

2019

OPERATING BUDGET



City of
Branson[™]
MISSOURI
★

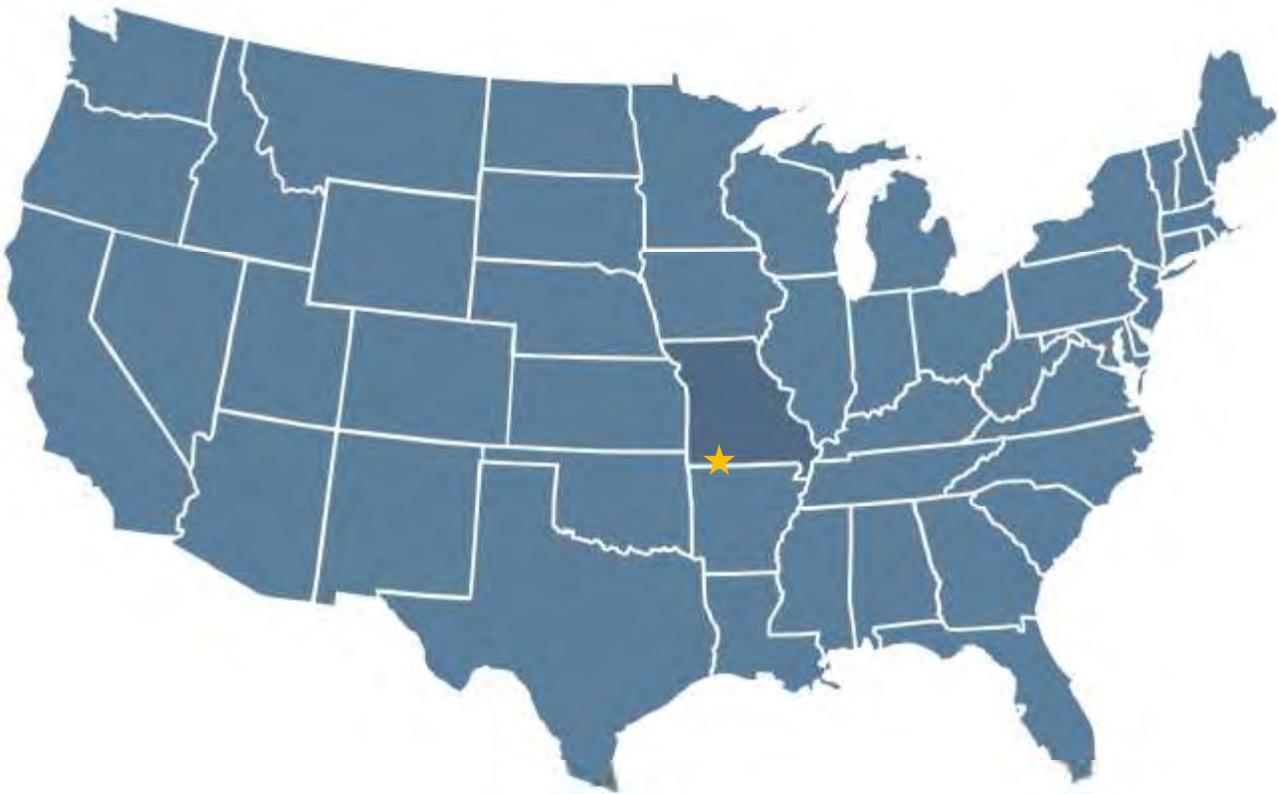
BransonMo.gov



The City of Branson is committed to its citizens and to those who visit here, to ensure a safe and environmentally sound community. We will work as a team to maintain and promote the growth of our City, and to provide professional, courteous service to all through fair and open communication. We look to tomorrow, remembering yesterday, dedicated to excellence today.

2019 Annual Operating Budget

City of Branson, Missouri



January 1, 2019 – December 31, 2019

Contents

- 2019 Budget Message 7
- Municipal Officials 12
- Departmental Directors 12
- Organizational Chart 13
- Statistical & Supplemental Information 14
 - History 14
 - Government & Organization 14
 - Community Characteristics 15
 - Tourism 21
 - Community Services 24
- City Financial Structure, Policy & Process 27
 - Description of Funds and Fund Types 27
 - Sources of Revenue 30
 - Financial Policies & Practices 34
 - Budget 35
 - Budget Timeline for FY19-20 Budgets 36
 - Priority-Based Budgeting 37
 - Capital Improvement Program 61
- Expenditure Summary by Fund 67
- Departmental Information 69
 - Five-Year Personnel Summary 69
 - Mayor & Board of Aldermen 79
 - City Administration 81
 - Communications 83

City Clerk/Municipal Court/Legal	85
Engineering & Public Works	89
Finance.....	93
Fire.....	95
Human Resources.....	97
Information Technology.....	101
Parks & Recreation	103
Planning & Development	107
Police	111
Utilities	115
Two-year Capital Budget	119
Fund Summaries.....	137
Strategic Plan	149
Glossary & Acronyms	163



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Branson
Missouri**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

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



2019 Budget Message

Honorable Mayor and Board of Aldermen;

It is my pleasure to present the City of Branson's 2019 operating and capital budget. This balanced budget reflects the cooperation and dedication between city staff, Mayor, Board of Aldermen & citizens in achieving the goals and needs of the community.

Last year, we saw improvements to our parks and trails system, and adding new playground equipment at the RecPlex that offers a sensory-interactive playground that is more accessible for children with disabilities. We were fortunate that the playground was largely funded through grants and donations from community members.



We also kept our promise to the community that the new public safety sales tax approved in November 2017 would make our community safer. We've purchased new police and fire vehicles, new radio equipment to improve inter-agency communication, and land for a new, centrally-located police station and a new fire station. We implemented a new program called "Project LifeSaver" to keep autistic children or adults with Alzheimer's safe and prevent them from becoming lost.

While we focus on the financial aspect of running a city, 2018 showed me that, most importantly, we are a caring and resilient community. It's these characteristics that drive us to make important budgetary decisions that make the city a great place to live, work and visit. The driving principles behind the budget are ensuring funds are allocated to

meet the priorities established by the community through the Community Plan 2030. The objectives that align with community priorities are as follows:

- **Arts, Culture & Education**
- **Safety, Health & Socio-Economic**
- **Infrastructure & Environment**
- **Community Character**
- **Transportation**
- **Tourism**
- **Land Use**
- **Good Government**
- **Economic Development**
- **Parks, Open Space & Recreation**

Budget Summary

The city's General Fund is projected to end FY2018 at a 45.5% reserve and FY2019 is estimated to end at a 37.6% reserve. Although the fund appears to have a significant reserve, there are considerably less dollars available to spend. As part of the passage of the Public Safety Tax, the city promised to dedicate \$7.6 million annually of General Fund dollars to Public Safety. As Public Safety is no longer an operational expense of the General Fund, it is not considered part of the calculation of the unreserved fund balance and thus increases the funds reserve percentage.

Below are some of the assumptions and highlights of the FY2019 budget:

Personnel:

- NEW Positions:
 - Police Officer I (4)
 - Crime Analyst (1)
 - Fire Personnel (3)

Major Capital Expenditures include:

- General Fund \$497,707
- Transportation \$455,000
- All Water/Sewer \$2,279,000

Total One-Time Expenditures of \$191,370

Economic Outlook & Revenue Growth

The city's FY2019 budget forecast predicts a 1.5% increase for both sales and tourism tax growth. The passage of the Public Safety Sales Tax will provide a growing revenue stream

in 2019 and beyond to ensure citizens fire and police services, though leadership must remain aware that the tax will sunset in 24 years when making budgetary decisions. The failure of the Use Tax ballot initiative in 2018 also presents a challenge for city leaders as retail sales continue to shift from brick-and-mortar stores to online activities.

2018 saw several new exciting developments within the city, including the openings of a new Mercy Outpatient Clinic, Andy B's Bowl Social, H&M, and Pizza Ranch and Schlotzky's restaurants. In 2019, we anticipate the opening of the LandShark Bar & Grill, Paula Deen's Family Kitchen, Mellow Mushroom and Wonderworks. Additionally, there are several more big projects slated to begin in 2019 and I expect to see continued growth.

Table 1 provides a breakdown of operational spending by department. Public Safety includes spending by both the Fire and Police Departments and are funded by the Public Safety Fund and a \$7.6 million dollar annual subsidy from the General Fund. All other departments listed below are funded through the General Fund.

**TABLE 1
SPENDING
BY DEPARTMENT**



Sales tax is the largest component of General Fund revenues, accounting for 57.8%, or about \$11.8 million of FY2019 budgeted revenues. Additionally, property taxes constitute a significant portion of General Fund revenues at 13.4% of revenues or \$2.8 million. The remainder of General Fund revenues are other taxes and franchise fees, license and permit fees and other miscellaneous revenues.

Table 2 provides a ten-year history of tax growth history for both sales and tourism tax collections.

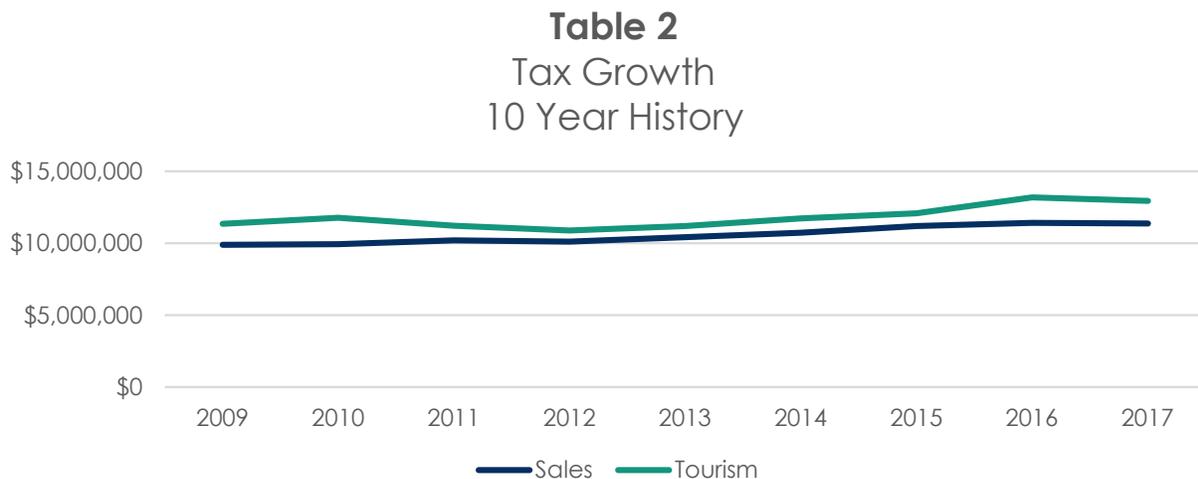


Table 3 shows General Fund revenue collections compared to budget projections since 2014.

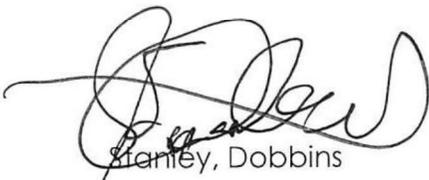
Table 3 General Fund Revenues 2014 to 2018						
	2014	2015	2016*	2017	2018	2019
<i>Revised Budget Projections</i>	18,523,380	18,858,532	19,662,864	19,924,442	20,862,403	20,226,956
<i>Actuals</i>	19,127,296	19,049,227	18,715,110	19,907,085	19,873,560**	-
*includes amount of \$1,120,816 for asset held for redevelopment (Red Roof Mall)						
** Projected amount						

2019 and Beyond

In 2019, the city will strive to:

- Continue to improve trust, transparency and communication with our citizens.
- Utilize Priority-Based Budgeting to make tax dollars stretch further and find innovative ways to save money and reallocate resources.
- Seek out grants and other funding sources to improve our roadways, water system, public safety and park facilities.
- Improve and Expand Water/Sewer infrastructure to provide for future development.

There's much to look forward to in 2019. The city's success is directly related to ensuring our programs and services accomplish our community results and governance goals; remain connected to our residents, businesses and visitors; and that our elected officials and staff keep an open line of communication with the public. While we ensure that we meet the financial bottom-line, our job in 2019 and beyond is to ensure that our budgetary and financial decisions continue to make the City of Branson a great place to live, work and visit.



Stanley, Dobbins

City Administrator

Municipal Officials



Karen Best
Mayor



Bob Simmons
Aldermen Ward 1



Cris Bohinc
Aldermen Ward 2



Kevin McConnell
Aldermen Ward 3



Stanley Dobbins
City Administrator



Bill Skains
Aldermen Ward 1



Rick Castillon
Aldermen Ward 2

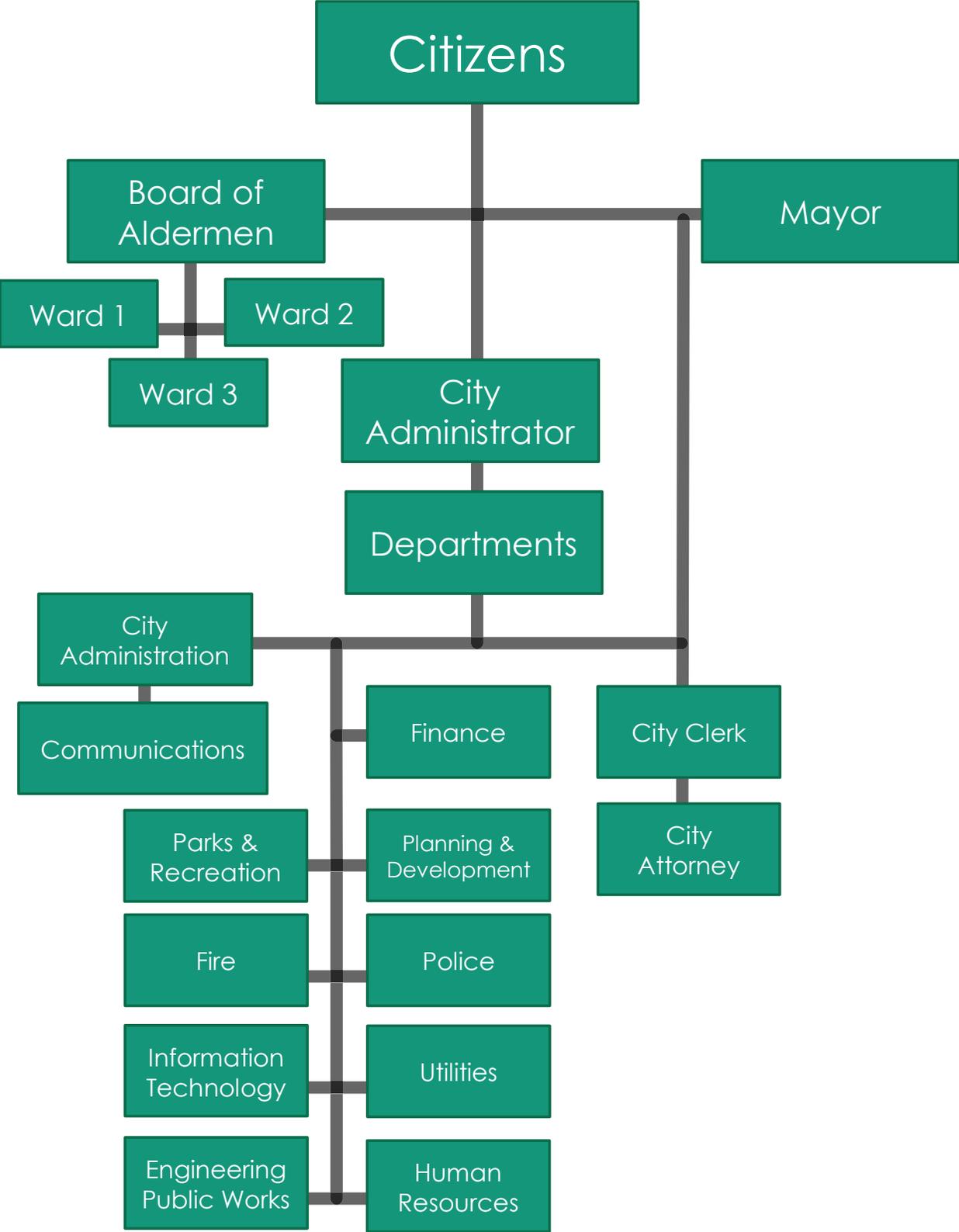


Brian Clonts
Aldermen Ward 3

Departmental Directors

Lisa Westfall	City Clerk/Court Admin	Jamie Rouch	Finance
Chris Lebeck	Assistant City Attorney	Keith Francis	Engineering/Public Works
Joel Hornickel	Planning & Development	Jan Fischer	Human Resources
Chad Forster	Information Technology	Cindy Shook	Parks & Recreation
Ted Martin	Fire	Jeff Matthews	Police
Mike Ray	Utilities		

Organizational Chart



Statistical & Supplemental Information

History

The City of Branson is located in Southwest Missouri in the heart of the Ozark Mountains. Located in Taney County, Branson serves as the employment, service and shopping center for a two county area with over 68,000 year-round residents. The city is home to 10,520 people (2010 Census), but hosts millions of visitors annually. The reasons are numerous as to why the city is a national travel destination, ranging from the scenic natural beauty of the area to the exciting live entertainment venues along Highway 76.

Branson first came to national attention as the subject of the 1907 best-selling book, "The Shepherd of the Hills" by Harold Bell Wright. An entertainment culture grew around the visitors that came to fish in Lake Taneycomo (created in 1912), and visit the sites they had read about in "The Shepherd of the Hills". By 1960, the construction of Table Rock Dam had greatly expanded the outdoor offerings and Silver Dollar City opened its doors to 250,000 visitors the first year. The Baldknobbers and Presleys' country music shows set the stage for several explosions of entertainment growth, first in the 1980's, then again in the early 1990's. Today, Branson has become the focus of international attention as an entertainment and tourism destination.

While Branson has all the amenities of a large community, you'll find that the community retains the benefits of a small-town that cares about its neighbors. Award-winning schools and lovely residential areas support the small-business entrepreneurs that make Branson the successful destination that it is.

Government & Organization

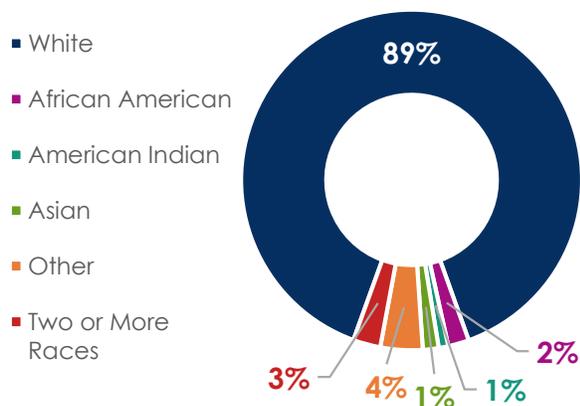
The city was organized on April 1, 1912, and is operated as a council/administrator form of government. The governing body of the city is the Board of Aldermen, which is comprised of six members elected by ward (two aldermen per ward), and a Mayor elected at large. The Mayor and Aldermen are each elected to two-year terms.

Community Characteristics

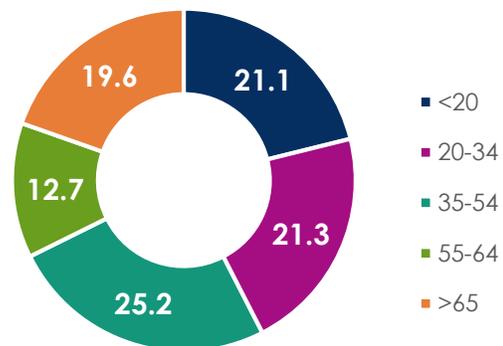
Demographics

The city grew from a population of 6,050 in 2000 to 10,520 in 2010, which is a 74% growth rate. Taney County (no 51,675) was the 4th fastest-growing county in the State of Missouri during the 2000 – 2010 decade. As of July 1, 2017, the city's population estimate is 11,467 and Taney County's population is estimated at 55,355. Christian County, adjacent to the north and now 85,432, was the fastest-growing county in the state with a 141% growth between 2000 and 2010 (MERIC). Taney and Stone Counties are projected to grow from a population of 68,361 in 2000 to 108,387 in 2030. The charts below compare the last three decades of census reports¹.

City - Population by Race



City Population by Age



Population Branson Micropolitan Area



Major Employers & Workforce

One of Branson's most valuable resources is its people. One factor contributing to our quality workforce is the educational background of our residents. Over 88% of Branson residents have a high school education or better. While Branson has a great pool of workers to choose from, one main area of concern is the fact that most employment is seasonal.

Below are the top ten employers for Branson and the surrounding area:

Business	Industry	# of Employees
Kanakuk Kamps	Recreation	1900
Herschend Entertainment	Family Theme Parks	1800
Cox Health	Healthcare	1650
Big Cedar Resort	Lodging	1530
Branson Public Schools	Education	649
Wal-Mart (2 stores)	Retail	444
City of Branson	Government	346
Westgate Resorts	Lodging	345
Taney County	Government	287

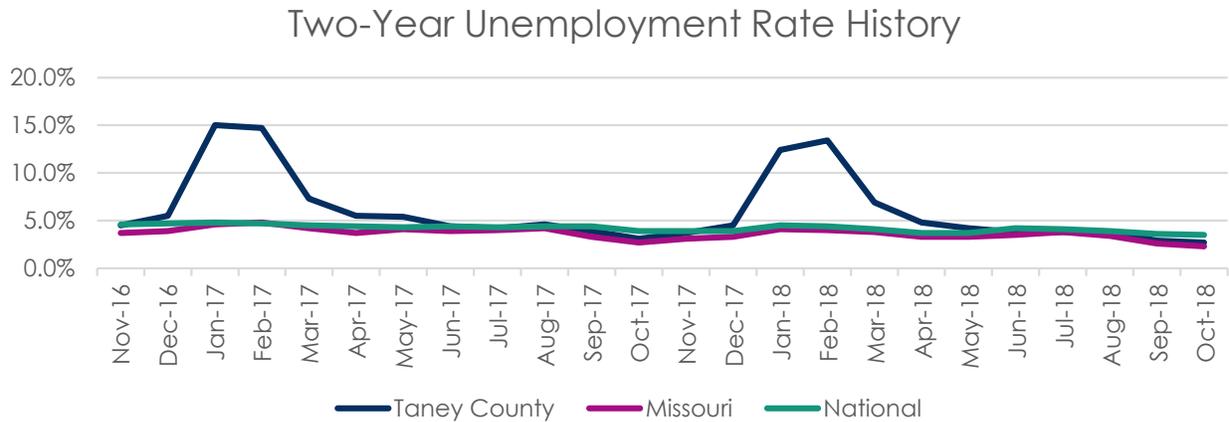
The top 5 employment industries in the Taney County area are: arts, entertainment & recreation, and accommodation and food services; Retail trade; Professional, scientific, and management, and administrative and waste management services; Educational services, and health care and social assistance; Finance and insurance, and real estate and rental and leasing. As tourism is a major economic force in the Branson area, Taney County experiences higher levels of unemployment in the non-tourism season and maintains levels of unemployment similar to Missouri and the rest of the nation for much

COMMUNITY STATISTICS

- 41.9** Median Age
- 2.2** Average Household Size
- \$40,738** Median Household Income
- 20%** Persons below Poverty Level
- 929** Veterans
- 88.7%** High School Graduate or Higher
- 10%** Bachelor's Degree or Higher
- 8,838** Housing Units
- \$807** Median Monthly Housing Cost
- \$156,600** Median House Value
- 2072** Number of Companies
- 5,506** Employed Population over age 16
- 19.8** Median Travel Time to Work (in minutes)

Source: <https://factfinder.census.gov>

of the year. The graph on the next page provides a two-year history of unemployment levelsⁱ.



