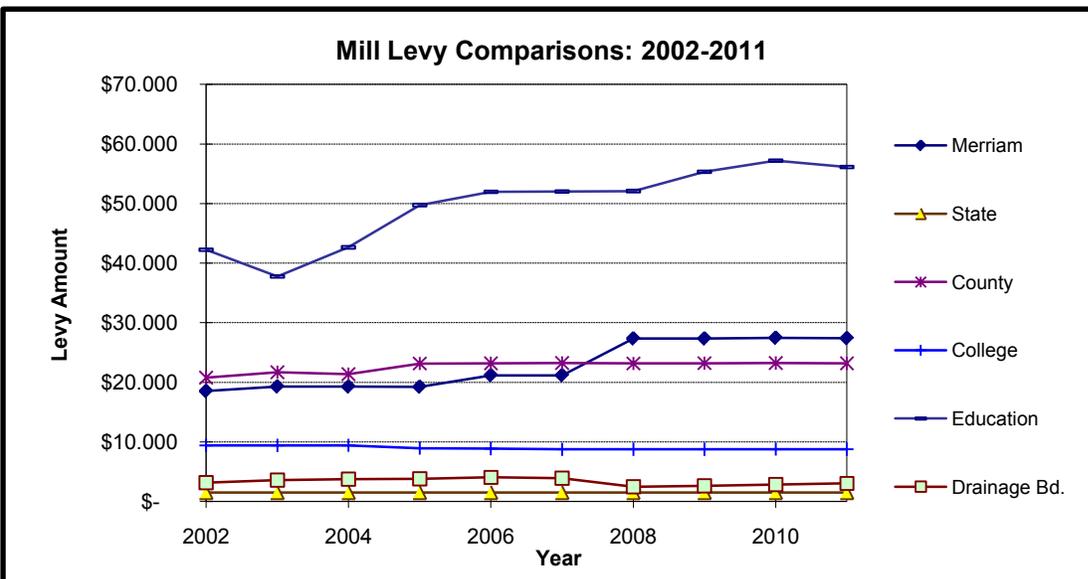
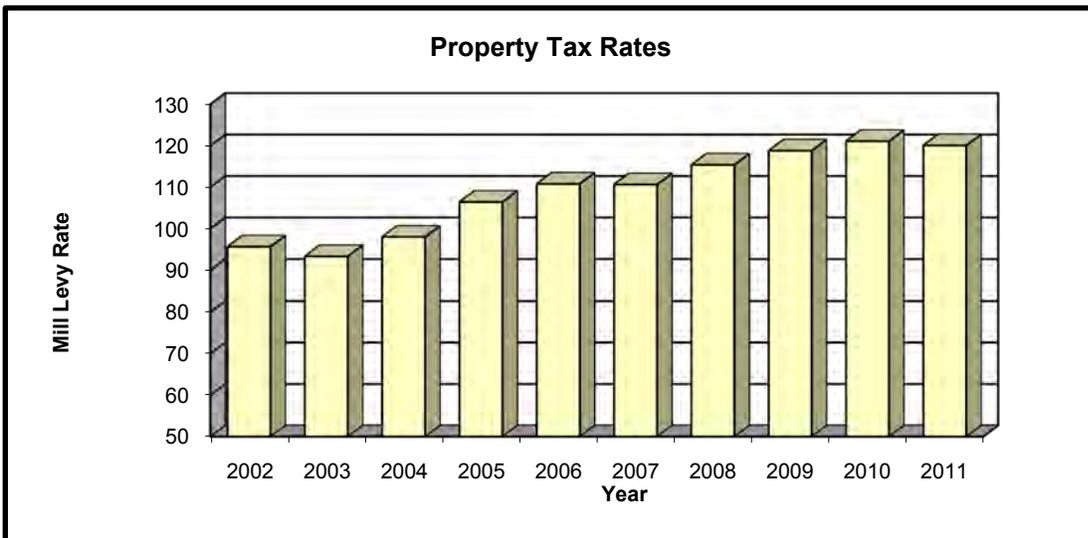


* The 2006 assessed valuation included 3 parcels that were classified as tax-exempt prior to 2006. These parcels were being replatted at the time the county assessment was prepared, but have since regained their tax-exempt status and are not expected to be included in assessed valuation in future years. Without the inclusion of these parcels, 2006 assessed valuation would be \$160,678,547, an increase over 2005 of \$793,105 (.50% increase). The 2007 assessed valuation represents a 3.39% increase over adjusted 2006 values, net of these parcels.