Education

Another measure of population growth is the enrollment in local schools. The school district experienced rapid growth in the period from 1990 to 2005, nearly doubling enrollment. Since 2005, enrollment has grown by 42%, to over 4800 studentsⁱⁱⁱ. Branson maintains some of the best test scores in the State of Missouri. The Branson School District consistently achieves higher graduation rates, 93.3% 4-year average compared to the state average of 88.9%^{iv}. Additionally, as of 2017, 58.7% of students attend a post-secondary institution following graduation^v. ACT scores (average 20.2) are slightly better than the state average (20.0)^{vi}. Additionally, the district has received the Missouri Distinction in Performance Award Criteria for many years. The Branson School District encompasses over 110 square miles in Taney County and includes the City of Branson. The district operates on a more than \$50 million budget. Four campuses are scattered throughout the district and are home to five elementary schools, one junior high and one high school. The newest school, Buchannan elementary, opened in the fall of 2013.



Branson-Area Colleges & Universities

College of the Ozarks in Point Lookout, MO is a private, Christian liberal-arts college founded in 1906 with an enrollment of approximately 1,500 students. “Hard Work U” is an important local partner in both education and community leadership. The College places #2 in Best Value Schools, #6 Best Undergraduate Teaching, #3 Regional Colleges – Midwest and #1 Most Innovative Schools in the 2019 U.S. News World Report^{vii}.

Ozarks Technical Community College (OTC), Main Campus in Springfield, MO opened their Table Rock campus for fall 2013 classes. For fall 2018, the campus expanded educational offerings including new degrees in Computer Information Science, Construction Technology, Heating, Refrigeration, and Air Conditioning, Behavioral Health Support and Emergency Medical Services.

Other Area Colleges: Located approximately 45 miles north, Springfield, Mo has 12 colleges that include traditional four-year universities, such as Missouri State University (MSU), Drury University and Evangel University. In the 2019 U.S. News World Report, MSU ranks #32 (tie) in Top Public Schools; Drury ranks #29 (tie) in Regional Universities Midwest, #19 Best Colleges for Veterans and #26 Best Value School^{viii}.

Healthcare

Hospitals & Medical Care

Cox Medical Center Branson (shown below^{ix}) is conveniently located near Highway 65 at 525 Branson Landing Boulevard. The licensed 165-bed hospital first opened its doors in 1950 as a community hospital.

Over the years, this hospital has grown in size and has been a major contributor to the Branson/Tri-Lakes area, partnering with CoxHealth in January 2013. The campus includes a hospital, outpatient center, cancer center, helicopter landing pad,



Photo by CoxHealth

emergency and critical care unit, urgent care and a medical office plaza. Cox Medical Center Branson benefits from the philanthropic efforts of Skaggs Foundation, which raises money for hospital and community health projects for the Branson area. More information about Cox Medical Center can be found at coxhealth.com.

In addition to Cox, the city also has clinics which include Mercy Clinic, the Veterans' Administration Clinic and the Free Medical Clinic of the Ozarks (which treats and assists the working uninsured).

Taney County Health Department

The Taney County Health Department (TCHD) and the Branson Health Department were integrated in 2008, now serving the community as the Taney County Health Department. A full staff provides services in the areas of: nursing, sanitation, agency referral, family planning clinic, geriatric clinic, rabies clinic and inspections for new and existing businesses.

Nursing and Care Centers located in the area include Shepherd of the Hills Living Center, Rolling Hills Estates Nursing Home, Point Lookout Health Care Center, Tablerock Health Care Center and Morningside of Branson.

Taney County Ambulance District

The Taney County Ambulance District (TCAD) is an emergency medical service (EMS) providing exclusive ambulance transport for Taney County. Our ambulance district encompasses 620 square miles of varying terrain. The County has a year-round population of approximately 51,000 residents and boasts about 8 million visitors annually. TCAD responds to over 13,000 requests annually, providing emergency and non-emergency services. On January 15, 2018, TCAD will have completed 42 years of service and has become one of the fastest growing ambulance districts in the State of Missouri. TCAD uses 12 frontline advanced support ambulances and each day staffs to a peak of 6 ambulances on duty from multiple locations around the county. TCAD also heavily relies on Fly-car units which are fast response vehicles (non-transport) which can get to a call quickly, assess the situation and cancel incoming units or provide additional manpower at the scene. Numerous methods of education are utilized ranging from online self-directed lessons as well as hands-on simulated scenarios. Field personnel maintain

numerous certifications such as Basic and Advanced Cardiac Life Support, Pre-hospital Trauma Life Support, and Pediatric Life Support. The communications personnel are all certified as Emergency Medical Dispatchers. This education and training ensures that when you call them for help, they are ready to respond.

Transportation

Branson's location in the center of the United States provides for efficient access to customers and suppliers across the nation. U.S. Highway 65, a major north-south, four-lane highway, runs through the city providing a corridor from Minnesota to Louisiana. Access to Interstate 44, is approximately 40 miles north of Branson, which connects Wichita Falls, Texas to St. Louis.

The Branson Airport (BKG) opened in the spring of 2009. Located south of Branson and east of Highway 65, the airport has a 7,140 foot runway to accommodate commercial jets. The airport is served by Via and Frontier and 2019 destinations include Austin and Denver. Additionally, the Taney County Airport, a general aviation airport, is located in the center of the Branson attraction area and adjacent to the College of the Ozarks campus.

The Springfield-Branson National Airport (SGF) is approximately 50 miles from Branson and serves all of southwest Missouri. The airport is served by Allegiant, American Airlines, Delta and United and offers 13 nonstop destinations: Los Angeles, Las Vegas, Orlando, Phoenix,



Tampa/St. Petersburg, Ft. Myers, Destin/Ft. Walton Beach, Charlotte, Chicago, Dallas/Ft. Worth, Atlanta, Denver and Houston.

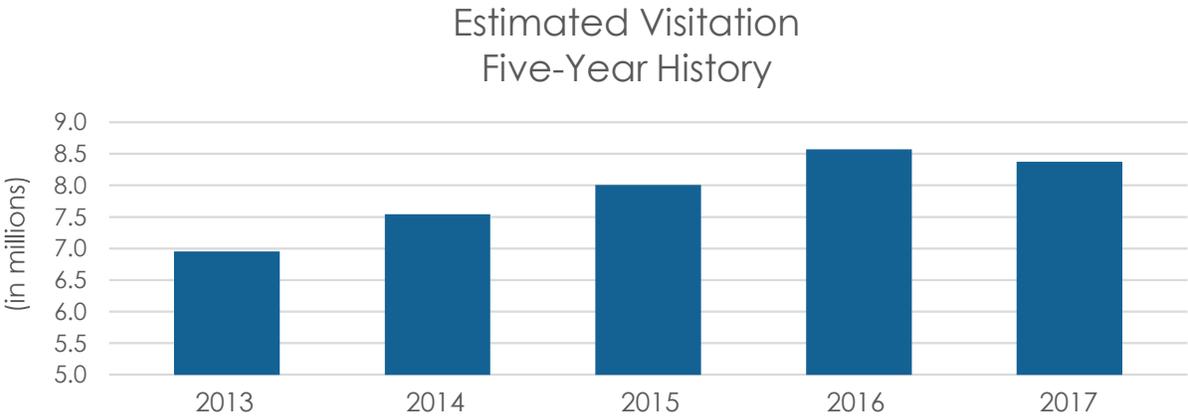
The city has taken the lead in solving one of its major concerns – traffic – during its rapid growth as a tourism destination. Since 1991, over \$80 million has been spent on new and reconstructed roads. This network of roads, designated as color-coded routes, has been designed to work in conjunction with improvements to state highways and to minimize congestion throughout the city.

Tourism

Branson is the City of Branson was ranked #1 on the 2017 US Best Value Cities by trivago.com. The ranking was based on the average hotel room price combined with the city's overall hotel ratings for cities with 50 or more hotels.

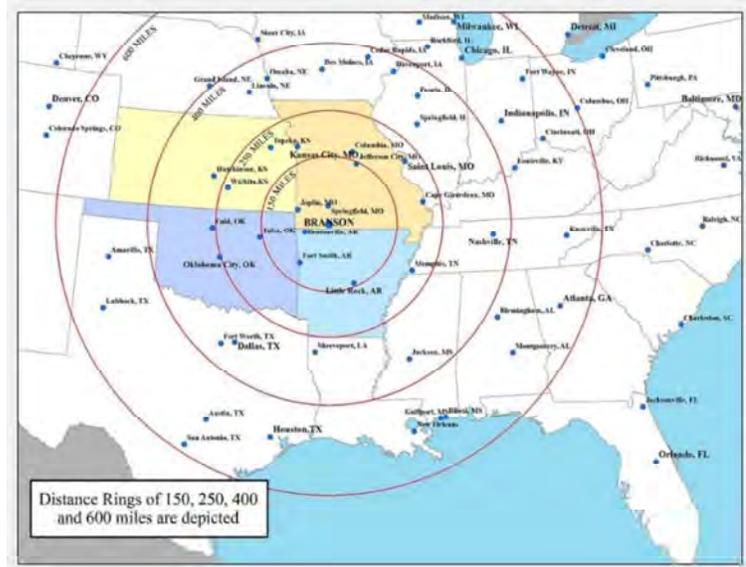
The city currently has a marketing contract with the Branson Lakes Area Chamber of Commerce and Convention & Visitors Bureau (CVB) paid for through revenues collected through the city's tourism tax. The CVB is responsible for marketing Branson through television, magazines, social media and other advertising elements to increase tourism visitation.

Below is a graph of Branson's estimated annual visitation levels:



Distances to Major Metro Areas

City	Miles
Tulsa	158
Little Rock	173
Kansas City	210
St. Louis	230
Memphis	301
Oklahoma City	325
Dallas	436
Chicago	545
New Orleans	614
Minneapolis	644
Atlanta	683



Lakes & Outdoor Activities

Branson's natural scenic beauty make it an ideal location for many outdoor activities. The Branson/Lakes Area is home to three scenic lakes offering fishing, boating, parasailing, jet skiing, scuba diving and swimming. While the lakes all offer great fishing for novice and professional anglers, each has its specialty. Table Rock Lake offers world-class bass fishing. Taneycomo, with its cold waters, offers superb trout fishing. Bull Shoals Lake is also an angler's paradise, especially for tournament bass fishing.

A variety of golf courses are available in the city or are located in close proximity. Courses include Thousand Hills, Pointe Royale & Branson Hills inside city limits. A short drive away are Buffalo Ridge Springs, Buffalo Ridge, Top of the Rock and Ledgestone. Beginning in 2014, Top of the Rock and Buffalo Ridge golf courses hosted a PGA sponsored championship, Bass Pro Shops Legends of Golf Tournament. The tournaments have been hosted each year and will return again in 2018. The use of the Top of the Rock course marked the first time that a PGA TOUR sanctioned event was hosted on a Par-3 course in official competition.

Shows

The 36 theaters in Branson host more than 100 shows throughout the day. A wide variety of world-class shows are available to suit any visitor.

Attractions

The city hosts a variety of attractions for visitors. Hiking trails, zip-lines, museums, and an unlimited list of other amusements are available. The Branson-area is home to Silver Dollar City, an 1880's themed amusement park with modern attractions, was ranked #18 on the 2017 Travelers' Choice Top 25 Amusement Parks – World by tripadvisor.com. In spring 2018, the park will add the Time Traveler™, which will be the world's fastest, steepest & tallest spinning roller coaster.

Shopping

Branson is home to a wide variety of shopping options, a top reason that many visit the city. The town boasts over 2 million square feet of retail space, including the Historic downtown, the Branson Landing, Branson Hills and Branson Shoppes, and two outlet malls (the Shoppes at Branson Meadows and Tanger Outlets), as well as the Grand Village and other unique shopping centers.

Events

Being centrally located in the United States makes Branson a great place for rallies, conventions and reunions. With annual events that include Veteran's Week, the Super Summer Car Cruise, Law Enforcement Recognition Week, Autumn Daze and the Adoration Parade, tourists can find lots of reasons to return to the area.



The city-owned Branson Convention Center located next to the Branson Landing development is a world-class facility hosting numerous large and small-scale events each year. The convention center boasts 220,000 square feet of usable space, including a 47,125 square foot exhibit hall that attaches to a 22,703 square foot ballroom. Additionally, the center contains 14 breakout rooms that may be used individually or in conjunction with the exhibit and ballroom spaces.

Community Services

City residents enjoy numerous municipal services, including the following:

Parks & Recreation

The city has a full time parks director and staff that manage recreation programs, sports leagues and special events for area residents. Many of the programs are hosted at the Branson RecPlex, a 40-acre sports complex. The RecPlex features basketball and volleyball courts, a walking track, community rooms and a fitness center (operated by CoxHealth of Branson). Outdoor facilities at the RecPlex include an aquatic center, a



Lakeside Forest Wilderness Area

baseball complex, soccer fields, pavilions and a large children's playground.

The Parks & Recreation Department is also responsible for the oversight and maintenance of 16 city parks totaling more than 300 acres. The parks range from small neighborhood parks to the 140-acre Lakeside Forest Wilderness Area.

Police Protection & Service

The Branson Police Department (BPD) serves the community 24 hours a day in all areas of investigation, patrol, traffic communication, school resource officers (SRO) and records. All officers are certified under the Missouri Police Officers Training. The BPD is committed to a Community Policing effort. To that end, the department has developed a partnership with the city's extended-stay hotel properties along with several neighborhood associations and businesses. This partnership is to improve communication between our residents and our organization, along with enhancing the quality of life and reducing calls for service. With a relatively small resident population and eight (8) million visitors each year, the BPD must operate as a big city force while maintaining a friendly small-town atmosphere.

Fire Protection

Branson Fire Department provides fire-rescue services supported by 38 full-time firefighters operating out of three fire stations located throughout the city. Daily staffing consists of 11 fire personnel on 24 hour shifts, four chief officers, and a fire marshal. Services include fire suppression, rescue/extrication, emergency medical response, hazardous materials response, fire investigation, fire & life safety education, fire code inspections & enforcement, emergency management and disaster preparedness, and fire-rescue training. The Fire Department is also supported by community volunteers in a Community Emergency Response Team (CERT), and reserve firefighter programs. Fire-rescue services are provided for the City of Branson covering just over 21 square miles and 10,500 residents (2010 Census), and hosting approximately eight million visitors annually. This provides a unique opportunity to provide fire-rescue services to a small town with big city challenges.



Community Center

The Branson Community Center is used for a wide variety of community activities, such as a senior lunch program, dancing, crafts, card playing, and club meetings. Also located at the Community Center is the Don Gardner Par 3 Golf Course. The classrooms and large community hall are available to rent for private use, also. The Branson Senior Center and partner with the Branson Parks & Recreation Department to offer services to our residents.

Libraries

The Taneyhills Community Library, a non-tax supported facility, is supported by fundraising efforts of the Friends of the Taneyhills Library through the used book store, thrift shop and voluntary contributions from area residents. There are over 52,000 volumes, including books, audio books and movies on the shelves. The College of the Ozarks' Lyons Memorial Library is a vital part of the four-year liberal arts college education program. Its

shelves are filled with a variety of reference, educational, religious and entertainment books. Both offer library cards to local residents free of charge.

Utilities

Electric & Natural Gas

The Branson area is serviced by two electric utility providers: (1) city-franchised, investor-owned Empire District Electric Company; 2) a cooperative – White River Valley Electric Cooperative. Summit Natural gas was granted approval by the City of Branson in 2009 to extend their lines to citizens of the city. Since then, over 700 customers have connected to natural gas.

Telecommunications

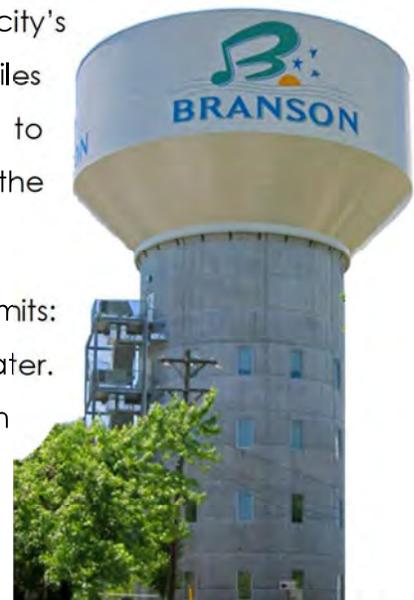
Branson is serviced by a local telephone provider, CenturyLink, and most national wireless service alternatives.

Suddenlink, a Texas-based company, provides cable to the Branson area. Other services provided include internet and phone.

Water & Sewer

The city's two water plants produce over 1.2 billion gallons of safe drinking water annually. In addition to assuring that all state and federal standards are met for water and wastewater treatment, the Utilities Department is also responsible for all sewer and water connections and maintenance around the city. The city's system includes almost 100 miles of waterlines, over 212 miles of gravity sewer lines, and 35 sewer pump stations used to convey wastewater over the hilly terrain and to the wastewater treatment facilities.

Other water companies also provide water inside city limits: Public Water Supply District #3 and Missouri American Water. The city owns and operates all of the sewer utilities within the city limits and also extends sewer service to more than three thousand connections outside the city. With two surface water treatment plants, two wastewater



treatment plants and proper planning for expansion of those facilities, the city will maintain the necessary capacity to keep pace with growth and development in the area for years to come.

City Financial Structure, Policy & Process

Description of Funds and Fund Types

For accounting purposes, a local unit of government is not treated as a single, integrated entity. Rather, a government is viewed as a collection of smaller, separate entities known as “funds”. The Government Accounting Standards Board (GASB) Codification of Governmental Accounting and Financial Reporting Standard, Section 1300, defines a fund as:

A fiscal and accountability entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

All of the funds used by a government must be classified into one of seven fund types. Four of these fund types are used to account for a local government’s “governmental-type” activities and are known as “governmental funds”. Two of these fund types are used to account for a government’s “business-type” activities and are known as “proprietary funds”. Finally, the seventh fund type is reserved for a government’s “fiduciary activities”.

The chart on the next page shows a summary of the city’s funds:

<i>Fund Type</i>	<i>Fund Example</i>	<i>Major Revenue Sources</i>	<i>Expenditure Types</i>	<i>Major Departments</i>
General	General Fund	1% sales tax Property tax Licenses & Permits Gross utility payments	Salaries & Benefits, Operating supplies & Services, Contractual services, Machinery, Equipment, Vehicles	Police, Fire, Finance, Building/Planning, part of Public Works, Engineering & Others
Special Revenue	Recreation Transportation Tourism Public Safety	User fees Charges for service .5% transportation tax Tourism tax .5% public safety tax	Salaries & Benefits, Operating supplies & Services, Capital projects, Debt service, Requirements related to these business activities	Public Works Parks
Debt Service	Branson Landing Branson Hills/Shoppes Branson Meadows	Sales Tax Tourism Tax TDD TIF	Debt Service Requirements	Finance
Capital Projects	Tourism Capital Water/Sewer Capital	Tourism Tax Sales Tax Charges for Services	Capital Assets including land, buildings, improvements, equipment and structural assets	Public Works Utilities Finance
Enterprise	Utilities	Utility Charges	Salaries & Benefits, Operating supplies & services, Contractual services, Machinery & Equipment	Utilities

Governmental Funds

Four fund types are used to account for governmental-type activities. These are the general fund, special revenue fund, debt service fund and capital projects fund.

General Fund

The general fund is the city's primary operating fund. Within it are nearly all operating departments: Administration, Information Technology, Finance, Human Resources, City Clerk/Municipal Court/Legal, Planning & Zoning, Engineering and part of Public Works. This fund is used to account for most of the day-to-day operations of the city, which are financed from sales and property taxes and other general revenues.

Special Revenue Funds

Special revenue funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance

particular functions or activities of government and which therefore cannot be diverted to other uses. The city has the following special revenue funds:

Recreation Fund – accounts for all revenues and expenditures related to the city's park system and recreational programs, revenues received from the city recreation programs and a subsidy from the general fund.

Transportation Sales Tax Fund – accounts for the expenditures for routine road maintenance along with transfers to capital projects for pay-as-you-go infrastructure improvements.

Public Safety Tax Fund – accounts for all revenues and expenditures related to the city's Police and Fire Departments, revenues received from the city's public safety tax and a subsidy from the general fund.

Tourism Tax Trust Fund – accounts for the collection and expenditure of the city's tourism tax, which provides funding for debt service on bonded debt and city infrastructure, pay-as-you-go infrastructure improvements as well as tourism marketing that receives 25% of the tax.

Debt Service Funds

Debt service funds are used to account for the payment of interest and principal on general and special obligation debts other than those payable from special assessments, and debt issued for or serviced by a governmental enterprise or dedicated funding source, such as tax increment financing (TIF) districts.

Debt Service Fund(s) – account for revenues from the TIF district property and sales tax and various other revenue sources. Appropriates are for expenditures and debt service related to the city's capital projects program.

Capital Project Funds

The capital project funds account for all resources used for the acquisition and/or construction of capital equipment and facilities by the city except those financed by special assessment, enterprise and internal service funds. The city has the following capital projects funds:

Capital Project Fund(s) – accounts for capital projects that are large and have multi-year completion dates.

Proprietary Funds

Two fund types are used to account for a government's business-type activities (activities that receive a significant portion of their funding through user fees). These are the enterprise funds and the internal service funds. The city currently only utilizes enterprise funds.

Enterprise Funds

Water and Sewer Maintenance Funds are used to account for the acquisition, operation and maintenance of city-owned water sewer facilities and services, which are normally self-supported by user charges. The operation of these funds are accounted for in such a manner as to show a profit or loss similar to comparable private enterprises.

Water and Sewer Fund – accounts for the revenues and expenditures needed to provide water and sewer service to the Branson community and surrounding area. This budget proposes significant additions and improvements to the infrastructure of these systems. This budget proposes rate increases for services provided by the fund, due to inflationary factors.

Capital Project Fund(s) – accounts for capital projects funded by tourism tax and operations that are large and have multi-year completion dates.

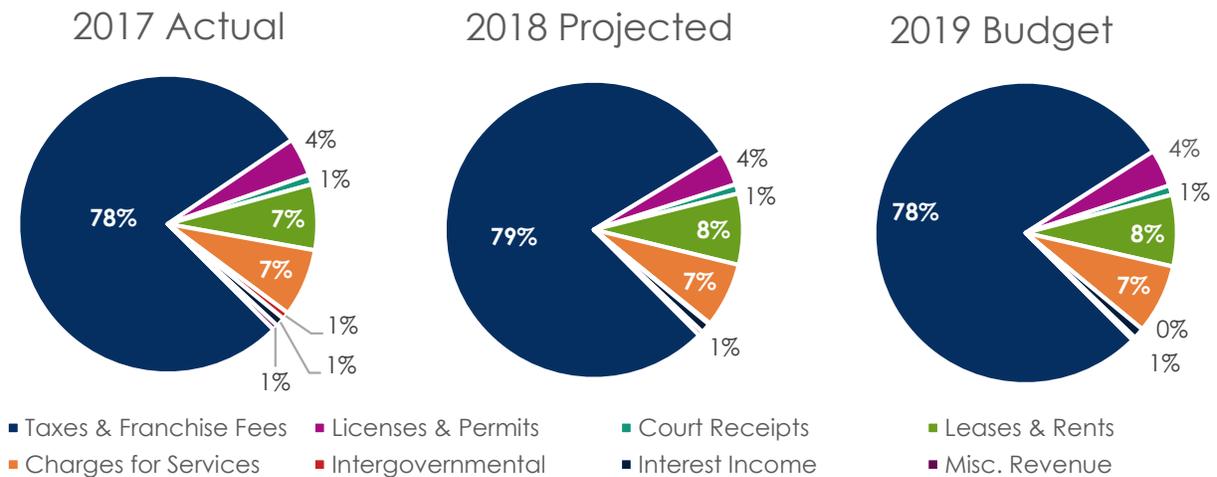
Sources of Revenue

In the budget process, one of the first steps is to estimate the projected revenues for the current year (in this case 2018). The city chooses to use projected revenues as it provides a more accurate value than simply estimating based on previously budgeted numbers. To calculate projected revenues, the city utilizes various sources and develops an economic forecast to determine projected revenues. Due to the fluctuating economy, the city estimates revenue growth at a modest 1% increase over current year projections.

Taxes make up the largest portion of the city's revenues, followed by Leases & Rents, which include leased property on West 76 Country Boulevard, telecommunication

locations on city property and other properties located throughout the city. Licenses & permits include fees charged for business and liquor licensing, as well as various permits required by the city (building, planning & zoning, etc.). Intergovernmental revenues include any amounts of money the city receives from other governmental entities, such as grants or monies from intergovernmental agreements. The “other” category includes administrative fees and one-time amounts.

General Fund Revenues



Construction Growth & Building Permits

The city experienced dramatic growth in tourism and related construction starting in 1990. Then, between 2005 and 2007, the city experienced a surge in building permits as areas such as the Branson Landing and Branson Hills began to develop. Construction values fell drastically in the following years, until 2012 in which the city experienced a surge that was partially due to reconstruction after a tornado in February 2012. By 2016, values again increased as several projects such as Fritz’s Adventure, Ballparks of America, Branson Mountain Coaster and the Cox Learning Center were developed. The 2017 total value for building permits was \$53.9 million; \$9.3 million in residential permits and \$44.6 million in commercial.

Significant tourist-related construction projects have also occurred in unincorporated portions of the county during the same period. The growth in tourism and related construction has greatly increased the tax revenues of the city, particularly sales tax

revenues. However, tourism growth has also placed a significant strain on the city's infrastructure. This pressure has caused the city to take steps to provide infrastructure improvements necessary to accommodate growth.

Taxes

Corporate Income Taxes

Since 1993, the income tax rate for corporations is 6.25% applied to the Missouri taxable income. In addition, Missouri allows 50% of federal income tax payments to be deducted before computing taxable income. Using this deduction, a corporation with a taxable income of \$1 million would have a Missouri effective tax rate of only 5.2%.

For corporations conducting business both inside and outside of Missouri, only income earned in Missouri is taxed. Two allocation options are offered for calculating this income: (1) a single-factor formula based on sales, or (2) a three-factor formula based on property, payroll and sales. Missouri is the only state that permits companies to choose the formula that results in the lesser corporate tax liability.

General Sales, Transportation & Tourism Taxes

The City of Branson has a general sales tax of 1%, a transportation tax of .5% and a public safety tax of .5% on retail sales. In addition, the city collects a tourism tax on tourism-related business of 4% on hotels, motels & amusements and .5% on dining and restaurants. Three of Branson's major shopping areas, Branson Landing, Branson Hills and Historic Downtown that have community improvement district (CID) sales taxes. Additionally, in 2016 the 76 Entertainment CID was created as the city's fourth community improvement district. Provided on the next page is a chart of the different districts and their total tax, including state, county and city taxes.

The chart on the next page shows the various taxing districts in the city and their associated tax rates:

Tax District	General Retail	Tourism Sales (lodging & entertainment)	Food & Beverage Sales (retail)
Branson Proper	9.1%	12.1%	9.475%
76 Entertainment CID	10.1%	13.1%	10.475%
Branson Landing	10.1%	13.1%	10.475%
Branson Hills	9.6%	12.6%	9.975%
Historic Downtown	10.1%	13.1%	10.475%

Assessed Evaluation & Property Taxes

The table below shows changes to property tax values over the past 10 years and the current year tax levy:

YEAR	REAL ESTATE	PERSONAL PROPERTY & UTILITIES	TOTAL ASSESSED	TAXING ENTITY	RATE
2009	420,847,761	60,937,232	481,784,993	OTC	0.2023
2010	426,450,398	56,572,853	483,276,679	Branson R-4 Schools	4.2630
2011	418,455,638	54,572,853	473,028,491	County Health	0.1404
2012	422,719,961	49,339,802	472,059,763	County Handicapped	0.1000
2013	408,047,292	50,725,309	458,772,601	Senior Citizens Service	0.0500
2014	408,376,165	49,044,341	457,420,506	City of Branson	0.6077
2015	395,426,871	49,894,093	445,320,964	State of Missouri	0.0300
2016	392,937,809	51,163,437	444,151,246	Total	5.3934
2017	390,964,990	52,436,014	443,401,004		
2018	397,561,194	52,110,615	449,671,809		

Taney County tax levies per hundred dollars on total assessed valuation:

Commercial and Industrial Real Property is assessed at 32% of fair market value. Commercial property additionally has a 15% surcharge.

Residential Property is assessed at 19% of fair market value.

Agricultural Property is assessed at 12% of fair market value.

Financial Policies & Practices

Policies

The fiscal policies of the City of Branson have a specific objective designed to ensure the continued fiscal health of the city. These objectives are:

- To provide both short-term and long-term future financial stability by ensuring adequate funding for providing services needed by the community;
- To protect the Board of Aldermen's policy-making ability by ensuring that important policy decisions are not dictated by financial problems or emergencies to prevent financial difficulties in the future;
- To provide sound principles to guide the decisions of the Board of Aldermen and management;
- To employ revenue policies which prevent undue or unbalanced reliance on certain revenues, distribute the cost of municipal services fairly and provide adequate funding to operate desired programs;
- To provide essential public facilities and prevent deterioration of the City's public facilities and infrastructure;
- To protect and enhance the City's credit rating and prevent default on any municipal debt;
- To create a document staff and board members can refer to during financial planning, budget preparation and other financial management issues; and
- To ensure legal compliance with the budget through systems of internal control.

Budget & Finance Committee

Changes to the city's financial policies are first reviewed by the Budget and Finance Committee prior to review and approval by the Board of Aldermen. The committee was established in the city's municipal code and members include the Mayor, City Administrator and two members of the Board of Aldermen. Additionally, the Mayor and Board may appoint two citizen members annually. Duties assigned to the Budget and Finance Committee are to review and recommend the operations budget to the Board, review the city's purchasing and accounting procedures and recommend changes as needed and to review and recommend procedures necessary to ensure the financial health of the city.

The committee may also assume other responsibilities as assigned by the Board of Aldermen. Examples of duties that have been specifically assigned by the Board of Aldermen. Examples of duties that have been specifically assigned include:

- Review and approve financial and investment policies;
- Review budget adjustments;
- Review revenue contracts with values over \$5,000;
- Review and approve expenditures over \$50,000;
- Review the city's monthly financial and tax reports.

Budget

The city uses a modified accrual basis of accounting for budgeting purposes. "Basis of accounting" refers to the timing of recognition of revenues.

The city creates a line-item budget, and departments are to review their expenses by considering previous years' revenues and expenses, one-time expenditures, previous-year completed projects, upcoming, projects, and market adjustments. As departments are making budget requests, the department ensures that the requests will meet the goals that have been set for the city. Departments are encouraged to utilize the priority-based budgeting tier system to identify programs that the city is providing that may be reallocated to other existing or new programs.

Based on these factors, the preliminary budget is created by balancing revenues and expenditures and is presented at a special budget meeting for a question and answer session. The final budget is then drafted with the changes recommended from the responses received at the special budget meeting as well as adding capital while maintaining a 20% reserve as required by city ordinance. The final budget is reviewed by the Budget and Finance Committee prior to presentation to the Board of Aldermen for approval.

Any budget amendments must first be presented to the Budget & Finance Committee for review. After sufficient review, the amendments may then be presented to the Board of Aldermen for first and second readings.

Beginning for the 2018 -2018 budget years, the city implemented a two-year budget process. Each year's budget must be approved annually by the board. The move to this process is meant to better tie the budgeting process to the city's biennial strategic planning process.

Budget Timeline for FY19-20 Budgets

May

21 Director of Finance distributes budget documents

July

13 Departmental FY18 projections, FY 2019-2020 capital requests and PBB scoring due

27 Finance Department completes 2018 actual & estimated payroll costs, non-departmental items & revenue estimates. Posts in budget program. Capital and Budget & Finance Committee peer review teams meet

August

03 All FY19 and FY20 departmental budgets entered in budget module.

17 Finance Department completes Budget Analysis

21-25 City Administrator and Finance Director meet with each department

31 Human Resources submits FY19 insurance rates and Health & Wellness incentives

September

4-7 City Administrator & Director of Finance review budget document prior to submission to Finance Committee

27 Budget & Finance Committee reviews proposed budget

October

15 Budget Workshop (dependent on availability)

16-31 Finance Director completes final amendments to proposed budget after Budget Workshop

November

02 Amended budget document submitted to Board of Aldermen

Director of Finance publishes notice of budget hearing

13 City Administrator presents proposed FY19 budget for first reading

27 Final reading of FY19 budget. Budget adopted by ordinance

December

1-31 Director of Finance prepares supplemental information for budget document. Document is finalized for printing.

January

1 Adopted budget is recorded on the books and goes into effect

31 Official budget document is distributed

Priority-Based Budgeting

The City's traditional approach to budgeting has typically been incremental-based, with the last year's budget serving as the basis of the budget of the following year. This has been done in concert with a zero-based budgeting approach, where accounts for certain line items essentially start with zero and every planned purchase is detailed. Unfortunately, these budgeting methods do not adequately address priorities, and do not directly link to strategic goals or performance measurement.

As part of the solution to this dilemma, our organization has partnered with ResourceX to establish a framework and providing a "new lens" through which the organization can clearly see where opportunities exist, therefore making more effective use of finite resources and continuing to serve in the most effective, efficient and fiscally responsible manner possible.

The Priority-Based Budgeting (PBB) model provides a comprehensive review of the entire organization's operating budget, identifying and ranking services (programs) offered on the basis of the community's priorities. The diagnostic process enables policy makers to link funding decisions to priorities in the strategic plan. The PBB philosophy involves "Results", which are the fundamental reasons organizations exist, and what the organization is in business to provide. Result definitions detail and expand on the factors influencing the results our organization aims to achieve – and for which all services/programs would then be gauged by and ranked on.

Capital Budgeting in the PBB Model

In 2018, the city expanded the priority-based budgeting process to include capital (for the 2019 budget). The process rated capital requests against the city's priorities and, for the first time, included elected officials and Capital and Budget and Finance Committee members in the process. Overall, the process provided another decision-making element for deciding which projects to fund. The city's capital programs for 2019-2020 can be found beginning on page 118. Also included are which priorities (or results) the project will achieve and the PBB program number for tracking purposes.

5 STEPS

PROCESS OVERVIEW PRIORITY BASED BUDGETING

The methodology involved in implementation of Priority Based Budgeting process can be broken out into five distinct steps:



Determine & Clarify Vision/Results

01

The first step is to determine the results used in Priority Based Budgeting. These results are based on best practices and align with other initiatives (for example, a Strategic Plan) that have defined an organization's goals. Two sets of results were created to distinguish between community-oriented and government-oriented results. These "Result" areas are further supported by Result definitions. At a high level, "Results" are the fundamental reason that an organization exists, and what an organization is in the business to provide.

Identify Programs & Services

02

Each department then set out to develop a comprehensive list of programs and services offered by that department (what exactly we do). These "Program Inventories" build a common understanding of what the organization is offering to the community and in support of internal operations and procedures. The inventories include a description of the program including services provided, and identify the program as either community or government-centered.

Allocate Costs/Resources to Programs

03

After program identification, departments then provide comprehensive and detailed cost information for each individual program. Through this process, departments estimated the level of staff time and other department budget expenditures/costs dedicated to each program, as well as identifying any revenues generated from these services. These were each labeled as personnel or non-personnel costs.

Score Programs Based on Results

04

In this step, departments then evaluated each program on how much every program contributes to achieving each result. departments also scored other attributes of each program, such as the level of mandate to provide the program, the amount of cost recovery of the program, change in demand for the program, and the portion of the community served by the program. Once departments scored their programs based on the criteria/results, multi-departmental teams conducted follow up review, validation

Resource Alignment Diagnostic Tool

05

In the final step, program costs and scores are combined into a comprehensive Resource Alignment Diagnostic Tool. This tool allows for multiple methods of sorting the information, gives a visual representation of how the organization allocates money to each program, and how those programs rank relative to each other in order of highest priority (those programs most relevant to achieving results - Quartile 1) to lowest priority (those programs least relevant to achieving results - Quartile 4).



Community Character

- Sustains and invests in a community of cohesive, diverse, attractive and safe neighborhoods
- Offers notable, pronounced gateways into the City with distinguishing landscapes and identifying elements that project community values, leaving a lasting impression on visitors
- Ensures that 76 Country Boulevard supports properties and buildings that contribute to the character of Branson as a unique entertainment destination and offers safe, congestion free traffic flow
- Enhances its major corridors within the city with cohesive, attractive and contribute to the character of Branson as a unique entertainment destination and offers safe, congestion free traffic flow
- Provides for efficient and effective traffic flow that makes it easy to travel throughout the city while ensuring a connected system of trails and pedestrian-friendly walkways
- Preserves and revitalizes the historic character of its downtown, ensuring that its buildings are well-maintained and contribute to the scale and quality of the district as pedestrian-friendly

PROGRAM EXAMPLES

how we achieve this result

No. 446
Q1
Asphalt Maintenance & Repair
Cost \$283k

No. 17
Q3
Organization of Neighborhoods
Cost \$25k

No. 613
Q1
Community Beautification Elements
Cost \$40k

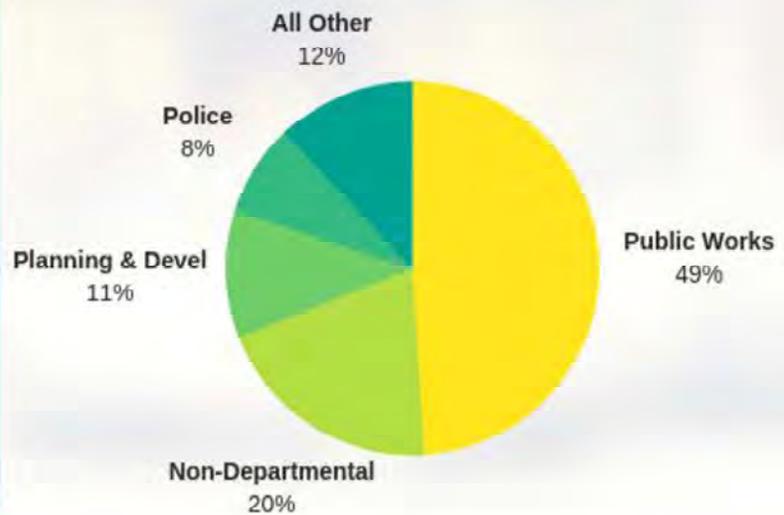
No. 002
Q1
Liquor License Management
Cost \$20k

\$5.2 million

of the 2018 budget contributed to the City's desired result of **Community Character**



CONTRIBUTING DEPARTMENTS





Community Needs: Arts, Culture & Education



Provides for the preservation of the community's unique history and heritage.

Supports and encourages cultural enrichment, the performing arts and artistic activities that contribute to the local economy and are accessible for residents and visitors to patronize.

Ensures that all levels and types of education are available, accessible and attainable, serving all ages, abilities and demographics in a safe environment.

Offers a diverse opportunities for life-long learning, access to informational resources and community education involvement and participation.



PROGRAM EXAMPLES

how we achieve this result

\$3.2 Million

of the 2018 budget contributed to the City's desired result of

Arts, Culture & Education

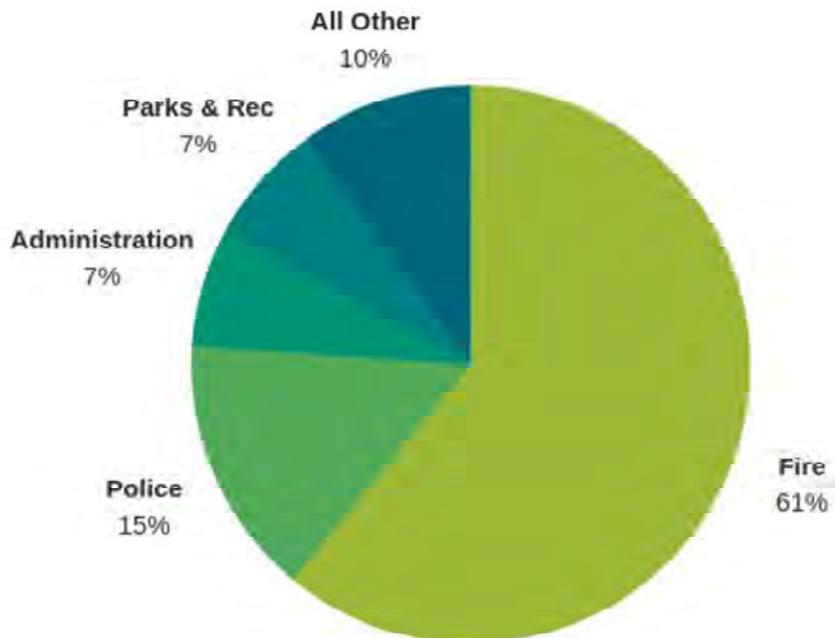
No. 679
Q1
Safety & Outreach
(Police)
\$141k

No. 100
Q2
Community Center
Operations
(Parks)
\$53k

No. 622
Q1
Social Service
Agency Support
(Non-Departmental)
\$88k



CONTRIBUTING DEPARTMENTS



The page features a dark blue background with a faint image of trees and a house. On the left, there is a vertical strip showing a person sitting at a table outdoors. A large orange rectangle is positioned on the left side, containing the text 'Community Needs:'.