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

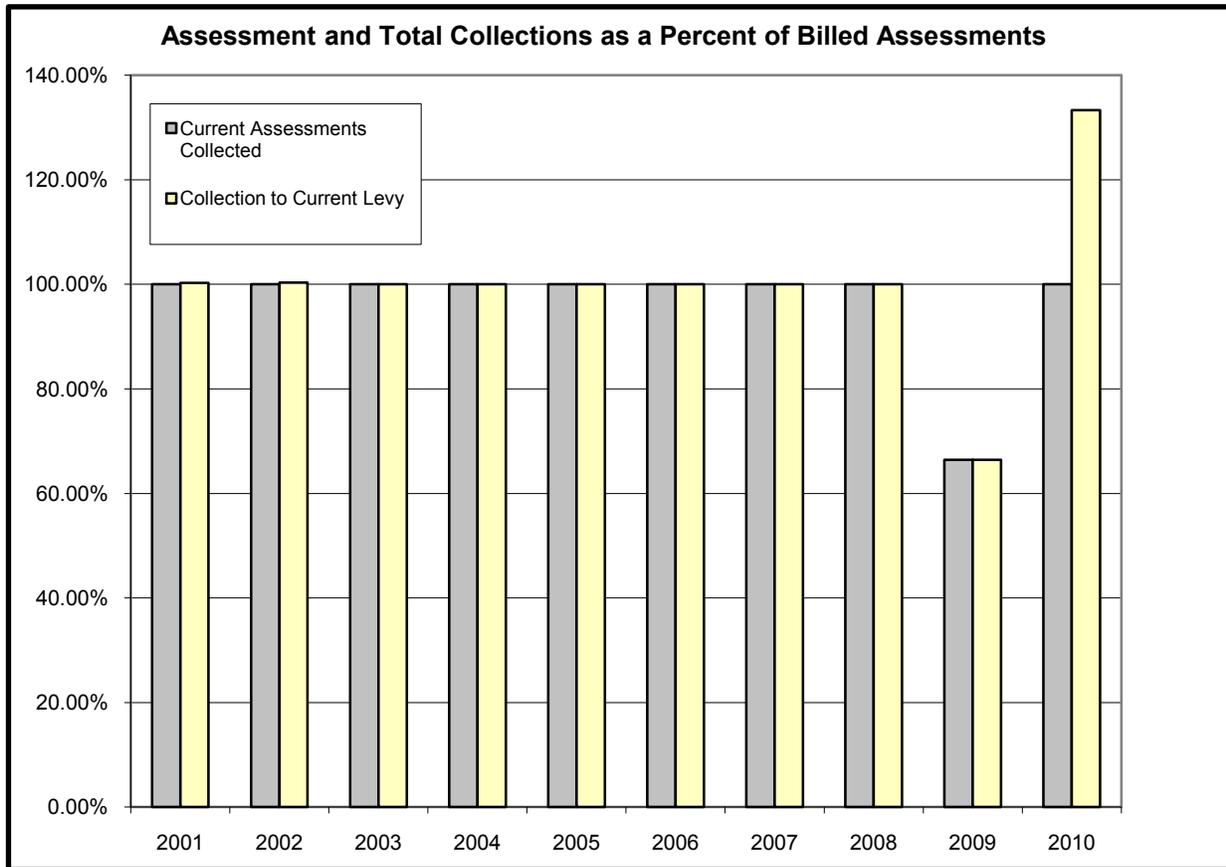
Year(1)	City of Merriam	State	County	Junior College	Board of Education	Merriam Drainage Bd.	Property Tax Total
2002	\$ 18.526	\$ 1.500	\$ 20.771	\$ 9.428	\$ 42.238	\$ 3.176	\$ 95.639
2003	19.285	1.500	21.700	9.432	37.774	3.612	93.303
2004	19.275	1.500	21.364	9.438	42.655	3.749	97.981
2005	19.241	1.500	23.163	8.960	49.748	3.798	106.410
2006	21.181	1.500	23.199	8.872	51.980	4.050	110.782
2007	21.186	1.500	23.242	8.749	52.008	3.934	110.619
2008	27.360	1.500	23.165	8.768	52.094	2.488	115.375
2009	27.352	1.500	23.213	8.784	55.318	2.615	118.782
2010	27.474	1.500	23.256	8.799	57.192	2.849	121.070
2011	27.412	1.500	23.188	8.776	56.135	3.038	120.049