Community Needs:

Safety, Health & Socioeconomic

Designs and provides a safe public infrastructure network that is well-maintained, accessible and enhances traffic flow and mobility for motorists, pedestrians and cyclists

Shares and celebrates its community values in all facets of customer service, business and inter-community support

Encourages and supports and adequate supply and variety of housing that meets the diverse needs of the community, its residents and its workers

Builds a strong community by encouraging the formation of a centralized, collaborative effort to help and support the life needs of children, families and neighborhoods

Ensures its residents have access to a health care network, offering mental, dental, physical and medical care, while promoting an active community lifestyle

Provides for the overall personal safety of its residents and visitors through a visible presence, prevention activities and community education

Offers protection from harm and wrong-doing, enforces the law, promptly responds to calls for service, and is adequately prepared for all emergency situations

Promotes and sustains a clean, properly regulated and visually attractive community that ensures access to a reliable utility network that delivers safe, clean water, manages wastewater treatment and provides effective storm water management

PROGRAM EXAMPLES

No. 678
Q2
Crime Analysis
(Police)
\$85k



No. 067
Q2
Safety Inspections
(Planning)
\$7k

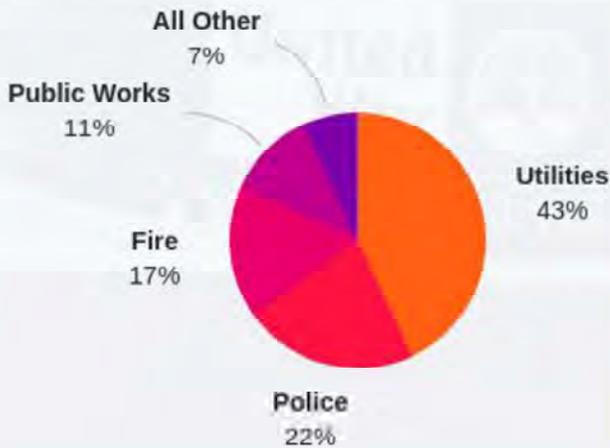


No. 683
Q1
Citizen's Police
Academy
(Police)
\$9k



No. 661
Q1
Hazard Mitigation
(Fire)
\$112k

CONTRIBUTING DEPARTMENTS



\$20.5 million
of the 2018 budget contributed
to the City's desired result of
**Safety, Health &
Socioeconomic**



Economic Development

Strives to balance the desired service levels with changing costs and revenues

Partners with the community to support and encourage the growth of the local economy, setting the stage for business development (attraction, retention & expansion), job creation and fostering a thriving entrepreneurial environment

Offers a safe, welcoming environment that is receptive to a variety of development incentives that encourage desired growth but that do not put the city, or other community entities at risk

Stimulates economic growth through well-planned, sustainable development, redevelopment and revitalization of the community

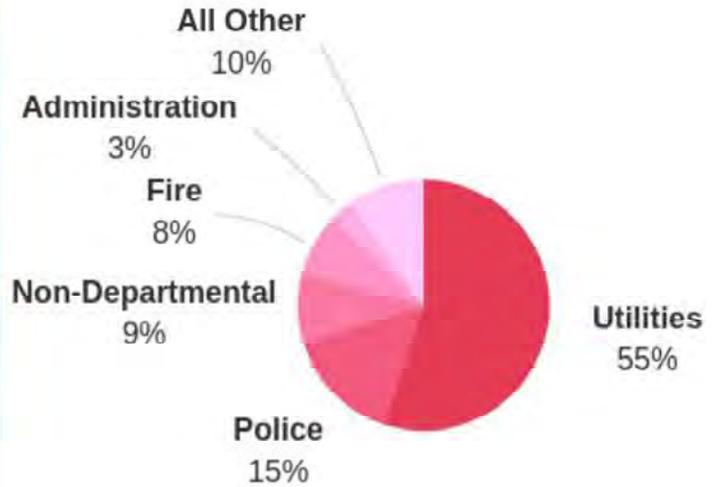
Encourages and maintains a diverse balance of retail, dining, entertainment and business services that support the resident population in order to maintain their quality of life

\$6.9 million

of the 2018 budget contributed to the City's desired result of

Economic Development

Contributing Departments



PROGRAM EXAMPLES



Infrastructure & Environment

Develops and implements a solid waste management plan that includes a curbside recycling service that ensures those materials remain of high quality so they can be recycled and actually reused in the future

Continually protects its water resources in order to maintain water quality of streams and aquifers and to preserve existing hydrology patterns

Develops public infrastructure at a pace that supports the population growth and at a rate that allows the City to provide sufficient services without a financial burden

Continually expands its efforts to develop new strategies for increased energy efficiency and use of renewable energy

Acts as a good steward of the land and environment by enhancing existing ecosystems

Designs, builds and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls storm water drainage and effectively manages sewage treatment

Ensures that air quality is maintained at a healthy level as the city grows



PROGRAM EXAMPLES

how we achieve this result

No. 433
Q2
Recyclables Processing (PW)
\$22k

No. 555
Q2
Bio Solids Processing (Utilities)
\$731k

No. 543
Q1
Water Plant Operations (Utilities)
\$386k

\$15.1 million

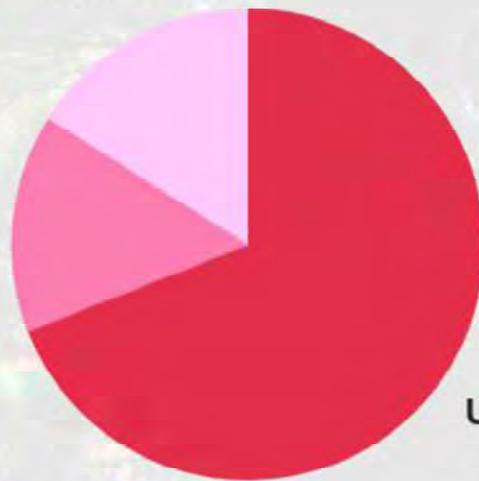
of the 2018 budget contributed to the City's desired result of

Infrastructure & Environment



CONTRIBUTING DEPARTMENTS

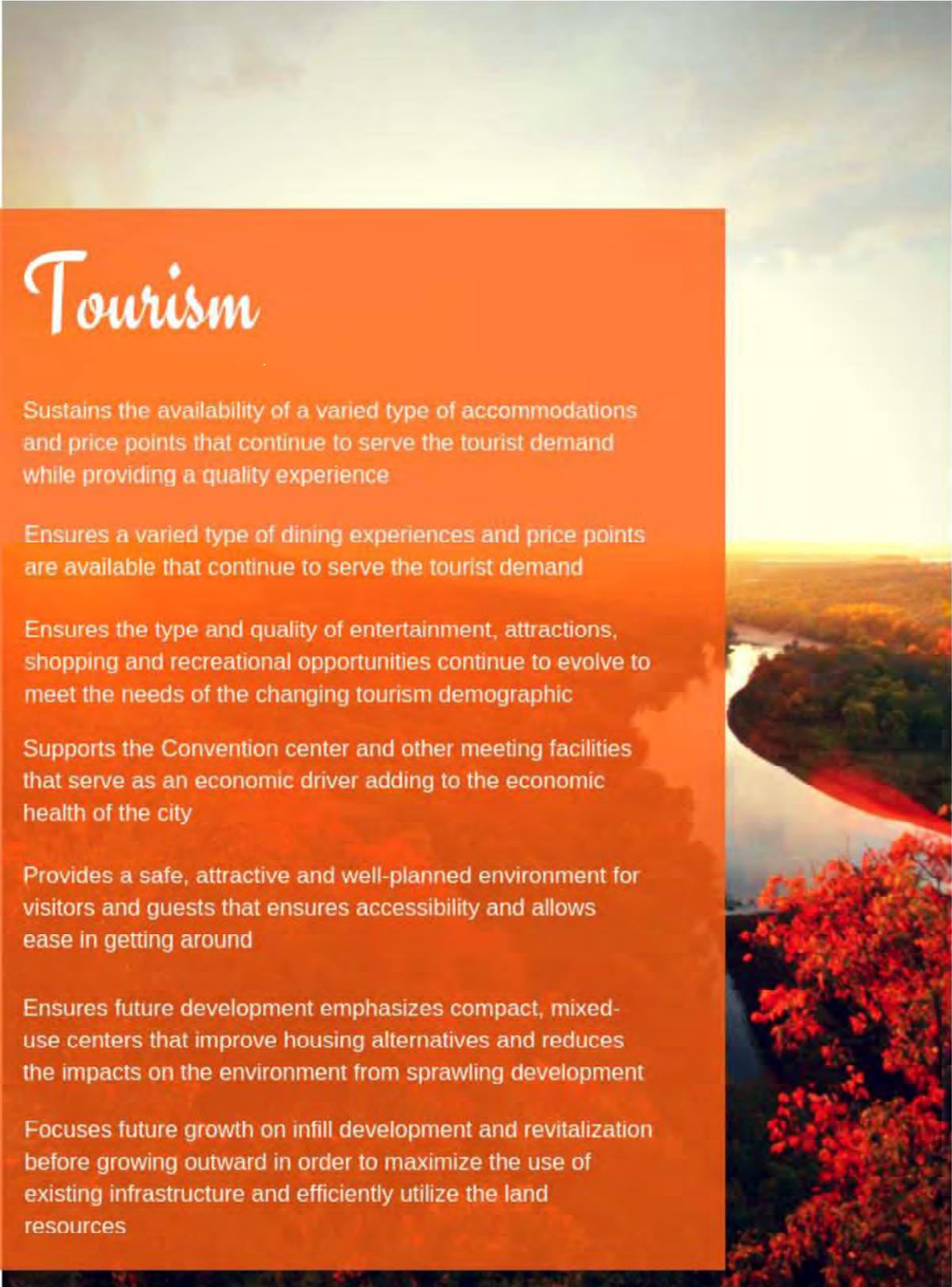
All other
16%



Public Works
15%



Utilities
69%



Tourism

Sustains the availability of a varied type of accommodations and price points that continue to serve the tourist demand while providing a quality experience

Ensures a varied type of dining experiences and price points are available that continue to serve the tourist demand

Ensures the type and quality of entertainment, attractions, shopping and recreational opportunities continue to evolve to meet the needs of the changing tourism demographic

Supports the Convention center and other meeting facilities that serve as an economic driver adding to the economic health of the city

Provides a safe, attractive and well-planned environment for visitors and guests that ensures accessibility and allows ease in getting around

Ensures future development emphasizes compact, mixed-use centers that improve housing alternatives and reduces the impacts on the environment from sprawling development

Focuses future growth on infill development and revitalization before growing outward in order to maximize the use of existing infrastructure and efficiently utilize the land resources

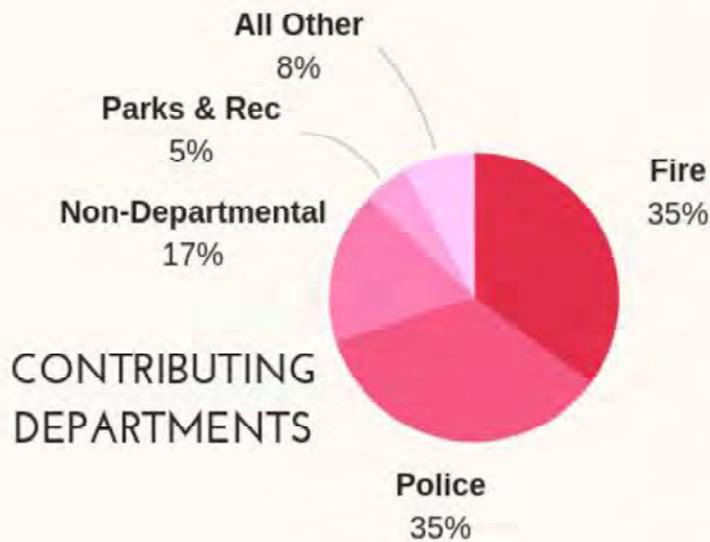
PROGRAM EXAMPLES

No. 111
Q3
Tourism Marketing
(Parks & Rec)
\$4k

No. 644
Q1
Economic Development
Financial Incentives
\$16k

No. 689
Q1
Crime Response
(Police)
\$932k

\$5.5 million
of the 2018 budget contributed
to the City's desired result of
T o u r i s m



Parks, Open Space & Recreation



Provides a city-wide trail network that is contiguous, connecting neighborhoods, community facilities, parks and open spaces and offering an alternative to the automobile for residents and visitors

Designs, maintains and expands a variety of public areas, such as plazas, outdoor spaces, parks and recreation facilities that are functional, accessible, attractive, safe and comfortable

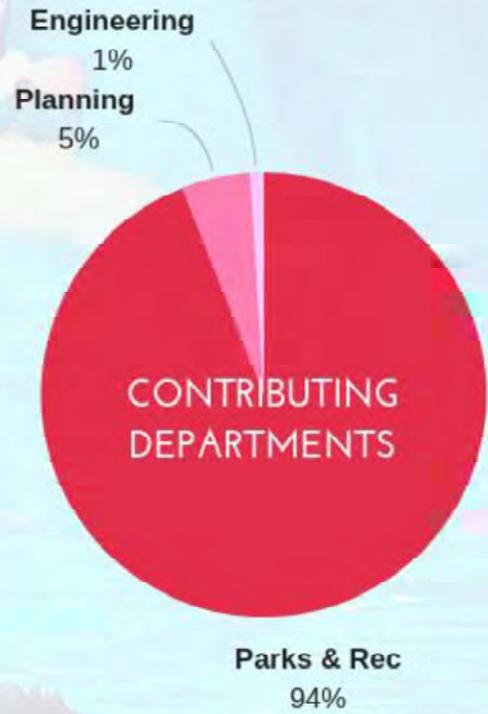
Develops an extensive, connected open space network that reinforces its resident's quality of life

Offers and supports a diverse variety of recreation programs and leisure activities that provide "things to do" for residents and visitors alike

\$1.4 million

of the 2018 budget contributed to the City's desired result of

Parks, Open Space & Recreation



No. 120
Q2
Aquatic Facility
Operations
\$103k



No. 713
Q1
Parks
Operations
\$60k



PROGRAM EXAMPLES: How we accomplish this result

No. 356
Q1
Bike & Pedestrian
Trail Planning
\$18k



No. 088
Q2
CIP Budget
Preparation
\$8k



No. 110
Q3
Tournament
Operations
\$25k



Land Use

Provides a flexible, sustainable guide for growth through the Community Plan 2030

Develops a plan to annex lands in an effort to eliminate islands and meet the goal of enhancing its economic and sustainability standards

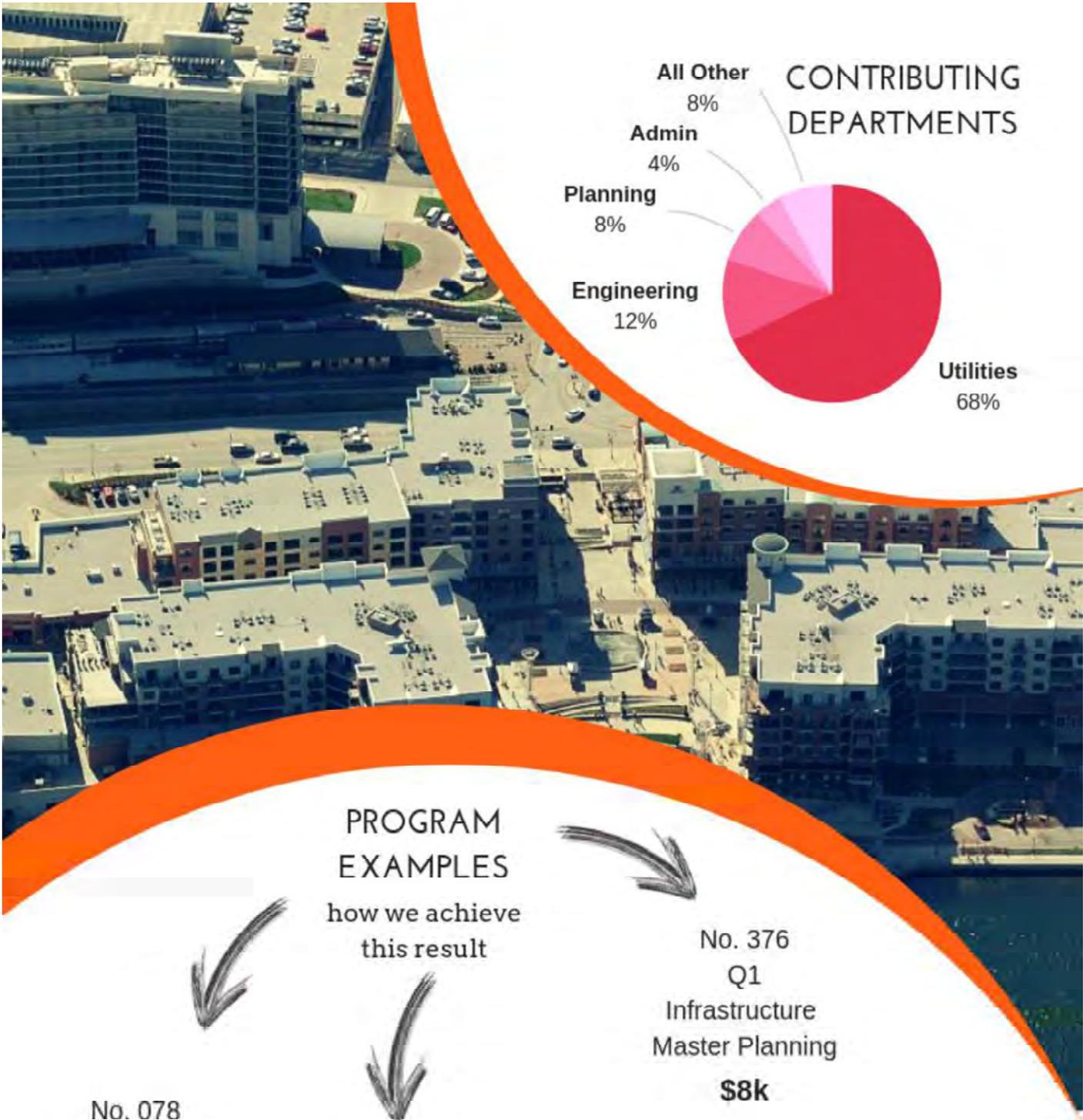
Develops and implements development codes and zoning regulations that encourage high-quality, new development

As environmental stewards of the land, protects its natural system and promotes sustainable development

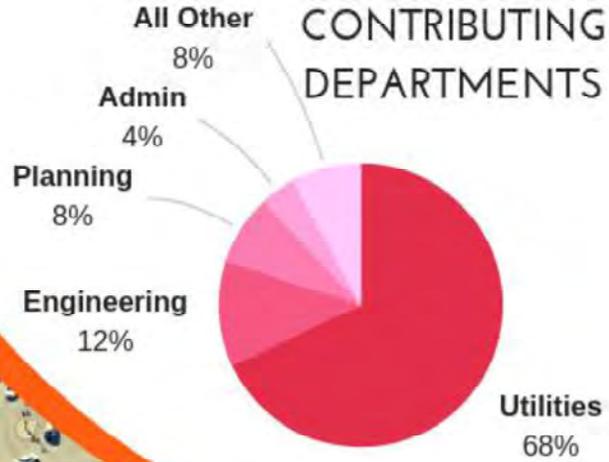
Ensures that the amount and location of commercial and industrial land, as well as the necessary infrastructure, is adequate to attract and serve the needs of potential new industries and professional businesses

Ensures future development emphasizes compact, mixed-use centers that improve housing alternatives and reduces the impacts on the environment from sprawling development

Focuses future growth on infill development and revitalization before growing outward in order to maximize the use of existing infrastructure and efficiently utilize the land resources



CONTRIBUTING DEPARTMENTS



PROGRAM EXAMPLES

how we achieve this result

No. 078
Q2
Zoning Code Enforcement
\$7k

No. 718
Q1
MS4 Stormwater Master Plan Program
\$13k

No. 376
Q1
Infrastructure Master Planning
\$8k

\$2.2 million
of the 2018 budget contributed to the City's desired result of
Land Use



Transportation

Plans and builds a strong, comprehensive street network that manages traffic congestion, provides clear alternative routes and is well-maintained

Develops a clear way-finding system to help residents and visitors navigate through the community as efficiently and easily as possible

Strives to provide private and commercial air access to the Branson area

Develops and sustains a safe, convenient, and efficient public transportation system that is coordinated with adjacent municipalities and counties

Ensures walking and biking is practice, accessible, safe and an enjoyable means of travel for residents and visitors

PROGRAM EXAMPLES

how we achieve this result

No. 383
Q1
Regional
Transportation
Planning
\$2k

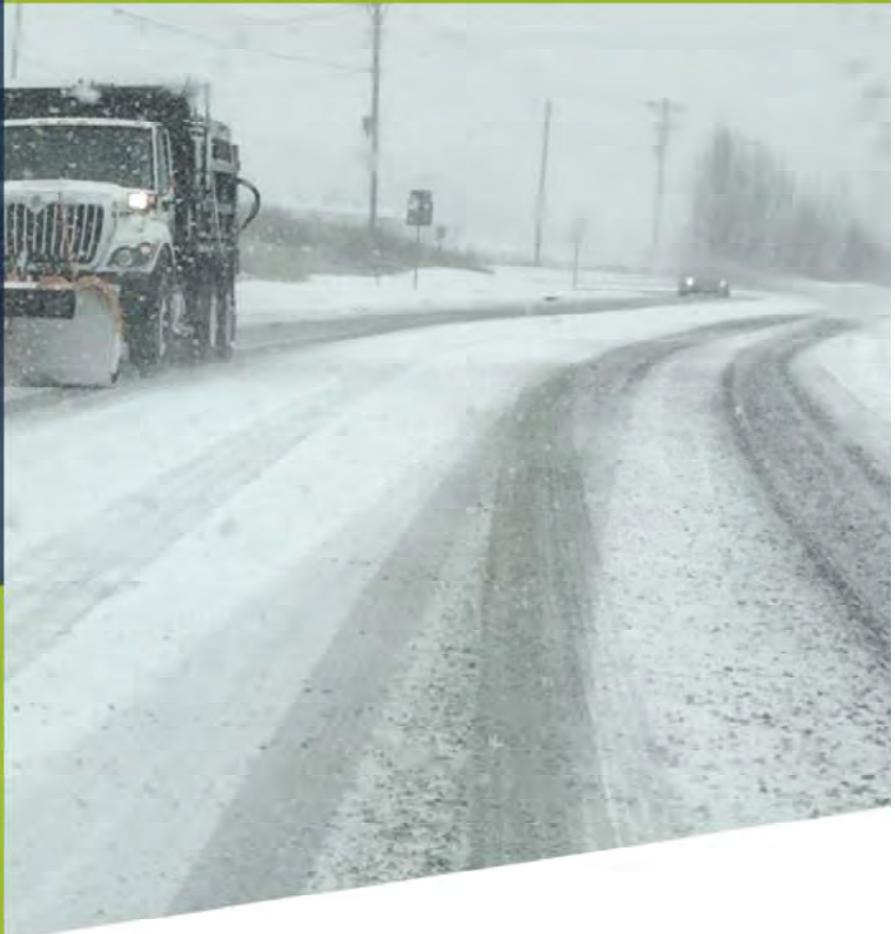
No. 464
Q1
Traffic Control
\$63k

No. 442
Q1
Sign Retroreflectivity
Program
\$60k



\$3.7 million

of the 2018 budget contributed to the City's desired result of **Transportation**





Good Governance

Protects, manages, optimizes and invests in its human, financial, physical and technology resources

Provides assurance of regulatory and policy compliance to minimize and mitigate risk

Attracts, motivates, develops and retains a high-quality, engaged and productive workforce

Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and responsiveness in all operations

Provides responsive and accountable leadership, advances city interests through regional partnerships and facilitates timely and effective two-way communication and community engagement

Supports decision-making with timely and accurate short-term and long-range analysis that enhances vision and planning

\$13.9 million
of the 2018 budget contributed
to the City's desired result of
Good Governance



PROGRAM EXAMPLES

how we achieve
this result

No. 9025
Q1
External Financial
Audit

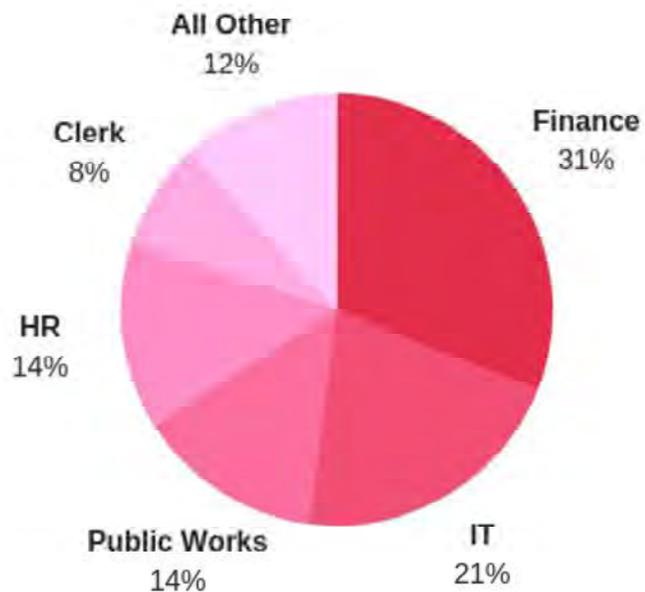
\$87k

No. 9082
Q3
Fleet Maintenance

\$246k



CONTRIBUTING DEPARTMENTS



Accounting

The city also uses a modified accrual accounting method. Modified accrual is a combination of cash basis and full accrual basis. Revenues are recognized when they are both measurable and available and expenditures are recognized when the liabilities are incurred. This method is used in accordance with generally accepted accounting principles (GAAP).

Payroll

The City of Branson utilizes a bi-weekly payment method. Promotions are based on a merit/step system. We offer a generous benefit package to our employees including a pension retirement through Missouri Local Government Employees Retirement System (LAGERS).

Investments

The primary objectives, in priority order, of the city's investment activities encompass safety, liquidity and yield. Investments are undertaken in a competitive manner and are subject to restrictions imposed by the Constitution and the laws of the State of Missouri, city ordinance and documents authorizing the issuance of bonds, notes or other obligations. The city may invest monies in:

- Obligations of the State of Missouri;
- United States Treasury Securities;
- United States Government Instrumentality Obligations;
- Forward Delivery Agreements;
- Repurchase Agreements;
- Collateralized Public Deposits

Purchasing

The city seeks the best service level at the least amount of cost through city workforce, private sector contracts or Not-for-Profit (NFP) contracts. Contracts for private sector services will include a formal process that insures a level playing field for the private sector to submit competitive bids. Evaluating the need for NFP contracts will include how well

they complement or extend current city services and how well they fill an under-met priority or community need that is not otherwise being met. Any contracts with NFP will include: specific services to be provided; number of volunteer hours; community financial support; and the requirement of annual financial services and accomplishment report.

The city has an application for non-profits seeking funding. During years when funds are available, funds will be awarded based on established criteria and subject to appropriation in the annual budget.

Capital Improvement Program

The demand for services and the cost of building and maintaining the city's infrastructure continues to increase. No city can afford to accomplish every project or meet every service demand. Therefore, a methodology must be employed that provides a realistic projection of community needs, the meeting of those needs and a framework to support Board of Aldermen prioritization of those needs. That is the broad purpose of the Capital Improvement Program (CIP).

The CIP includes the scheduling of public improvements for the community over a five-year period and takes into account the community's financial capabilities as well as its goals and priorities. A "capital improvement" is defined as any major non-recurring expenditure for physical facilities in government. Typical expenditures are the cost of land acquisition or interest in land, construction of roads, utilities and parks. Vehicles and equipment are covered separately under an equipment schedule, but still under the CIP.

CIP Development Process

- Compile and prioritize projects. Staff will consolidate and prioritize recommended projects into the proposed Capital Improvement Plan.
- Devise proposed funding sources for proposed projects. Recommended funding sources will be clearly stated for each project.
- Project and analyze total debt service related to the total debt of the city.
- A debt study will be provided summarizing the combined impact of all the existing and proposed debt.
- Prepare a multi-year forecast of all approved requests.

Impact of Capital Expenditures

A detailed 2-year Capital Improvement Plan can be found on pages 118-135.

Public Safety

The city has long recognized the need for new police and fire facilities and equipment within the city. The current police department has outgrown the police station and the city would greatly benefit from a more centrally-located facility. In addition, the city's boundaries have expanded in a way that at least one new fire station would improve response times and reduce insurance rates for citizens and businesses. In November 2017, Branson voters approved a new .5% Public Safety Sales Tax. Collection for the tax began on April 1, 2018. This new revenue source provides funding for new public safety related infrastructure and equipment such as police vehicles and fire apparatus that the city previously would have had to budget over a much longer period of time. Additionally, the General Fund will no longer be responsible for Public Safety expenditures, although the fund will continue to contribute \$7.6 million annually for public safety expenditures. The tax sunsets in 25 years, at which point an extension must be approved by voters.

Revitalization Projects

The city's two large-scale revitalization projects, geared toward revamping aging tourism areas, have been placed on hold until the city can produce the appropriate funding to move forward. To-date, the city has spent \$12.8 million on the Downtown District Revitalization Project and \$22.5 million on the Highway 76 Revitalization Project (76 Project). Due to the expense of these projects, the city has created a cash-flow model for increased oversight and transparency, and to improve planning processes.

The Highway 76 Project is an estimated \$80 million dollar renovation project along the Highway 76 entertainment corridor, extending approximately 5 miles. The project is intended to ease traffic congestion, improve pedestrian access, and update utilities and other infrastructure. The operations and maintenance of the 76 Revitalization Project will largely be paid for by the creation of the 76 Entertainment Community Improvement District (76 Entertainment CID). As the project is financed through the Tourism, Water & Sewer and 76 CID revenues, short and long-term General Fund budgetary implications will be minimal. Both the Downtown and Highway 76 Projects combined, however will

limit Tourism Fund Expenditures in future years as any associated debt is paid off. Both projects were put on hold in 2017, with design development for the Highway 76 project to resume in 2019.

Risk Management

The city of Branson is exposed to various risks of loss – those related to legal matters; for the theft, damage or destruction of assets; for errors and omissions; through injuries to employees; through employees' health and life; and natural disasters. The city mitigates much of these risks through the purchase of various insurance policies. However, the Board has chosen to go the extra step of tasking administration to identify potential risks through a risk management team, which is also tasked with developing policies, procedures and training to help prevent potential loss from occurring. The city maintains all general liability insurance coverage with insurance provided through Arthur J. Gallagher & Co.

Long-Term Indebtedness

The use of borrowing and debt is an important and flexible revenue source available to the city. Debt is a mechanism which allows capital improvements to proceed when needed, in advance of when it would otherwise be possible. It can reduce long-term costs due to inflation, prevent lost opportunities and equalize the costs of improvements to present and future constituencies.

The city of Branson has issued insured revenue bonds securing a rating of AAA for each issue. In 2003, the city issued uninsured Annual Appropriation Revenue Bonds through the Missouri Development Finance Board (MDFB), securing a rating of BBB+ and Baa1 from Standard and Poor and Moody's rating agencies. In 2004, the city issued uninsured Annual Appropriation Revenue Bonds through MDFB and secured a rating of BBB+ and Baa1 from Standard & Poor and Moody's rating agencies. In 2005, the city issued \$80,000,000 in Annual Appropriation Revenue Bonds to complete the Branson Landing project. In 2017, the city issued tax refunding revenue bonds to advance refund \$1,600,000 of outstanding tourism tax revenue bonds. The net proceeds were deposited in a trust with an escrow agent to provide for all future debt service payments on the refunded portion of the bonds. As a result, the refunded portion of the 1998B Bonds is

considered defeased and the related liability for these bonds has been removed from long-term debt.

Long-Term Debt

Bond Issues	Balance as of 31-Dec-18
2007 Issue	1,840,000
2010A Issue	0
2010B Issue	6,570,000
Total	8,410,000
MDFB 2005A Issue	4,185,000
MDFB 2011A Issue	28,000,000
MDFB 2012A Issue	22,325,000
MDFB 2015A Issue	62,560,000
Total	117,070,000
IDA 2005 A Branson Hills	12,805,000
IDA 2005A Branson Landing	12,790,000
IDA 2005B	1,889,338
IDA 2017A Branson Shoppes	25,100,000
IDA 2017B	8,183,665
Ida 2007A Branson Hills	3,250,000
Total	64,018,003
Grand Total	\$189,498,003

In 2010, the city issued revenue bonds to refund \$7,790,000 of outstanding tourism tax revenue bonds. Also in 2010, the city issued tourism tax revenue bonds to upgrade the Compton Wastewater Treatment Plant and the Lift Station #40. In 2011, the city issued an advanced refunding on the 2003A for the remaining balance of \$37,925,000. In 2012, the city secured another refunding of the MDFB 2004A bond on the balance of \$33,450,000. In 2015, the city refinanced the callable amount of the MDFB 20015A bond leaving a balance of \$8,565,000 and created the MDFB 2015A bond with a starting balance of \$62,560,000. In 2017, the IDA2006AB Branson Shoppes bonds were refinanced. The result was 2017AB bonds with beginning balances of \$28,025,000 and \$8,668,655.22. The chart

below is a schedule of revenue and special obligation bonds outstanding as of December 31, 2017.

The chart below shows the legal debt margin calculation for Fiscal Year 2017:

Legal Debt Margin Calculation for Fiscal Year 2017

Assessed Value	444,410,266
Debt Limit (20% of assessed value)	88,882,053
Obligations	
Tourism revenue bonds	11,595,000
General obligation bonds	
Promissory notes	14,338,691
Total bonded debt	25,933,691
Less	
Debt reserve funds	(3,388,249)
Total net debt applicable to limit	22,545,442
Legal debt margin	65,509,005

Note: Under state finance law, the city's outstanding general obligation debt should not exceed 10 percent of total assessed property value. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying general obligation bonds.

Debt management is an integral part of the financial management of the city. Adequate resources must be provided for the repayment of debt and the level of debt incurred by the city must be effectively controlled to amounts that are manageable and within levels that will maintain or enhance the city's credit rating. A goal of debt management is to stabilize the overall debt burden on the future tax levy requirements to ensure that issued debt can be repaid and prevent default on any municipal debt. A debt level which is too high places a financial burden on taxpayers and creates problems for the community's economy as a whole.

Long-Term Financial Planning

The City of Branson utilizes a multi-year capital improvement program (see further explanation in the Capital Improvement Program section). Most projects are scheduled over a number of years and are financed on a pay-as-you-go basis as funds become available. The exception to this rule was the redevelopment of the Taneycomo Lakefront

(known as Branson Landing) and construction of the Branson Convention Center and the Spirit of 76 projects. The Branson Landing project, including all infrastructure, convention center and other public improvements has been financed through a series of bond issues secured with the city's annual appropriation pledge and tax increment financing (TIF).

In addition to the \$40,000,000 bond issue of 2004, the city issued \$80,000,000 in TIF bonds in 2005 to complete the project. These projects will be supported by local property taxes, economic activity tax (EATS), and state sales tax within the district. The city always looks for creative funding solutions such as cost sharing with other governmental agencies, public-private cooperative efforts and other sources of funding for projects that become available.

The city uses funding from the Tourism Tax and the Transportation Tax, net of debt service, to finance needed infrastructure extensions and improvements. The city has participated with Taney County in the extension of sewer services throughout the Fall Creek Basin and into the Bee Creek area. These projects have been financed through the county's ½ cent sewer tax, state and federal grants and the Department of Natural Resources loans.

Expenditure Summary by Fund

As discussed, the General Fund is the city's primary operating fund and pays for expenses for most city departments. Below is a table showing General Fund expenditures by object, as well as several graphs depicting to what programs and departments funds are allocated.

As a result of the newly established Public Safety Fund in 2018, General Fund expenditures dropped significantly between FY 2017 and 2018 as dollars shifted between funds. See below:

Operating - General Expenditure by Object	2017 Actual	2018 Budget	2018 Projections	2019 Budget
Personnel Services	11,672,550	5,094,503	4,913,632	5,190,813
Contractual Services	3,471,831	3,393,625	3,275,254	3,142,062
Commodities	641,395	270,485	277,284	321,445
Capital Expenditures	52,745	27,000	18,000	170,507
Debt Service	297,232	431,995	329,171	269,065
Total General	16,135,754	9,217,608	8,813,341	9,093,892

Public Safety Expenditure by Object	2017 Actual	2018 Budget	2018 Projections	2019 Budget
Personnel Services	-	7,758,037	7,892,090	8,554,208
Contractual Services	-	504,665	681,293	779,606
Commodities	-	394,841	409,345	419,887
Capital Expenditures	-	1,260,000	3,701,122	1,388,543
Debt Service	-	125,896	125,896	1,469,840
Total Public Safety	-	10,043,439	12,809,746	12,612,084

Water & Sewer Expenditure by Object	2017 Actual	2018 Budget	2018 Projections	2019 Budget
Personnel Services	3,546,583	3,636,842	3,554,709	3,580,074
Contractual Services	2,934,898	3,374,230	3,207,825	3,484,459
Commodities	902,190	708,710	676,179	753,202
Capital Expenditures	(335,793)	418,000	170,000	301,000
Depreciation	4,863,702	5,102,060	5,248,166	5,510,575
Total Water & Sewer	11,911,580	13,239,842	12,856,879	13,629,310

Transportation Expenditure by Object	2017 Actual	2018 Budget	2018 Projections	2019 Budget
Personnel Services	1,425,851	1,535,051	1,436,446	1,484,487
Contractual Services	2,266,268	2,178,766	1,999,121	1,759,944
Commodities	552,364	639,806	586,826	728,850
Capital Expenditures	274,946	1,168,958	440,000	455,000
Total Transportation	4,519,429	5,522,581	4,462,393	4,428,281
Parks & Recreation Expenditure by Object	2017 Actual	2018 Budget	2018 Projections	2019 Budget
Personnel Services	1,526,445	1,614,688	1,547,578	1,682,831
Contractual Services	756,589	692,619	684,173	687,266
Commodities	269,126	299,180	288,150	298,590
Capital Expenditures	131,390	-	-	-
Total Parks & Rec	2,683,550	2,606,487	2,519,901	2,668,687
All Other Expenditure by Object	2017 Actual	2018 Budget	2018 Projections	2019 Budget
Convention Center	4,944,870	4,832,890	4,832,890	5,144,176
Operating - Debt Service	50,252,842	16,423,565	16,668,441	16,570,761
Operating - Tourism	6,219,958	8,691,564	8,733,045	8,741,552
Capital 140	15,705,540	990,000	1,060,000	662,493
Capital (inc. W & S)	2,065,735	3,289,800	3,289,800	1,978,000
Total	79,188,945	34,227,819	34,584,176	33,096,982
Total Budget	114,439,258	74,857,776	76,046,436	75,529,236

Departmental Information

Five-Year Personnel Summary

Three of the city's largest departments underwent restructuring in 2018: Police, Fire and Utilities. The Police and Fire Department restructures were as a result of the passage of the Public Safety Sales Tax in November 2017 (effective April 1, 2018). Please see below for a brief departmental summary of changes:

Police

In 2018, the Police Department completed a restructure that added five new Police Officer I positions and two Animal Control Officers. Two of the Police Officer positions were to allow for assignment of additional School Resource Officers to remaining school campuses. The Animal Control Officers were necessary to take over all animal-related calls for service as the Taney County Health Departments ceased those operations on December 31, 2017. Also included in the restructure were expanded duties of the Evidence Technician, to include crime scene processing, and reclassification of the Parking Control Officer into a Community Service Officer position. For 2019, the department requested five additional positions: four (4) Police Officer I positions and one (1) Crime Analyst. One Police Officer I position will add a second canine team to the department.

Fire Department

In 2018, the Fire Department completed a restructure of the fire administration, which included the re-institution of an Assistant Fire Chief position, and a re-classification for the Training Officer position to the rank of Division Chief. Through subsequent promotions, the re-structure allowed the fire department to hire three (3) 24-hour shift battalion chiefs providing round-the-clock mid-level supervision and immediate chief officer response to emergencies. The re-structure and additional battalion chiefs provides for a more manageable span of control as each supervisor is now responsible for the direct supervision of 3-5 direct reports. This allows for more streamlined daily operations with improved communications and accountability.

Parks Department

The position of City Hall Custodian was reassigned from the Public Works Department to the Parks and Recreation Department.

Mayor & Board

Position & Title	Type	2015	2016	2017	2018	2019
Mayor		1	1	1	1	1
Board		6	6	6	6	6
Total		7	7	7	7	7

Administration

Position & Title	Type	2015	2016	2017	2018	2019
City Administrator	Full Time	1	1	1	1	1
Administration Office Manager	Full Time	0	0	1	1	0
Communications Manager	Full Time	0	1	1	1	1
Assistant to City Administrator	Full Time	1	1	0	0	1
Office Assistant II	Full Time	1	1	1	1	1
Total Full Time Employees		3	4	4	4	4

City Clerk

Position & Title	Type	2015	2016	2017	2018	2019
City Clerk	Full Time	1	1	1	1	1
Deputy City Clerk	Full Time	1	1	1	1	1
Office Assistant II	Full Time	0	0	0	0	0
Office Assistant III	Full Time	1	1	1	1	1
Document Management Technician	Full Time	1	1	1	1	1
Total Clerk Full Time Employees		4	4	4	4	4

MUNICIPAL COURT

Position & Title	Type	2015	2016	2017	2018	2019
Deputy Court Administrator	Full Time	1	1	1	1	1
Court Specialist	Full Time	3	3	3	3	3
Total Court Full Time Employees		4	4	4	4	4

LEGAL

Position & Title	Type	2015	2016	2017	2018	2019
City Attorney	Full Time	1	1	1	1	1
Associate City Attorney	Full Time	0	0	0	0	1
Compliance Specialist	Full Time	1	1	1	1	1
Total Legal Full Time Employees		2	2	2	2	3

Economic Development

Position & Title	Type	2015	2016	2017	2018	2019
Economic Development Director	Full Time	1	0	0	0	0
Total Full Time Employees		1	0	0	0	0

Engineering/Public Works

Engineering

Position & Title	Type	2015	2016	2017	2018	2019
City Engineer	Full Time	1	1	1	1	0
City Engineer/Public Works Director	Full Time	0	0	0	0	1
Program Manager	Full Time	0	1	1	0	0
Assistant City Engineer	Full Time	1	1	1	1	1
Office Specialist I	Full Time	0	0	0	0	0
Office Specialist II	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	0	0	0	0
Office Assistant III	Full Time	0	1	1	1	1
CAD Specialist	Full Time	0	1	1	1	1
GIS Coordinator	Full Time	1	1	1	1	1
GIS Technician	Full Time	1	1	1	1	1
Engineering Project Manager	Full Time	2	2	2	2	2
Assistant Public Works Director	Full Time	1	1	1	1	0

Public Works

Operations Manager	Full Time	0	0	0	0	1
Streets Supervisor II	Full Time	1	1	1	1	2
Heavy Equipment Operator	Full Time	3	3	3	3	2
Streets Maintenance Worker II	Full Time	2	2	2	2	2
Streets Maintenance Worker I	Full Time	5	7	8	8	7
Building Maintenance Supervisor	Full Time	1	1	1	1	1

City Hall Custodian	Full Time	1	1	1	1	0
Utility Worker I	Full Time	1	1	1	1	1
Garage/Service Center Supervisor	Full Time	1	1	1	1	1
Master Mechanic	Full Time	2	2	2	2	2
Mechanic Assistant	Full Time	1	1	1	1	1
Sign Shop Supervisor	Full Time	1	1	1	1	1
Sign Shop Technician	Full Time	1	1	1	1	1
Office Assistant II – Public Works	Full Time	0	2	2	2	2
Office Assistant III – Public Works	Full Time	2	1	1	1	0
Environmental Specialist	Full Time	1	1	1	1	1
MS4 Coordinator/Storm Water Technician	Full Time	0	1	1	1	1
Recycling Center Supervisor	Full Time	1	1	1	1	1
Maintenance Worker I Recycling	Part Time	0	1	1	1	1
Seasonal Laborer	Seasonal	6	6	6	6	6
Intern	Seasonal	3	3	3	3	3
Total Full Time Employees		33	39	40	39	36
Total Part Time Employees		0	1	1	1	1
Total Seasonal Employees		9	9	9	9	9
Total All Employees		42	49	50	49	46

Finance

Position & Title	Type	2015	2016	2017	2018	2019
Finance Director	Full Time	1	1	1	1	1
Assistant Finance Director	Full Time	0	1	1	1	1
Senior Accountant	Full Time	1	0	0	0	0
Accountant II	Full Time	1	2	2	2	2
Accountant I	Full Time	1	1	1	1	1
Financial Analyst	Full Time	0	1	1	1	1
Purchasing Agent	Full Time	1	1	1	1	1
Accounting Specialist	Full Time	1	0	0	0	0
Utility Accountant	Full Time	0	1	1	1	1
Accountant	Full Time	3	3	2	2	2
Licensing Officer	Full Time	0	0	0	1	1
Supervisor II	Full Time	1	0	0	0	0
Office Assistant II	Full Time	2	1	1	1	1
Office Assistant III	Full Time	0	0	1	1	1
Licensing Officer	Part Time	0	1	1	0	0

Accounting Clerk	Part Time	1	1	1	1	1
Accounting Clerk (Biosolids)	Part Time	1	1	1	1	1
Intern	Part Time	0	1	1	1	1
Total Full Time Employees		12	12	12	13	13
Total Part Time Employees		2	4	4	3	3
Total All Employees		14	16	16	16	16

Fire

Position & Title	Type	2015	2016	2017	2018	2019
Fire Chief	Full Time	1	1	1	1	1
Assistant Fire Chief	Full Time	0	0	0	1	1
Division Chief/Operations	Full Time	1	1	1	0	0
Division Chief	Full Time	1	1	1	1	3
Battalion Chief	Full Time	1	2	2	2	3
Office Assistant III	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Captain	Full Time	9	9	9	9	9
Fire Marshal/Fire Prevention Officer	Full Time	1	1	1	1	1
Engineer	Full Time	9	9	9	9	10
Fire Fighter	Full Time	15	15	15	15	17
Volunteer Firefighter	Part Time	4	4	4	4	4
Total Full Time Employees		44	45	45	45	47
Total Part Time Employees		4	4	4	4	4
Total All Employees		44	45	45	45	47

Human Resources

Position & Title	Type	2015	2016	2017	2018	2019
Human Resources Director	Full Time	1	1	1	1	1
Human Resources Assistant Director	Full time	0	1	0	0	0
Human Resources Manager	Full Time	1	0	0	0	0
Safety Officer	Full Time	0	0	1	1	1
Risk Manager	Full Time	0	1	1	1	1
Senior Human Resources Generalist	Full Time	0	0	1	1	1
Human Resources Generalist	Full Time	0	1	1	1	1
Human Resources Specialist II	Full Time	1	0	0	0	0
Human Resources Specialist I	Full Time	1	0	0	0	0
Human Resources Clerk	Full Time	0	0	0	1	1

Office Assistant II	Full Time	0	1	1	0	0
Total Full Time Employees		4	5	6	6	6

Information Technology

Position & Title	Type	2015	2016	2017	2018	2019
Information Technology Director	Full Time	0	1	1	1	1
Interim Information Technology Director	Full Time	1	0	0	0	0
Operations Manager	Full Time	0	0	1	1	1
SCADA Network Administrator	Full Time	0	0	0	1	1
Network Administrator	Full Time	0	0	1	1	1
IT Technician II	Full Time	1	1	0	0	0
IT Technician I	Full Time	1	2	1	1	1
Total Full Time Employees		3	4	4	5	5