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, 2010

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
2001	\$ 53,405	\$ 53,405	100.00%	\$ 131	\$ 53,536	100.25%
2002	51,568	51,568	100.00%	166	51,734	100.32%
2003	54,560	54,560	100.00%	-	54,560	100.00%
2004	52,390	52,390	100.00%	-	52,390	100.00%
2005	54,977	54,977	100.00%	-	54,977	100.00%
2006	52,345	52,345	100.00%	-	52,345	100.00%
2007	54,462	54,462	100.00%	-	54,462	100.00%
2008	51,375	51,375	100.00%	-	51,375	100.00%
2009	418,519	278,004	66.43%	-	278,004	66.43%
2010	422,050	422,050	100.00%	140,514	562,565	133.29%



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.

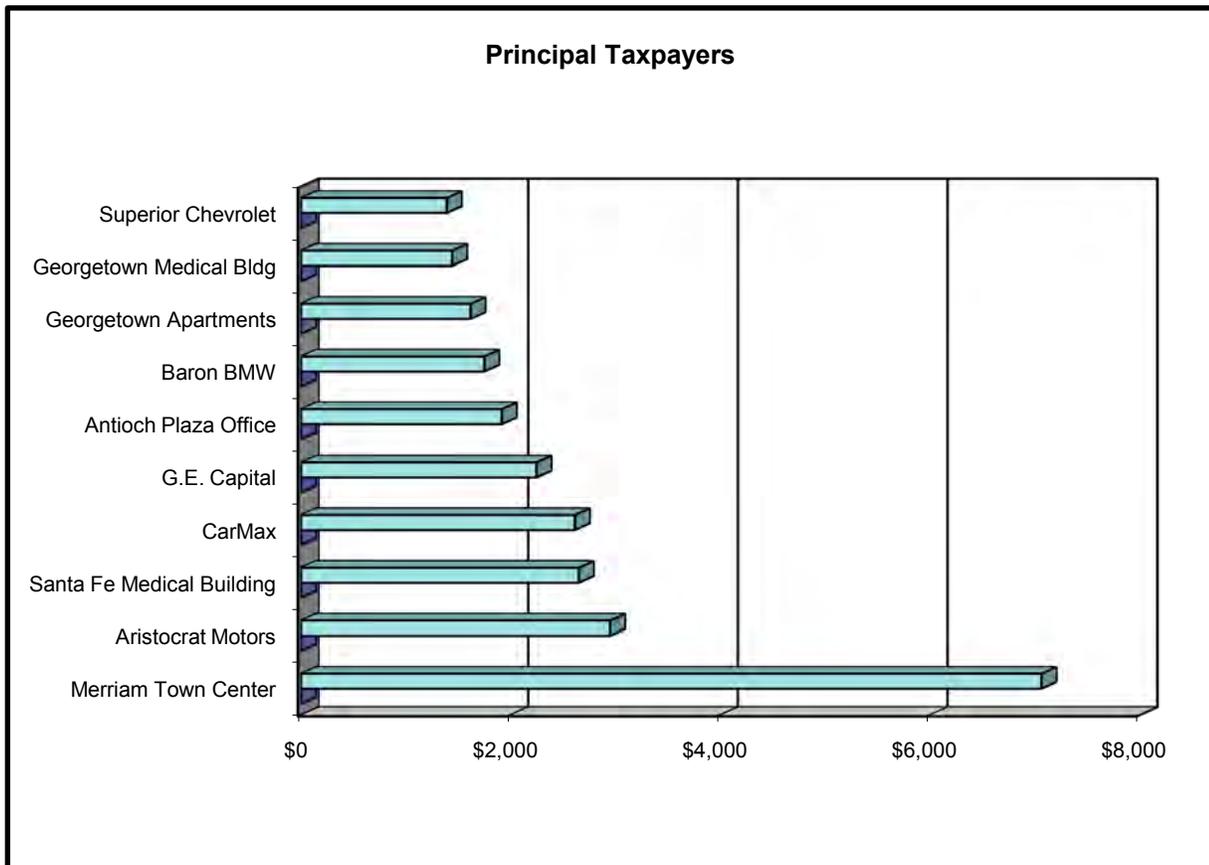
Statement of Direct and Overlapping Debt
December 31, 2010 and 2009

	December 31, 2010		December 31, 2009	
	<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		<u>\$ 15,830,000</u>		<u>\$ 18,375,000</u>
Total City General Obligation				
Bonded Debt		<u>\$ 15,830,000</u>		<u>\$ 18,375,000</u>
Overlapping Debt:				
Governmental unit				
Shawnee Mission Unified				
School District	5.12%	\$ 11,379,170	5.15%	\$ 12,273,183
Johnson County	2.00%	397,371	2.01%	495,892
Johnson County Community College	0.00%	<u>-</u>	0.00%	<u>-</u>
Total Overlapping Debt		<u>\$ 11,776,541</u>		<u>\$ 12,769,075</u>
Combined Direct and Overlapping Debt		<u><u>\$ 27,606,541</u></u>		<u><u>\$ 31,144,075</u></u>

Principal Taxpayers
December 31, 2010

Company Name	Business	Assessed Valuation	Percent of Total Assessed Valuation
Merriam Town Center	Shopping Center	\$ 7,062,501	4.70%
Aristocrat Motors	Automobile Dealer	2,948,493	1.96%
Santa Fe Medical Building	Medical Building	2,650,000	1.76%
CarMax	Automobile Dealer	2,612,498	1.74%
G.E. Capital	Credit/Loan Services	2,245,501	1.49%
Antioch Plaza Office	Office Building	1,914,500	1.27%
Baron BMW	Automobile Dealer	1,748,930	1.16%
Georgetown Apartments	Apartment Building	1,616,555	1.07%
Georgetown Medical Bldg	Medical Building	1,442,500	0.96%
Superior Chevrolet	Automobile Dealer	1,390,903	0.92%
Totals		\$ 25,632,381	17.04%

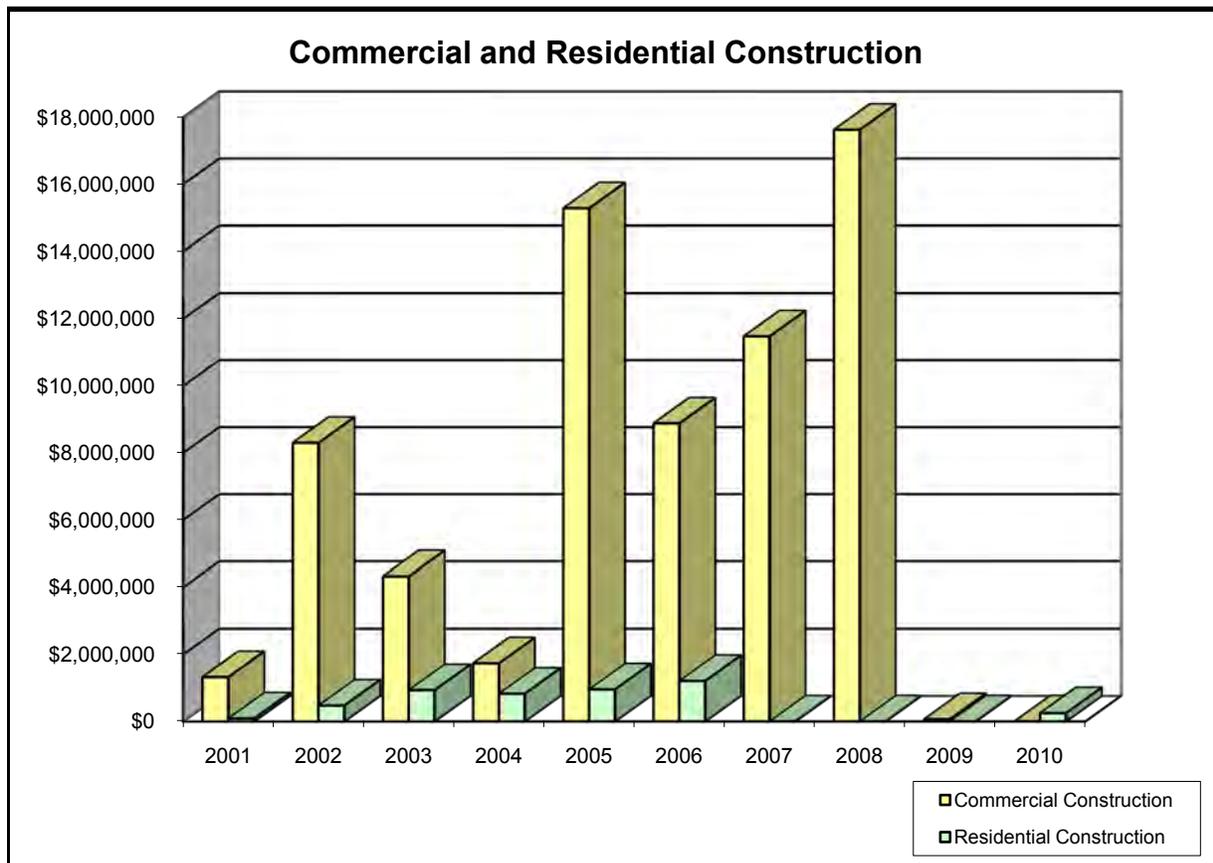
(Assessed values on chart below are in thousands of dollars.)