Parks & Recreation

Position & Title	Type	2015	2016	2017	2018	2019
Parks & Recreation Director	Full Time	1	1	1	1	1
Assistant Parks & Recreation Director	Full Time	1	1	1	1	1
Community Center/Spec Events Coordinator	Full Time	0	1	1	1	1
Gardener	Full Time	1	1	1	1	1
Recreation Specialist II	Full Time	2	2	2	2	2
Office Assistant	Full Time	0	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Office Specialist	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	9	10	10	10	10
Supervisor II	Full Time	2	2	2	2	2
Supervisor III	Full Time	1	1	1	1	1
City Hall Custodian	Full Time	0	0	0	0	1
Community Center Aide	Part Time	2	1	1	1	1
Golf Course Attendants	Part Time	3	2	2	2	2
Campground Operator	Part Time	2	2	2	2	2
Substitute Campground Operator	Part Time	6	6	6	6	6
Office Assistant	Part Time	4	4	4	4	4
Pool Manager	Seasonal	1	1	1	1	1
Lifeguards	Seasonal	25	25	25	25	25
Swim Team Coach	Seasonal	1	1	1	1	1
Assistant Swim Team Coach	Seasonal	2	2	2	2	2

Seasonal Laborer	Seasonal	5	5	5	5	5
Concessionaires	Seasonal	21	21	21	21	21
Office Assistant	Seasonal	1	1	1	1	1
Day Camp Director	Seasonal	1	1	1	1	1
Day Camp Assistant Director	Seasonal	1	1	1	1	1
Day Camp Staff	Seasonal	14	14	14	14	14
Intern	Seasonal	2	2	2	2	2
Total Full Time Employees		19	22	22	22	23
Total Part Time Employees		17	15	15	15	15
Total Seasonal Employees		74	74	74	74	74
Total All Employees		127	111	111	111	112

Planning & Development

Position & Title	Type	2015	2016	2017	2018	2019
Planning & Development Director	Full Time	1	1	1	1	1
Senior Planner	Full Time	0	0	0	1	1
Plan Reviewer	Full Time	0	1	1	1	1
Planner	Full Time	0	1	1	1	1
Planning Assistant	Full Time	2	1	1	0	0
Office Specialist	Full Time	1	1	1	1	1
Building Division Supervisor	Full Time	1	1	1	1	1
Building Inspector	Full Time	3	2	2	2	2
Code Enforcement Supervisor	Full Time	1	1	1	1	1
Code Enforcement Officer	Full Time	1	1	1	1	1
Office Assistant I	Full Time	1	0	0	0	0
Office Assistant II	Full Time	0	1	1	0	0
Office Assistant III	Full Time	1	1	1	1	1
Total Full Time Employees		12	12	12	11	11

Police

Position & Title	Type	2015	2016	2017	2018	2019
Police Chief	Full Time	1	1	1	1	1
Assistant Chief	Full Time	1	1	1	1	1
Captain	Full Time	1	1	1	0	0
Lieutenant	Full Time	2	2	2	3	3
Sergeant	Full Time	9	9	9	9	9
Training/Recruitment Coordinator	Full Time	0	0	0	0	1

Crime Analyst	Full Time	0	0	0	0	1
Police Officer	Full Time	30	32	32	36	41
Communications Supervisor	Full Time	1	1	1	1	1
Dispatcher I	Full Time	11	10	11	11	11
Dispatcher II	Full Time	0	1	0	0	0
Office Specialist	Full Time	1	1	1	1	1
Evidence & Property Technician	Full Time	1	1	1	1	1
Parking Control Officer	Full Time	1	1	1	0	0
Community Service Officer	Full Time	0	0	0	1	1
Office Assistant II (Records Clerk)	Full Time	2	2	2	2	2
Animal Control Officer	Full Time	0	0	0	2	2
Total Full Time Employees		61	63	63	69	76

Utilities

Water & Sewer | Water Treatment

Position & Title	Type	2015	2016	2017	2018	2018
Water Division Manager	Full Time	0	0	0	1	1
Supervisor III	Full Time	1	1	1	0	0
Plant Operator Trainee	Full Time	0	1	1	3	3
Plant Operator I	Full Time	7	7	7	6	6
Plant Operator II	Full Time	1	1	1	0	0
Plant Operator III	Full Time	0	0	0	2	2
Electrician	Full Time	0	1	1	1	1
Electrician II	Full Time	1	0	0	0	0
Electrician III	Full Time	0	1	1	1	1
Total Water Treatment Full Time Employees		10	12	12	14	14

Water & Sewer | Water Distribution

Position & Title	Type	2015	2016	2017	2018	2019
WD/SC Division Supervisor	Full Time	0	0	0	1	1
Supervisor III	Full Time	1	1	1	0	0
Utilities Crew Leader	Full Time	0	0	0	2	2
Equipment Operator II	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	4	4	4	1	1
Utility Worker I	Full Time	0	0	0	2	2
Maintenance Worker II	Full Time	2	3	3	1	1
Total Water Distribution Full Time Employees		8	9	9	8	8

Water & Sewer | Wastewater Treatment

Position & Title	Type	2015	2016	2017	2018	2019
Wastewater Division Manager	Full Time	0	0	0	1	1
Utilities Crew Leader	Full Time	0	0	0	1	1
Supervisor II	Full Time	1	1	1	0	0
Supervisor III	Full Time	1	1	1	0	0
Plant Operator I	Full Time	6	7	7	4	4
Plant Operator II	Full Time	3	4	4	2	2
Plant Operator III	Full Time	0	0	0	3	3
Equipment Operator I	Full Time	0	0	0	1	1
Equipment Operator II	Full Time	3	2	2	2	2
Lab Technician	Full Time	0	0	0	1	1
Lab Assistant II	Full Time	1	1	1	0	0
Electrician	Full Time	1	0	0	0	0
Electrician II	Full Time	0	1	1	0	0
Electrician III	Full Time	0	0	0	1	1
Total Wastewater Treatment Full Time Employees		16	17	17	16	16

Water & Sewer | Wastewater Collection

Position & Title	Type	2015	2016	2017	2018	2019
Wastewater Division Supervisor	Full Time	0	0	0	1	1
Supervisor II	Full Time	1	1	1	0	0
Maintenance Worker I	Full Time	1	3	3	1	1
Utility Worker I	Full Time	0	0	0	1	1
Maintenance Worker II	Full Time	1	1	1	0	0
Utility Worker II	Full Time	0	0	0	2	2
Equipment Operator II	Full Time	2	2	2	1	1
Total Wastewater Collection Full Time Employees		5	7	7	6	6

Water & Sewer | Utilities Administration

Position & Title	Type	2015	2016	2017	2018	2019
Utilities Director	Full Time	1	1	1	1	1
Utility Operations & Development Manager	Full Time	0	0	1	1	1
Plans Examiner II	Full Time	1	1	1	0	0
Plans Examiner	Full Time	0	0	0	1	1
Safety Specialist	Full Time	1	1	0	0	0
Backflow Prevention Technician	Full Time	1	1	1	1	1
Office Specialist II	Full Time	0	0	0	0	0
Administrative Services Manager	Full Time	1	1	1	1	1

Office Assistant II	Full Time	1	1	1	1	1
Office Assistant III	Full Time	1	1	1	1	1
Total Wastewater Collection Full Time Employees		7	7	7	7	7

Totals		2015	2016	2017	2018	2019
Total Full Time Employees		247	267	269	274	282
Total Part Time Employees		24	24	24	23	23
Total Seasonal Employees		99	83	83	83	83
Grand Total – All Employees		370	374	376	380	388
Mayor & Board of Aldermen		7	7	7	7	7

DEPARTMENTAL BUDGETS

Mayor & Board of Aldermen

Overview

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The Mayor and Board of Aldermen comprise the legislative branch of the city government. The Board consists of six Aldermen, two of whom are elected from each of three established wards within the city. The Mayor presides over the Board of Aldermen, but does not vote on any issue except in the case of a tie. Together, the Mayor and Board enact all ordinances compatible with the constitution and laws of the State of Missouri that will be expedient for the good governance of the city; can preserve peace and order; will benefit in trade, commerce, economic development, and the health of the city's inhabitants. They may also pass other ordinances, rules and regulations as may be necessary to carry such powers into effect; and alter, modify or repeal any of the above ordinances, rules and regulations.

Departmental Expenditures

.....

Mayor & Board	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	61,314	70,613	76,109	79,615
Contractual Services	41,707	58,500	48,800	51,400
Commodities	2,292	12,220	10,520	16,700
Capital Expenditures	0	0	0	0
Total Mayor & Board	105,313	141,333	135,429	147,715



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Departmental Budgets

City Administration

Overview

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The City Administrator is the city's chief executive officer. The City Administrator is responsible for the execution of all policies established by the Mayor and Board of Aldermen, for overall management and supervision of city operating and support functions, for the development and administration of the operating and capital budgets, and for information and advice to the Mayor and Board of Aldermen and the public regarding the City's overall condition and future needs.

Departmental Expenditures

.....

City Administration	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	428,786	405,309	387,614	371,360
Contractual Services	8,112	31,975	28,294	14,000
Commodities	921	5,400	18,400	6,500
Capital Expenditures	0	0	0	0
Total City Administration	437,819	442,684	434,308	391,860



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Departmental Budgets

Communications

Overview

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The Communications Manager is responsible for developing, organizing and coordinating public information and community relations programs. The Communications Manager also serves as a liaison for city officials and the news media regarding stories and interviews about Branson. In case of emergency, the Communications Manager helps disseminate and coordinate the vital information to ensure public safety.

The Communications Manager also works to communicate directly with all members of the media, in both preparing and placing stories and responding to media inquiries. A key goal of this office is to deliver timely, accurate, consistent, cohesive and strategic information to the City's constituents.

The Communications manager also administers the "Citizens' Service Request Line" where citizens can get answers to questions about the city, report ordinance violations, or report problems on public property. The Citizens Service Request Line number is **337-8502**.

Departmental Expenditures

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Communications	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	75,539	101,187	80,094	84,361
Contractual Services	361	38,959	23,600	14,395
Commodities	0	1,200	1,200	400
Capital Expenditures	0	0	0	0
Total Communications	75,900	141,346	104,894	99,156



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Departmental Budgets

City Clerk/Municipal Court/Legal

Overview

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The **City Clerk and Municipal Court** divisions are managed under one department and work in conjunction with the Legal Department. The City Clerk Department's responsibilities are among the oldest duties existing in the public servant world. The department serves the community and all city departments by providing such services as compiling documents for the Board of Aldermen meetings, creating meeting minutes, archiving documents, fulfilling records requests and being the election authority for the city. As the central repository of all records for the municipality, the department works to minimize paper and promote sustainability through electronic records, yet maintaining compliance with state requirements. The Department strives to maintain transparency and compliance with the Sunshine Law.

The judicial branch of government for the City is handled through the Municipal Court, which is tasked to ensure equal justice under the law. Court cases are heard by the Municipal Judge, which hears violations of the law such as traffic tickets, shoplifting, stealing, assaults, and code and ordinance violations. The Court processes dockets, warrants, fine payments, community service, probation and all court related procedures.

The **Legal Department** drafts, reviews, and approves contracts, agreements and legal documents. The Department reviews proposed municipal ordinances for compliance with state law and constitutional issues, as well as existing code in the light of new court rulings and legislation. Legal actions involving the City are handled through the Department along with management of outside counsel retained by the City. The Department serves as the Municipal Prosecutor for all violations of municipal code in municipal court, as well as any appeals to circuit court and attends all Municipal Court dockets. The City Attorney, by code, is responsible to the Board of Aldermen and is to attend all meetings of the Board and to advise the Mayor, Board and City Administrator on all legal matters of City business and to perform all other normal and routine business of the City which would generally fall within the province and category of legal matters.

2018 Strategic Accomplishments

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City Clerk/Court:

- ✓ Implemented the first phase of Laserfiche, which included 5 licenses and forms. A new Laserfiche Contract Management Form was launched and is being utilized by all departments.
- ✓ Major Archives overhaul completed, with all blueprints being refiled by alpha numeric 911 addresses.
- ✓ Thousands of boxes were moved to a centralized archive storage at the Red Roof Storage Facility where shelves for each department were built making retrieval of records much more efficient.
- ✓ Video Conferencing was implemented during Municipal Court. Now instead of defendants being transported from other locations to court, they can appear before the judge via a live video feed.

2019 Strategic Objectives

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City Clerk/Court:

- Develop and implement an electronic workflow process for approval and creation of the Board's agenda along with a new electronic voting system for the Board.
- Upgrade of the sound system and phone system in Council Chambers.
- Move all current scans of ordinances and resolutions from inception of the City to present into Laserfiche. Starting in 2019, scan directly into Laserfiche all new ordinances, resolutions, bids and contracts.
- Upgrade the Municipal Court software to allow more flexibility to make court payments online.

Legal:

- Implement a new paperless legal case management system for routine legal matters to improve efficiency, reduce operating costs and outside counsel usage, and improve the institutional memory of common legal issues facing the city.

- Bring online a new prosecution model to address violations of probation including the failure to pay fines and complete Court ordered community service.
- Provide better customer service to visitors and vacationers to the City of Branson that are cited for minor traffic offenses by implementing an online prosecutor recommendation request portal.
- Improve criminal history reporting of defendants of enhance-able ordinance violations by working with the Branson Police Department to implement a fingerprinting process upon conviction in Court.
- Explore alternatives in preparation of a proposal to transition to an electronic contract signature (e-signature) process.
- Improve community outreach of the Legal Department by providing speaking, training and educational opportunities.

Departmental Expenditures

.....

Clerk/Court/Legal	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	805,926	991,895	907,864	1,019,442
Contractual Services	236,035	374,250	315,250	316,675
Commodities	5,828	7,950	7,950	9,000
Capital Expenditures	0	0	0	0
Total Clerk/Court/Legal	1,047,789	1,374,095	1,231,064	1,345,117



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Departmental Budgets

Engineering & Public Works

Overview

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Branson Public Works/Engineering has the primary responsibility for construction and maintenance of the City's infrastructure. This department also provides routine maintenance and repair of city vehicles, right-of-ways, streets and city buildings. The department is made up of thirty-eight full time employees and ten part time employees which are spread over five divisions.

The Public Works Division is responsible for a variety of items with a primary goal of making Branson a great place to live and visit. Street maintenance duties include pavement preservation work, storm sewer installation and maintenance, pavement striping and right of way mowing/maintenance. Winter operations involving ice and snow removal from all city streets and parking lots is a major duty of the streets division. Street signage is also an important component of this division to ensure that all signage is in compliance with federal standards, and that motorists are provided the information they need to keep the city streets as safe as possible. The fleet maintenance operations at the service center ensure that the city's cars, trucks and heavy equipment are all operating well and maintained properly. The building maintenance staff provides repair and maintenance of city buildings and facilities, including City Hall.

The Engineering Division is responsible for managing the public and private capital projects. These efforts encompass the entire life span of such projects from design, to property acquisition, to construction. Management of private developments and construction is critical to ensure the city's standards for quality construction are followed and long-term maintenance costs are minimized. This division also provides in-house engineering for the city's multiple capital improvement projects including such diverse things as wastewater lift station design, traffic signal timings, trail design, and water and sewer line design.

The GIS Division manages the geographic information system for the benefit of the city and its citizens. The computer-based maps and massive databases of information provide the information critical for proper planning, preliminary design work as well as other diverse analysis and research. The division creates and maintains over 300 individual map data layer and associated attributes for the City's Enterprise Geodatabase that is accessed by multiple city departments and internet map applications.

The Sustainability Division manages the recycle center and works to promote sustainable practices in the city including the glass recycling program and chemical waste collection.

The Stormwater Division is responsible for the development of a stormwater management plan due to population growth in Branson of over 10,000 people in the 2010 census. As a result, Branson became a regulated Municipal Separate Storm Sewer System (MS4) community and obtained a National Pollutant Discharge Elimination System (NPDES) permit and has contracted with a local firm to develop a stormwater master plan to comply with water quality. This stormwater master plan will include public education and outreach, public involvement and participation, mapping of the 21 square miles for all watersheds draining through the city limits, working with developments to encourage improved stormwater runoff, revising the City's Technical Specifications and Design Criteria for public improvement projects and preparing and amending existing ordinances.

2018 Strategic Accomplishments

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- ✓ Completed construction of underground waterline, duct bank and surface improvements on Segment 3 of Hwy. 76 Revitalization project.
- ✓ Completed construction of Phase 2 Liberty Plaza and Phase 3 Downtown Streetscape improvements.
- ✓ Completed reconstruction of Tanger Boulevard.

2019 Strategic Objectives

.....

- Complete stormwater master plan for better management and control of the city's stormwater infrastructure.
- Develop a transition plan to ensure Americans with Disabilities Act compliance is in accordance with the Department of Justice revised regulations and standards.
- Provide in-house design services for Segment 2 of the Hwy. 76 Revitalization project to include water, sewer line and pedestrian improvements.
- Update latest aerial photography and elevation contours to include LIDAR modeling which detects and measures the distance of surface objects in three-dimensional imagery.
- Remodel sign shop building to allow more office space and equipment storage for the employees.
- Complete traffic signal improvements and upgrades at multiple major intersections for safety of citizens and visitors.

Departmental Expenditures

.....

Engineering	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	609,577	693,701	673,518	687,695
Contractual Services	55,513	63,187	54,295	70,750
Commodities	11,862	13,700	17,300	20,200
Capital Expenditures	0	0	0	102,000
Total Engineering	676,952	764,751	745,113	880,645

Public Works – General Fund	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	374,328	413,113	396,827	420,750
Contractual Services	284,333	312,250	296,350	324,300
Commodities	53,560	45,350	41,994	50,375
Capital Expenditures	0	27,000	18,000	0
Total PW – General Fund	712,221	797,713	753,171	795,425

Transportation Fund	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	1,425,851	1,535,051	1,436,446	1,484,487
Contractual Services	2,266,268	1,782,017	1,999,121	1,759,944
Commodities	552,364	639,806	586,826	728,850
Capital Expenditures	28,010	665,000	365,000	30,000
Major Capital	274,946	503,958	75,000	425,000
Transfers	2,302,244	2,348,807	2,326,281	2,342,861
Transportation Fund	6,849,683	7,474,639	6,788,674	6,771,142

Departmental Budgets

Finance

Overview

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The Finance Department manages the financial transactions of the city. The department also provides various internal services for all departments. Duties include overseeing policies and procedures; internal and external auditing; financial reporting; payroll processing; grant management; accounts payable; management of debt service; accounting for city assets; budgeting for both capital & operating budgets; liquor licensing; utility billing; tourism taxes; business licensing; management of cash assets including investments; and purchasing.

The Finance Department also administers and oversees the Branson Convention Center budget and is responsible for overseeing non-departmental funds. These expenditures are not related to any specific department and are accounted for in the non-departmental miscellaneous budget. The use of this specific budget is a further step in properly separating true costs related to actual cost centers. When non-departmental expenditures are combined with program costs, it is difficult for administration, elected officials and citizens to realize the cost of city programs. The costs identified in this budget are “fixed” costs that are not program specific and will not necessarily dissipate with the discontinuation of a particular program.

2018 Strategic Accomplishments

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- ✓ Improved the capital purchased process and integrated capital into priority-based budgeting
- ✓ Updated the Economic Development Policy Manual
- ✓ Implemented a new licensing procedure for lodging-related businesses to tie in better with other city departmental processes
- ✓ Implemented a new vehicle leasing program for multiple city departments
- ✓ Paid of 2010A tourism bond
- ✓ Began collection and tracking of the new Public Safety Sales Tax

2019 Strategic Objectives

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- Update licensing, liquor and purchasing codes
- Implement E-payables
- Move toward and secure financing for a new ERP system
- Implement new change order process in conjunction with the Public Works/Engineering & Utilities Departments
- Secure financing for new police & fire stations
- Continue to enhance economic development incentives for new development

Departmental Expenditures

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Finance	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	828,466	862,268	865,609	911,279
Contractual Services	94,510	133,564	120,964	116,921
Commodities	16,241	15,445	13,000	13,000
Capital Expenditures	0	0	0	0
Total Finance	939,217	1,011,277	999,573	1,041,200

Non-Departmental	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	0	0	0	0
Contractual Services	2,167,462	1,874,301	1,963,057	1,875,571
Commodities	80,309	13,000	13,000	13,000
Capital Expenditures	297,232	431,995	329,171	269,065
Total Non-Departmental	2,545,003	2,319,296	2,305,228	2,157,636

Departmental Budgets

Fire

Overview

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Branson Fire Rescue is comprised of four (4) divisions including Administration, Operations, Technical Services and Emergency Management:

The Administration Division provides direct support to the Operations and Technical Services Divisions of the department. The division is responsible for collecting statistical data that helps support the budget and operational needs of the department.

The Operations Division is charged with protection of life and property. Personnel in this division maintain a high level of skill and competency through aggressive training. Operations personnel respond to all emergency and non-emergency incidents including fire, rescue, hazardous materials and assist with the presentation of fire and life safety education programs.

The Technical Services Division is responsible for fire investigation of all accidental and incendiary fires, fire code inspections of new and existing commercial properties, issue special operational use permits, and present fire and life safety education programs.

The Emergency Management Division is directly charged with disaster preparedness and hazard mitigation for the City. This includes development and updating city multi hazard functional disaster plans; providing on-going disaster training for all city staff; and conducting disaster exercises. This division is also responsible for maintaining the city storm warning system.

2018 Strategic Accomplishments

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2019 Strategic Objectives

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Departmental Expenditures

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Fire	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	3,080,641	3,270,032	3,263,817	3,577,482
Contractual Services	186,932	241,254	353,623	333,582
Commodities	187,303	217,400	211,600	169,700
Capital Expenditures	35,126	1,160,000	1,450,000	1,015,000
Total Fire	3,490,002	4,888,686	5,279,040	5,095,764

Non-Departmental	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	0	0	0	0
Contractual Services	0	0	0	0
Commodities	0	0	0	0
Debt Service	0	125,896	125,896	1,469,840
Capital Expenditures	0	0	0	0
Total Non-Departmental	0	125,896	125,896	1,469,840

Departmental Budgets

Human Resources

Overview

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The employees who work at the City of Branson are more than just people – they are providers of essential services who touch the day-to-day lives of the citizens, businesses and visitors in Branson. They repair streets and mow the public right-of-ways; ensure public safety; rescue those who get hurt; make sure we have safe drinking water; maintain standards that ensure Branson is a good place to live, do business and visit; they ensure proper use of public funds; and manage a number of other functions that create the infrastructure for the community. Human Resources is the department that the Board of Aldermen has tapped to make sure the City recruits, hires, trains and retains the employees who are essential to the City's operations.

Furthermore, along with Human Resource's traditional role, the department is also responsible for the City's Risk Management – to include overseeing the City's property/liability and workers compensation insurance and the City's employee safety programs. However, Risk Management is more than insurance and safety; it is making sure employees understand the risks or challenges – both positive and negative – that the City faces, and then works to devise plans to address those risks to help ensure a desired outcome.

To fulfill these responsibilities, the team of individuals who comprise the Human Resources staff are educated, experienced, certified, and have decades of real world “people” experience that contributes to a solid, highly capable department.