Source: Johnson County Appraiser

Property Value of New Construction - Last Ten Fiscal Years
December 31, 2010

Year	Commercial Construction (1)		Residential Construction (1)	
	Number of Units	Value (1)	Number of Units	Value (1)
2001	2	\$ 1,325,000	1	\$ 90,000.00
2002	1	8,300,000	4	475,000.00
2003	6	4,324,168	10	935,000.00
2004	2	1,735,000	5	828,400.00
2005	5	15,284,365	7	957,000.00
2006	6	8,880,987	5	1,207,970.00
2007	4	11,478,003	0	-
2008	8	17,627,005	0	-
2009	2	67,500	0	-
2010	0	-	1	248,550.00



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



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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.

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.

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

Balanced Budget: A budget in which total resources equal total obligations.

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.

Cooper Test: A test of physical fitness designed by Kenneth H. Cooper in 1968 for U.S. military use. It is commonly used by police departments to determine physical fitness of officers and candidates.

Cost-of-Living Adjustment (COLA): An increase in salaries to offset the adverse effect of inflation on compensation.

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.

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.

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.

Economic Development Grant (a.k.a. School Tax): A special 0.25% special sales tax assessed by Johnson County from 2003 – 2005, and renewed for 2006 – 2008, to assist area schools with capital improvement funding. The City receives a share of this tax as well, which is programmed for infrastructure improvements near schools. Collection of this tax ended 12/31/08.

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.

Expendable Trust Fund: A fund established to account for assets held by the City in a trustee capacity.

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.

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

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.

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 (G.O.) 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.

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.

Internal Services Fund: A fund used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government on a cost-reimbursement basis. The City currently has no internal service funds.

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.

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

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.

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.

Personal Services: Expenditures for salaries, wages and fringe benefits of City employees.

Property Tax: See Ad Valorem Tax.

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.

Revenue Category: A revenue classification, referring to the highest and most comprehensive classification. These include Taxes, Intergovernmental Revenue, Licenses & Permits, Charges for Services, Miscellaneous Revenue, and Interfund Transfers.

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 per cent tax on all retail sales. In 2010, voters approved a ¼ cent tax for capital improvements to City streets/stormwater systems that replaced the previous ¼ tax for capital improvements to residential streets which expired December 31, 2010. The new ¼ cent tax is effective January 1, 2011 and expires December 31, 2020.

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.

Transportation Development District/Tax (TDD): A special taxing district authorized by K.S.A. 12-17, 132, whereby a petitioner of 100% of the landowners in an area request either the levy of special assessments or the imposition of a sales tax of up to 1% on goods and services sold within a given area. Upon creation of a TDD by a municipality, the revenue generated by a TDD special assessments or sales tax under Kansas law may pay the costs of transportation improvements in and around the new development.

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