2018 Strategic Accomplishments

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- ✓ Updated/created new policies through the Board of Aldermen on:
 - Improper Political Activity, Overtime/Comp Time, Holidays, Floating Holiday, Leave of Absence, Distracted Driving, Ethics, Flextime, Workers Compensation, and Employee Dress Code.

- ✓ Finalized choice of selecting an Applicant Tracking software company so that the HR Department can have a more sustainable workflow.
- ✓ Facilitated and Implemented Pay and Department Restructures in the Police, Utilities, Finance, and Fire Departments.
- ✓ Performed several RFP and RFQs which resulted in selecting a new company for Section 125 Benefits Administration who specializes in public sector benefits; returned to a previous broker for the City's property/liability/workers' compensation insurance; and remained with the City's health and wellness provider.
- ✓ Facilitated and participated in over 50 plus interview committees, one of them including the executive search for the City's Police Chief Position.
- ✓ Conducted a benefits analysis by calling several local municipalities to ensure the City benefits are competitive and in line with other local municipalities.
- ✓ Completed the medical, dental, vision insurance renewal process which involved adding a third plan option for medical insurance and restructuring the City's Health and Wellness Program Requirements.
- ✓ Assisted the Clerk's Office and Finance Department in revamping the insurance requirements for City vendors resulting in more local companies having the opportunity to bid on City projects and reducing the costs of City projects.
- ✓ Followed the City Administrator's directive to ensure all floors in City Hall have automated external defibrillators (AEDs) and worked with the Fire Department to plan for centralized maintenance of AEDs.
- ✓ Oversaw a decrease in workers' compensation claims and property/liability claims.
- ✓ Introduced Lezage training for supervisory and safety sessions.
- ✓ Finalized implementation of working with ARC Physical Therapy for post-offer employment testing exams for the Fire Department which will result in a safer atmosphere for Fire Department staff and the citizens they serve.
- ✓ Initiated the Near Miss Reporting process so the City can proactively resolve problems before they occur.

2019 Strategic Objectives

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- Implement an online applicant tracking system.
- Present results of the City's compensation analysis.
- Begin the process of aligning and truncating the Fire Department and Police Department pay scales to ensure that the City is competitive in pay to other similar agencies.
- Focus on reducing property/liability and workers' compensation claims by enhancing the City's Safety Program.
- Continue to enhance Employee recognition.
- Establish a methodology for tracking employee development and improve employee development City-wide.
- Continue to develop and revise the Human Resources Manual to keep it current with new employment laws and employee needs.
- Continue to look for opportunities to improve how we deliver benefits and services to employees.

Departmental Expenditures

.....

Human Resources	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	360,937	405,780	404,583	428,444
Contractual Services	112,434	177,825	92,968	138,950
Commodities	24,259	22,850	21,850	28,500
Capital Expenditures	0	0	0	15,000
Total Human Resources	497,630	606,455	519,401	610,894



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Departmental Budgets

Information Technology

Overview

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The Information Technology (IT) Department directs and manages the development, deployment and ongoing operations of all information technology services to City departments. These services include strategic systems planning, project management, systems analysis, development and deployment, telecom/network infrastructure, technical support and information security. Departmental staff consists of an IT director and four IT support personnel. Normal operating hours for the department are 8:00 a.m. to 4:30 p.m.; however, after-hours support is available at all times from on-call staff for critical services.

2018 Strategic Accomplishments

.....

- ✓ Implemented Enterprise Document Management System in the City Clerk's Department.
- ✓ Improved the City's disaster recovery abilities by implementing redundant secondary server and data storage hardware and replication to an alternate secure data center.
- ✓ Implemented a refreshed Parks and Recreation website that included online registration for programs and services for the public.
- ✓ Launched a redesigned City website with improved navigation, aesthetics, content and ease of use.

2019 Strategic Objectives

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- Expand the City's Enterprise Document Management System to reduce paper usage, improve retention efficiencies and reduce document silos.
- Perform network-wide upgrade of all client operating systems to Microsoft Windows 10 to ensure future compliance with security protocols and regulations.

- Implement new operating software for the City's Planning & Development Department to improve department operations, enable field mobility and offer improved online services to the public.

Departmental Expenditures

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Information Technology Expenditure by Object	2017 Actual	2018 Budget	2018 Projections	2019 Budget
Personnel Services	317,949	356,322	337,560	359,519
Contractual Services	138,595	175,690	175,215	180,950
Commodities	110,040	111,470	110,170	103,470
Capital Expenditures	0	0	0	0
Total Information Technology	566,584	643,482	622,945	643,939

Departmental Budgets

Parks & Recreation

Overview

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The Parks and Recreation Department is comprised of the following divisions: Administration, Recreational Services, Park and Recreation Facilities Management and Parks Maintenance. Each division has subordinate supervisors who report to the Parks Director and oversee a total of 23 full-time employees and nearly 100 part-time and seasonal employees. The Parks Director is responsible for the overall direction, coordination and evaluation of these operations.

The **Administrative Division** is responsible for a majority of the planning and oversight of the Parks Department. As the department continues to grow, these services have become more and more vital to a successful operation. Administrative services include things such as customer service, budget and budget management, staff selection and supervision, and contract management. The day to day administrative services offered through the department deal primarily with customer services as it relates to rentals and registrations.

The **Recreational Services Division** is responsible for administering all sports, programs and special events provided through the department. In 2018, the Branson Parks and Recreation Department saw the numbers of people participating in various sports programs grow to over 5,000 youth, 1,300 adults and nearly 5,000 community members through special events. In addition, the Community Center serves hundreds of seniors each week through meals and activities. This division is comprised of the 2 full time Recreation Specialists and the Community Center Coordinator, but also requires additional assistance from other recreation personnel.

The **Parks and Recreation Facilities Management Division** is responsible for the use and oversight of all recreation facilities and reservations by the community. This includes the use of the Branson RecPlex, Community Rooms, the Party Room, Aquatic Center, the Branson Community Center, and the Dog Park. After a highly successful year at the

Branson Lakeside RV Park, 2019 will see exiting new changes, including installing a new software that will allow for on-line RV reservations, hiring a new full-time manager and other staff improvements, and upgrading RV sites that will accommodate larger RV's with multiple slide-outs and tow vehicles.

The **Parks Maintenance Division** is responsible to oversee all of the maintenance needs for 16 parks, encompassing over 300 acres, throughout the City of Branson. In addition to parks maintenance, the Parks Department all provides janitorial services for all park and public restrooms. In 2018, the Park's Department assumed the responsibility of landscaping and trash collection in downtown Branson and janitorial services at City Hall. Maintenance duties include things such as park, trail, and campground maintenance, athletic field maintenance and landscaping. The Park Maintenance Department works under the direction of two Parks Maintenance Supervisors, with a full time staff of 12 maintenance workers.

2018 Strategic Accomplishments

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- ✓ Completed an upgrade of the software system to allow for on-line registration and payments as to improve the customer experience.
- ✓ Completed the installation of Branson's first fully inclusive playground to serve the community.
- ✓ Completed a remodel of RecPlex outdoor restroom facilities.
- ✓ Created a trail master plan that outlines 10 years of future trails improvements and began work on the Sunset Park trail extension.
- ✓ Completed Phase 1 of the tree management plan by removing priority trees as indicated in the tree inventory.
- ✓ Received the following grant funding: Skaggs Legacy Endowment Grant for youth sports scholarships; Tree Resource Improvement and Maintenance grant for tree trimming in parks; Missouri Department of Natural Resources grant for recycled benches and picnic tables; and an energy rebate grant from Empire Electric for the purchase of LED lights for the gymnasium.

2019 Strategic Objectives

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- Complete an upgrade of the campground software system to allow for on-line RV site reservations.
- Complete campground improvements to include an overlay of the roads and upgrades to RV sites to accommodate larger RV's with multiple slide-outs and tow vehicles.
- Continuation of ongoing major capital maintenance including pool sand blasting and painting, gymnasium floor sanding and refinishing, and overlay of the RecPlex waking path.
- Continue with the tree master plan by completing the second phase of tree trimming at North Beach Park.
- Initiate the transition of the Eiserman Park to a multi-use facility includes features such as a walking path, disc golf, futsal and fishing.

Departmental Expenditures

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Parks & Recreation	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	1,526,445	1,614,688	1,547,578	1,682,831
Contractual Services	756,589	692,619	684,173	687,266
Commodities	269,126	299,180	288,150	298,590
Capital Expenditures	131,390	0	0	0
Total Parks & Recreation	2,683,550	2,606,487	2,519,901	2,668,687

Parks & Recreation	2017	2018	2018	2019
Expenditure by Program	Actual	Budget	Projections	Budget
Parks & Recreation Admin	365,146	390,582	380,505	445,384
Recreation Center/ Tournaments/Concessions	734,169	792,124	756,999	789,737
Day Camp	66,605	73,843	73,273	78,710
Ball Program	146,123	185,260	156,074	164,541
Campground	344,571	346,569	359,718	371,012
Liberty Plaza	735,021	494,397	468,741	533,711
Park Programs/Parks	0	0	14,045	4,700
Community Center	65,914	75,828	71,539	79,485
Swimming Pool	137,019	141,913	136,089	140,912
Golf Course	42,212	55,485	51,155	7,253
Swim Team	27,046	33,335	31,662	31,805
Dog Park	4,305	4,264	4,794	5,160
Special Events/Programs	14,963	12,885	15,306	16,277
Cheerleading	456	0	0	0
Total Parks & Recreation	2,683,550	2,606,486	2,519,901	2,668,687

Departmental Budgets

Planning & Development

Overview

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The Planning and Development Department is comprised of four divisions: Planning, Building, Code Enforcement, and Administration. Each Division has been established to ensure the efficient and safe use of land within the City while providing residents and guests with a livable, functional, and desirable community.

The **Planning Division** is responsible for implementing and updating the Community Plan 2030, annexation and zoning requests, special use, temporary use, and special event permits, and any other request made to the Planning and Zoning Commission, the Board of Adjustment, or the Tree Board. As part of implementing the Community Plan 2030, this division is instrumental in both strategic planning and performance measurements for the City while also engaging with the community through various neighborhood meetings. The Planning Division is also responsible for the review and enforcement of the subdivision, zoning, and landscaping codes when working with developers, land owners, and businesses to encourage orderly development. This responsibility further includes reviewing plats and land disturbance activities while educating residents and businesses about the health and care of vegetation.

The **Building Division** is responsible for the review and inspection of any construction activity on private property within the city limits. This responsibility helps promote the protection of the community's health, safety, and welfare. Both the review and inspection processes are utilized to enforce the minimum standards established by the International Code Council and as adopted by the City. These standards regulate construction methods and activities to assist with the protection of life safety by preventing potential hazards and incidents which could negatively affect the occupancy of any building, structure, or premises. More specifically, the review process verifies that all submitted drawings from either a citizen or a design professional are in compliance with the adopted codes with the inspection process later ensuring projects

follow the drawings as they were approved. The Building Division is also responsible for the review of the sign code.

The **Code Enforcement Division** is responsible for the review and verification of any complaint made concerning the zoning or property maintenance codes. Once a code violation is determined, staff works with property owners, or their agents, to encourage compliance with all pertinent codes. The Code Enforcement Division is also responsible for the enforcement of the sign and dangerous building codes.

The **Administration Division** is responsible for the day-to-day operations of the department including the receiving, processing, and subsequent issuing of applications and permits. Additionally, they are responsible for the maintenance of records within the department while assisting the department's "walk-in" traffic and phone calls. The Administration Division also monitors the department's budget and payroll while providing support to the Planning, Building, and Code Enforcement Divisions.

2018 Strategic Accomplishments

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- ✓ Reviewed and made necessary changes and updates to the City's Subdivision Regulations and Landscaping Code to reinforce the goals and strategies of the Community Plan 2030.
- ✓ Updated the City's building codes to the 2018 ICC series and continued efforts to improve the building permit and inspection process.
- ✓ Worked together with Police, Fire, Finance and Health Departments to more efficiently and effectively address code violations at lodging establishments.
- ✓ Identified and worked with property owners to resolve code violations/complaints at a rate of 97% without having to issue a citation, and 45% without having to issue a written notice. Additionally, staff's average response to code violations/complaints was 0.6 days.
- ✓ All involved staff members received at least a 95% positive experience rating for the building permit and inspection process.
- ✓ Awarded Neighborhood Grants to three different neighborhood organizations.
- ✓ Received 23rd consecutive designation as a Tree City to continue the City's commitment of being sustainable and demonstrating responsible growth.

2019 Strategic Objectives

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- Review and make necessary changes and updates to the City's Sign Code to reinforce the goals and strategies of the Community Plan 2030 and the Spirit of 76 Master Plan.
- Continue working with Police, Fire, Finance and Health Departments to improve the lodging inspection process.
- Continue review of processes and communications to identify areas to improve customer service and customer experiences.
- Continue to meet and work with neighborhood organizations/areas to strengthen communication, encourage cohesiveness, and create a master list of priorities.
- Provide assistance as necessary to the Engineering Department during the Transportation Master Plan process and to continue successful implementation of the 76 Revitalization and the Downtown Streetscape projects.
- Provide whatever assistance and support is necessary to ensure funding is allocated for a Parks Master Plan and a long-term solution for the City's landscaping maintenance needs.

Departmental Expenditures

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Planning & Development	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	751,359	794,315	783,854	828,348
Contractual Services	54,001	158,961	156,461	38,150
Commodities	25,134	21,900	21,900	60,300
Capital Expenditures	0	0	0	53,507
Total Planning & Development	830,494	975,176	962,215	980,305



The City of Branson is committed to its citizens and to those who visit here, to ensure a safe and environmentally sound community. We will work as a team to maintain and promote the growth of our City, and to provide professional, courteous service to all through fair and open communication. We look to tomorrow, remembering yesterday, dedicated to excellence today.

Departmental Budgets

Police

Overview

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The Police Department is comprised of three (3) divisions: Field Operations, Support Services, and Criminal Investigations. These divisions work collaboratively to ensure and promote the safety and protection of residents and visitors to the City of Branson. While enforcement is a major function of law enforcement, the Branson Police Department also offers a pro-active approach to crime prevention and community safety through Community Oriented Policing. The overall goal of the men and women of the department is to help build and maintain a safe community by partnering with our residents and visitors.

The **Field Operations Division** consists of Uniformed Patrol, Special Operations, and Special Events, and Canine. This component also investigates vehicle accidents, and conducts preliminary investigations into reported crime. Personnel assigned to this division:

- Respond to all calls for service completing appropriate reports
- Participate in and direct community oriented policing activities
- Patrol assigned areas of the city
- Conduct investigations of reported crimes
- Investigate vehicular accidents
- Respond to high risk incidents utilizing special tactics and weapons
- Provide bailiff services for Branson Municipal Court

The **Support Services Division** consists of Records Unit, School Resource Officers, Training - Personnel and Recruiting, Community Services, Animal Control, and Dispatch Services.

The Support Services division assignments include:

- Planning and executing crime prevention programs as well as those designed to detect and apprehend suspects, and to protect and recover property

- Partner with Branson Schools and manage all School Resources Officer related duties
- Receive and dispatch all Police and Fire 911 Emergency and Non-Emergency calls for service
- Provide all Animal Control services to the City of Branson
- Conduct proactive engagements with hotel properties and manage the hotel tier system per city ordinance
- Plan and provide all police and professional staff related training
- Manage all personnel recruiting and back-ground investigations throughout the hiring process
- Manage all police related reports and produce the annual Uniform Crime Report and Racial Profiling Report

The **Criminal Investigations Division** consists of the General investigative Unit, the Vice/Narcotics Unit, Property and Evidence, Crime Analysis, Chaplain Volunteers, and volunteer services.

- Conduct criminal investigations and submits all criminal case reports to the Prosecuting Attorney for prosecution
- Is a member of the Combined Multi-Jurisdictional Enforcement Team (COMET) and conducts all narcotic related investigations
- Maintains local, state, and Federal partnerships to ensure all criminal cases are thoroughly investigated
- Coordinates with the Prosecuting Attorney and Courts to secure warrants, execute warrants, and apprehend suspects
- Supervise all evidence and property collected and ensures it is handled and stored in accordance with State Statute and processed by the Crime Lab as needed.
- Responsible for all major crime scenes and subsequent investigation
- Coordinates all Chaplain and citizen volunteer programs and services

2018 Strategic Accomplishments

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- ✓ Completed a Department reorganization that aligns work groups into three divisions

- ✓ Implement community engagement opportunities (National Night Out, Citizens Police Academy, Community Watch Groups)
- ✓ Continue to move forward with the development, training and deployment of the regional protocol for multi-agency response to active threats, natural disasters and other large scale events.
- ✓ Deploy two additional School Resource Officers, to provide officers in the intermediate and elementary school campuses in Branson.
- ✓ Convert the radio system to the state's MOSWIN network to achieve interoperability among Branson police and fire departments with our surrounding agencies.
- ✓ Hire, train and deploy two Animal Control Officers to assume animal control duties in the city and work with Taney County to begin improvements to the county animal shelter.
- ✓ Fully staff the Motel/Hotel Unit and team with the Health Department, Code Enforcement, Fire Department and Finance Department to coordinate certifications and nuisance abatement operations.
- ✓ Grow the program to train area businesses, schools and religious institutions in Active Threat preparation and mitigation techniques.

2019 Strategic Objectives

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- Continue to work to reduce crime (both violent and property crime)
 - Develop an accountability system that will offer us the ability to better track crime specific to our Patrol Sectors.
 - The accountability model will empower officers to develop sustainable problem solving solutions to community crime and livability issues.
- Continue to work to enhance traffic safety, reduce traffic crashes, and improve traffic mobility through coordinated efforts with the Public Works Department and Missouri Department of Transportation (MODOT).
- Continue to encourage the community through programs such as Community Watch and National Night Out.
- Continue to seek opportunities to engage and mentor area youth.
- Continue to reduce overtime expenditures.

Departmental Expenditures

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Police	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	3,977,729	4,488,005	4,628,273	4,976,726
Contractual Services	174,641	263,411	327,670	446,024
Commodities	123,647	177,441	197,745	250,187
Capital Expenditures	17,619	100,000	2,251,122	373,543
Total Police	4,293,636	5,028,857	7,404,810	6,046,480

Departmental Budgets

Utilities

Overview

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The Utilities Department is structured with four divisions: Administrative, Water Treatment, Wastewater Treatment and Water Distribution/Sewer Collection. These divisions are responsible for the operation of all City water and sewer infrastructure. With fifty-one employees the department handles a variety of functions on a daily basis including customer service for approximately 4,000 water and 8,000 sewer customers.

The Administrative Division is responsible for all record retention and contract management for the department, training programs, reporting requirements, new employee selections and asset management. This staff also carefully evaluates the impact of new connections to the water and sewer system infrastructure through the department's plan review process. The division oversees a water system Cross connection Control program which includes inspection surveys of all properties connected to city water to determine necessary backflow device installations. In order to meet Missouri Department of Natural Resources requirements, this staff maintains a computer database to track and log all annual backflow device test results for water customer accounts required to have and maintain backflow devices. Informative and thorough safety training is also a vital part of the department's focus, considering the numerous tasks performed by each division related to confined space entry, use of heavy equipment, high voltage electricity, use of gas chlorine and exposure to infectious waste.

The Water Treatment Division produces over one billion gallons of safe drinking water annually through the city's two state-of-the-art surface water treatment plants and seven ground water wells. The staff consists of state certified supervisory and operations personnel covering the water treatment facilities 24 hours a day, seven days a week. Multiple samples are taken for analysis on a daily basis for process control. Numerous water samples are also taken each month under the division's scheduled sampling plan and sent to the State Health Department for analysis to assure compliance with all safe drinking water standards. These test results are compiled in an Annual Water Quality

Report that is distributed and made available to all city water customers each year in July. Water produced from the treatment facilities will consistently meet regulatory compliance. This division also manages a water tower maintenance program to effectively manage maintenance, repair and cleaning of the City's eight water towers.

The Utilities Water Distribution/Sewer Collection Division is responsible for maintenance and repair of 100 miles of water distribution mains and 213 miles of sewer collection mains. This division also maintains the water metering system for all City water customers and oversees an on-going water meter change-out program. Water meters in the City's water system are read monthly through automated meter reading. The department has also begun incorporating customer monitoring abilities for commercial accounts. In this process the customer and the Utility have the ability to view water usage on a daily basis and receive alerts if water consumption is unusually high. This improvement provides an alert system that aids in locating water leaks thus reducing system water loss. This division also pursues an active water and sewer main repair program. Crews flush and clean sewer mains on a scheduled basis and also utilizes camera recording equipment to inspect the internal condition of sewer mains. Sewer mains and manholes are lined and repaired as necessary in order to keep unwanted groundwater from entering the sewer collection system which increases treatment costs and the potential for sewer back-ups.

The Wastewater Treatment Division treats over 1.4 billion gallons of sewage each year from areas inside and outside the existing city limits. This division operates two state-of-the-art biological nutrient removal wastewater treatment plants and maintains 38 sewer lift stations necessary to convey wastewater flows through our hilly terrain to the treatment facilities. The wastewater treatment facilities are operated 24 hours a day, seven days per week by state-certified supervisory, operations and maintenance personnel. This division also operates and maintains a regional Class A biosolids drying facility which is located at the City's Cooper Creek wastewater plant. This facility is utilized to dry processed wastewater sludge, traditionally land-applied to area farmland in a liquid Class B form, into a more user-friendly and environmentally-suitable biosolid. This nutrient-rich material is pathogen free and may be used as a safe and beneficial soil additive. With the Cooper Creek site being a regional facility, other municipalities within Taney and Stone Counties also utilize this service.

2018 Strategic Accomplishments

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- ✓ Created a progressive organizational structure for Utilities department employee positions.
- ✓ City personnel completed improvements and upgrades at the Branson North water system booster station.
- ✓ Began construction of interim upgrades at the Cooper Creek wastewater plant and sewer lift stations 5 near Alexander Park.
- ✓ Completed first 10-year water meter change-out cycle.
- ✓ Implemented GIS web application to allow crews in the field to view water system valves and sewer system component locations by mobile device.
- ✓ Relocated all plans previously housed in the old Public Works office on Compton Drive to the new Water Distribution/Sewer Collection maintenance facility creating efficiencies for plan review, inspections and maintenance personnel.
- ✓ Purchased metal building construction materials for storage of Aqua Dam flood protection system.

2019 Strategic Objectives

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- Complete subgrade geotechnical survey in the process of implementing permanent flood protection at the Compton Drive Wastewater Treatment facility.
- Prepare for a necessary bond election for funding of the upcoming Cooper Creek Wastewater Plant expansion, Compton Drive Wastewater Plant flood protection, and water main improvements in the Hwy 76 and downtown areas and much needed improvements to water main systems in City neighborhoods.
- Prepare specifications and a contract with a qualified contractor to perform scheduled sewer main and manhole lining, repairs and replacements within the City's sewer collection system.
- Complete construction of intermediate upgrades at the Cooper Creek wastewater plant and upgrades to sewer lift stations 5.
- Complete engineering for needed upgrades at lift stations 10, 34 and 46 and begin construction on the improvements.

- Complete engineering of a water system extension to provide water service to an unserved area of the City. First of many areas needing such improvements in both water and sewer service to better serve our community.
- Construct metal storage building at the Cooper Creek wastewater plant for the Aqua Dam flood protection system.

Departmental Expenditures

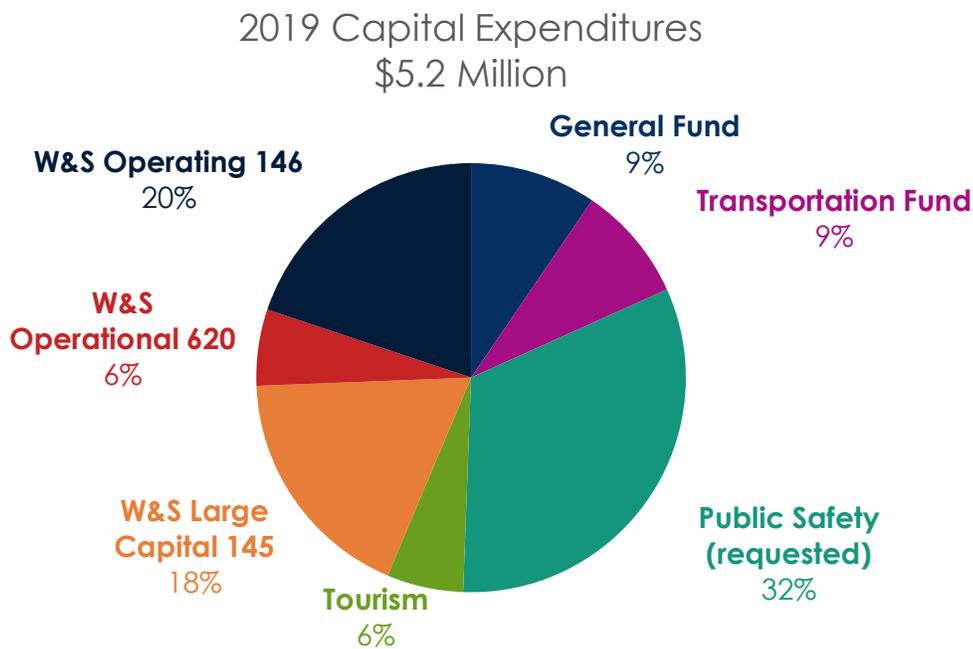
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Utilities	2017	2018	2018	2019
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	3,546,583	3,636,842	3,554,709	3,580,074
Contractual Services	2,934,898	3,374,230	3,207,825	3,484,459
Commodities	902,190	708,710	676,179	753,202
Capital Expenditures	(335,793)	418,000	170,000	301,000
Debt Service	17	0	0	0
Depreciation	4,863,702	5,102,060	5,248,166	5,510,575
Transfers	440,650	817,800	1,065,800	1,786,000
Total Utilities	12,352,247	14,057,642	13,922,679	15,415,310

Two-year Capital Budget

The city's capital needs are rapidly changing as growth and changes in other local government organizations occur. There are approximately \$581,500 unfunded General Fund requests in 2019 and another \$535,500 requests for 2020. While many capital needs are anticipated in multi-year projections, such as building upgrades, vehicle replacements and Water and Sewer production and treatment systems, there are some instances that immediate needs arise. Special attention is vital to ensure that the city's fund reserve requirements are maintained at a satisfactory level while also ensuring that the needs of the city are met.

Below is a summary of 2018 budgeted capital expenditures:



In 2019, there are \$77,757 of annual ongoing amounts that will be budgeted in future years as a result of approval of capital expenditures. The following pages show the approved 2019 capital expenditure budget and 2020 requested capital expenditures. Please note, the first two digits of the program number denote the budget year requested. Any unfunded or continuing requests will be renumbered annually.

FY 2019

Capital Expenditures

Priority-Based Budgeting Abbreviations:

G-Governance/T-Tourism/CC-Community Character/C-Community/
 POS-Parks, Open Space & Recreation/TR-Transportation/ED-Economic Development/
 EI-Environment & Infrastructure/LU-Land Use

General Fund 101	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
Software Licensing					
Information Technology					
	G	1969	101 Gen Fund	\$ 125,000	\$ 35,000
Project Description: Microsoft Enterprise Licensing Contract (Server & Desktop Operating Systems, Applications, Mail, and Core Licensing) *Windows 7 End of Support January 2020.					
Land Management Platform Software					
Planning & Development					
	LU	1938	101 Gen Fund	53,507	33,507
Project Description: Software will greatly increase the department's mobile capabilities along with the ability for electronic plan submission, review and archival, saving customers and the City time and money. Response time for all activities will be improved. Will assist multiple departments and will be fully compatible and can integrate with Laserfische, GIS and other software.					
Applicant Tracking Software					
Human Resources					
	G	1965	101 Gen Fund	15,000	9,250
Project Description: Online application tracking capability for Human Resources Department.					
RecPlex Walking Path Repairs and Reseal					
Human Resources					
	POS	1929	101 Gen Fund	20,000	-
Project Description: Resealing asphalt is necessary to prevent cracks from developing and overall deterioration. It is recommended to reseal asphalt every 3-5 years. The walking paths at the RecPlex, which are heavily used by the public, were installed in 2005 and will be 14 years old in 2019. This project will seal coat all walking path areas, totaling 26,627 sq. yds. in the RecPlex complex. This is the second phase to reseal asphalt at the Branson RecPlex, with the first phase completed in 2015 to reseal parking lots.					
Aaon RTU-3 Rooftop Air Conditioner					
Public Works					
	G	1923	101 Gen Fund	13,000	-
Project Description: Replace Aaon RTU-3 rooftop air conditioning unit on City Hall roof above the Finance Department. The city's HVAC contractor recommends full replacement due to gaining parts and high maintenance costs.					

Campground Road Overlay

Parks & Recreation	POS	1937	101 Gen Fund	115,000	-
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Project Description: The Branson Lakeside RV Park provides 143 full hook-up sites for guests, creating revenue opportunity for the Parks Department. Continual improvements have been made to the park to accommodate the growing number of customers. Significant issues with roads at the campground, including large potholes and cracks are making it difficult to navigate the park in RVs. The project calls for 3,000 sq. yds. of millings, 13,500 sq. yds. of paving fabric and a 2 inch asphalt overlay.

Sand and Refinish Gym Floor

Parks & Recreation	POS	1932	101 Gen Fund	29,000	-
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Project Description: Sanding is recommended ever 10-15 years as part of regular maintenance to extend the life of wood floors. Sanding will remove cupping and warping of the boards. After sanding, the floor will then be restriped & refinished. Estimated cost is between \$1.75-\$2.00/sq. ft. over 14,388 sq. ft.

Robotic Total Station – GPS Survey

Engineering	G/LU	1924	101 Gen Fund	27,000	-
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Project Description: Sokkia iX Series 1003 – survey equipment will be used for collecting elevations, contours, data collection for sewer, water, and street construction projects by our CAD Technician in the Public Works/Engineering Department. It will also be used for in-house design projects such as the next phase of Hwy. 76.

Digital Orthophotography

Engineering	G/LU	1913	101 Gen Fund	75,000	-
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Project Description: Update 2011 aerial data with new aerial photography and elevation contours by joining forces with Taney County and the U.S. Corps of Engineers in sharing cost.

Replacement Mower # 260

Parks & Recreation	POS	1933	230 Gen Fund	8,200	-
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Project Description: Mower #260 was given to the Parks Department by Public Works when it was taken out of service. The mower currently has 1,692 hours. It is cost prohibitive to continue to maintain the mower.

City Hall Carpeting

Public Works	G	1914	101 Gen Fund	17,000	-
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Project Description: Removal, replacement and installation of worn/ripped carpeting in the lobby and 2nd & 3rd floor landings in City Hall.

Total General Fund				\$ 497,707	\$ 77,757
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		Program			Ongoing
Transportation	PBB	#	Funding Source	Amount	Annual
					Amount

Salt Spreaders

Public Works	TR	1918	105 Transp	15,000	-
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Project Description: Replace remaining salt spreaders that are 7 years old and deteriorating which provides extra work for street crews during winter clean up.

Street Sweeper

Public Works	TR	1917	105 Transp	213,000	-
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Project Description: Replace 2005 Elgin Pelican street sweeper with more economical sweeper. New sweeper will include front broom, side brooms and a central broom for more effective cleaning.

Message Boards

Public Works	TR	1916	105 Transp	63,000	-
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Project Description: Replacement of 3 failing message boards purchased in 2012 with better technology, remote communication features, electrically operated solar battery powered programmable message sign boards matching the two message boards purchased in 2016.

Replace 1999 Chevy S-10

Public Works	G/TR	1920	105 Transp	27,000	-
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Project Description: Vehicle used for Hwy. 76 maintenance. This vehicle has over 100,000 miles and maintenance costs to date are \$16,658.

Remodel Police Storage Area

Public Works	G/TR	1915	140 Transp	30,000	-
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Project Description: Remodel space currently in use by Police Department by enlarging sign shop on the other end of existing building to allow more office space and equipment storage for the Sign Shop employees.

Replace 2001 Jeep Cherokee

Public Works	G/TR	1921	105 Transp	35,000	-
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Project Description: Replace Unit #129 used by Utilities Dept., Planning Dept. and now Sign Shop for field data collection. Current mileage is 122,000 and maintenance costs to date are \$8,260.

HP Latex 365 Printer

Public Works	G/TR	1919	105 Transp	17,000	-
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Project Description: Replace Summa Dc4 printer purchased in 2012 with a new printer that prints on a wider range of media, water based print heads cost less, not hazardous to the environment, more sustainable and safer for employees. The new printer will be faster and higher quality images can be printed.

Snow Plow

Public Works	TR/C	1970	105 Transp	5,000	-
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Project Description: To be used for snow plowing. Replaces equipment that was moved specifically for use in Downtown.

Salt Spreader

Public Works	TR/C	1971	105 Transp	5,000	-
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Project Description: To be used for snow plowing. Replaces equipment that was moved specifically for use in Downtown.

Ford F350 1-ton Dual Rear Wheel Drive

Public Works	TR/C	1972	105 Transp	45,000	-
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Project Description: To be used for snow plowing. Replaces equipment that was moved specifically for use in Downtown.

Total Transportation

				\$455,000	-
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W&S Large Capital 145	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
Lift Station #17 Upgrade - Engineering					
Utilities	EI	1941	Sewer Sales Tax	92,000	-
Project Description: Replacement of force main. Existing PVC pipe is improperly bedded causing pipe breakage and sewer spills. DNR has made note line should be replaced.					
Lift Station #10 & #34 Upgrade - Construction					
Utilities	EI	1940	Sewer Sales Tax	450,000	-
Project Description: These lift stations will be to provide improved reliability, more efficient operations, and reduced operating costs. The existing 22 year-old stations are equipped with a 4 pump system and requires 2 pumps to run simultaneously in order to operate. The upgraded system will operate on 2 pumps with only 1 pump running at a time. This improvement coupled with the installation of a variable frequency drives will greatly reduce electrical costs and improve reliability. Lift station #10 serves a large watershed consisting of commercial businesses and residential connections but is not equipped with emergency backup power generation. In this upgrade an emergency generator will be installed.					
Compton Drive Flood Protection					
Utilities	EI	1949	Sewer Sales Tax	270,000	-
Project Description: This will help in protecting the environment and the Compton Drive Wastewater Plant from damages from flood waters. Compton Drive Wastewater Plant would be in excess of 80 million if overcome by flood waters to replace/repair.					
Install Pumps & Controls Lift Station #46					
Utilities	EI	2018	Sewer Sales Tax	130,000	-
Total W&S Large Capital 145				\$ 942,000	\$ -
W&S Operational Capital Equip 620	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
Replace Unit #109					
Utilities	EI	1955	620 W/S Oper Equip	13,000	-
Project Description: This vehicle will have reached the end of its optimum use. This vehicle currently has 3,668 hours on it.					
Replace Unit #227					
Utilities	EI	1962	620 W/S Oper Equip	34,000	-
Project Description: This vehicle currently has 95,724 miles on it and 13 on the replacement points.					
Replace Unit #259					
Utilities	EI	1964	620 W/S Oper Equip	34,000	-
Project Description: Scheduled replacement of a ford F150 pickup. This vehicle currently has 151,812 miles on it and 14 on the replacement points.					

Replace Unit #217

Utilities	EI	1944	620 W/S Oper Equip	110,000	-
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Project Description: This vehicle will have reached the end of its optimum use. This vehicle currently has 106,440 miles on it and 14 on the replacement points.

Replace Unit #135

Utilities	EI	1947	620 W/S Oper Equip	30,000	-
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Project Description: Replacement of 32-year-old hyster forklift used at the water distribution/sewer collection maintenance facilities and the cooper creek wastewater treatment plant. This vehicle currently has 3,025 hours on it and 17 on the replacement points.

Replace Unit #207

Utilities	EI	1948	620 W/S Oper Equip	80,000	-
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Project Description: The new vehicle will be utilized by the water treatment electrician. Unit 207, a 2005 Ford F350 utility truck will be moved and used by water treatment maintenance staff for further use. The water treatment maintenance staff currently uses a spare pool vehicle that is slated for auction. This vehicle currently has 53,661 miles on it and 10 on the replacement points.

Total				\$ 301,000	\$ -
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W&S Operating 146	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
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Station Lift Station Pump rebuild/replacement

Utilities	EI	1943	146 W/S Oper Cap	98,000	-
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Project Description: As part of Utilities asset management approximately 10 lift station pumps will be removed annually for evaluation and rebuild. Rebuilds are generally necessary every 7 years. Pump replacement is anticipated after approximately 21 years of use. There are currently 72 pumps under this program.

Water Treatment Process Equipment

Utilities	EI	1957	146 W/S Oper Cap	45,000	-
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Project Description: The water treatment process equipment we currently have is out of date and repair parts are no longer available in most equipment. Needing to have a complete new package for process equipment to keep up with current standards.

Scheduled Lift Station #21 Pump rebuild

Utilities	EI	1942	146 W/S Oper Cap	32,000	-
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Project Description: As part of Utilities asset management lift station pumps from Lift Station 17 will be removed on 6 year rebuild evaluation. Pump replacement is anticipated after approximately 18 years of use.

Sewer Collection System Rehab

Utilities EI 1945 146 W/S Oper Cap 350,000 -

Project Description: Improve the integrity of the existing sewer mains and manholes to limit the impact and costs for the treatment of ground water. Sections of the sewer collection system have been in service for more than 50 years. The sewer mains and manholes area showing signs of deterioration allowing ground water to infiltrate the collection system which impacts the lift stations, treatment plants, and the environment. The system's capacity is impacted by volume of flow limiting detention and requiring elevated cost for treatment.

Stairway Repairs Pacific Street Water Tower

Utilities EI 1959 146 W/S Oper Cap 95,000 -

Project Description: Replacement of HVAC ductwork at Pacific Street Water Tower office installed in 2008.

Rebuild/Replace Compton Aerators

Utilities EI 1954 146 W/S Oper Cap 30,000 -

Project Description: Scheduled rebuild to extend the life of 4 aerator gear box drives at the Compton Drive Wastewater Plant.

Wastewater Roll off Containers

Utilities EI 1952 146 W/S Oper Cap 35,000 -

Project Description: The City currently owns four (4) 12 yard roll off containers that are used for inorganic material (rags, grit, grease, rock, etc.) that is received at the wastewater treatment plants through the influent bar screens. The material is removed and placed in these containers and then transported to the Springfield Landfill as a hazardous waste material.

Scheduled replacement of WWT Odor Control Blowers

Utilities EI 1953 146 W/S Oper Cap 30,000 -

Project Description: These units are scheduled for replacement on twenty (20) year intervals.

Water Meter Replacement

Utilities EI 1956 146 W/S Oper Cap 60,000 -

Project Description: The meter replacement program is necessary in order to continue to accurately meter water used by the customers of the city water system. The new and accurate meters insure proper charges are assessed and the maximum revenue is produced to maintain infrastructure.

Install Wastewater Plant Filter Slide Gates

Utilities EI 1951 146 W/S Oper Cap 46,000 -

Project Description: This project will allow the shut off of flow from the filters if flood waters were to breach the berm. We could close the gates to keep flood waters from affecting the treatment process.

Cliff Drive Intake Pumps

Utilities EI 1960 146 W/S Oper Cap 60,000 -

Project Description: Scheduled rebuild or replacement of Cliff Drive intake pumps to assure reliability and maximum efficiency.

Roofing/Gutter/Building Replacement Wells @ Meadows

Utilities	El	1958	146 W/S Oper Cap	60,000	-
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Project Description: The guttering is metal and 21-year-old, rusting completely apart in several locations. Roofs on wells are anywhere from 26 to 66-years-old. The two buildings that need replaced are the old fiberglass buildings that are rotting away and have very little lower support left and are holding chemicals for water treatment (Recommend block building replacement).

Asphalt Overlay at Cooper and Compton

Utilities	El	1950	146 W/S Oper Cap	50,000	-
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Project Description: Replace areas of deteriorated asphalt in roadways and parking lots at the Cooper Creek Wastewater Treatment Plant. Upkeep of necessary roadways and lots for traffic in the wastewater plant compound.

Pacific Street Water Tower HVAC Repairs

Utilities	El	1801	146 W/S Oper Cap	30,000	-
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Utility Truck Shelter

Utilities	El	1801	146 W/S Oper Cap	15,000	-
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Total W&S Operating				\$ 1,036,000	\$ -
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Tourism Fund 140	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
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Hwy. 76 Segment 2 Design

Engineering	ED/T	1925	140 Tourism	300,000	-
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Project Description: In-house design of Segment 2 of Hwy. 76 using CAD Technician, project manager, Director of Public Works, ADA Coordinator, in coordination with the Utilities Department to design the water line, duct bank and surface improvements. If CID annexation passes, these costs can be reimbursed through the 76 Entertainment District CID funds.

Total Tourism Fund				\$ 300,000	\$ -
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Public Safety Fund Requested/Not Approved	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
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SCBA Replacement (Contingent on grant)

Fire	G/C	1903	Public Safety	500,000	-
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Project Description: Replace all self-contained breathing apparatus, air compressor and cascade system

Outdoor Warning Siren Replacement

Fire	C	1902	Public Safety	60,000	-
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Project Description: Replace one outdoor warning siren to newer technology

Fire Apparatus (Contingent on Financing new station)

Fire	C	1905	Public Safety	800,000	-
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Project Description: Purchase new fire engine for fire station 4

Command Staff Vehicle Replacement (Fire)

Fire	G/C	1901	Public Safety	55,000	-
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Project Description: Replace Unit #271 Staff Vehicle**Patrol Replacement Vehicles**

Police	G/C	1911	Public Safety	125,000	-
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Project Description: Replacement of patrol cars. Part of leasing program**Police K9 Vehicle**

Police	G/C	1910	Public Safety	49,000	-
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Project Description: Ford Explorer for new K9 officer. Vehicle will not be purchased as a leased vehicle, but will be purchased outright.**Vice Unit HazMat Lab Safety Equipment**

Police	C	1906	Public Safety	31,543	-
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Project Description: Safety Equipment**Trunarc Drug Identification Instrument**

Police	C	1908	Public Safety	21,000	-
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Project Description: Trunarc Drug Identification Instrument**VICE Unit Vehicle**

Police	G/C	1907	Public Safety	27,000	-
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Project Description: Vice Surveillance leased vehicle. Vehicle is not a replacement.**VICE/Contraband detection kit**

Police	C	1909	Public Safety	20,000	-
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Project Description: VICE unit contraband equipment.

Total				\$ 1,688,543	\$ -
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FY 2020

REQUESTED Capital Expenditures

Priority-Based Budgeting Abbreviations

G-Governance/T-Tourism/CC-Community Character/C-Community/
 POS-Parks, Open Space & Recreation/TR-Transportation/ED-Economic Development/
 EI-Environment & Infrastructure/LU-Land Use

General Fund 101	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
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Cantwell Park Rehabilitation Project

Parks & Recreation	POS	2014	101 Gen Fund	45,000	-
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Project Description: The retaining wall at Cantwell Park needs to be replaced as it is in a state of deterioration. The concrete block wall was built in the mid-1960's and pieces are deteriorating with blocks broken and falling out. The wall supports the popular outdoor basketball court that is used by many of the families in the neighborhood. The wall is approximately 85 feet long and height varies from 1-5 ft. A new wall will be erected in its place. In addition, the basketball court is also starting to show signs of deterioration. The Parks Department would recommend also replacing the current court with a concrete basketball court.

Trail Improvements - Roark Creek Trail

Parks & Recreation	POS	2024	101 Gen Fund	52,000	-
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Project Description: This would be the completion of the paving for the Roark Creek Trail Phase 4, often referred to as the Johnson Property. The estimated cost of \$52,000 would be to pave an 8' wide path over the remaining 1,000 linear feet. This would complete the project that was started in 2019, and would take us to the end of our current trail, which "dead ends" at an area above the creek. Future plans would be to add large rock to allow us to cross the creek and create a path to the edge of the easement (an additional 300 linear feet).

Replacement Vehicle #205 (trash truck)

Parks & Recreation	POS	2047	101 Gen Fund	52,000	-
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Project Description: A 2008 Isuzu, this is the trash truck utilized by the park maintenance staff to pick up trash in the parks, downtown and campground. This vehicle is scheduled to be replaced as part of the vehicle replacement program. This vehicle has 75,989 miles and maintenance costs to date are \$13,426. The Parks Department would like to consider replacing this vehicle with a flatbed truck with a hydraulic lift bed, instead of a trash truck. With the new downtown position, and some changes in campground trash collection, the department may be better served with a more multi-purpose vehicle that could be used for hauling material and park clean-ups. This new truck would also still be used for trash collection in the parks, and would be a cheaper, more cost effective option.

Fencing Improvement Phase 2

Parks & Recreation	POS	2015	101 Gen Fund	27,000	-
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Project Description: This is the second of a three year plan to replace fencing at the Branson RecPlex athletic fields. In 2020, the fencing at the RecPlex ball fields will be 15 years old and is experiencing heavy amount of wear and tear. Due to the large amount of games and tournaments, the fences continue to be damaged and in need of constant repair. New fence fabric and tension wire will be installed on the existing four ballfields. In addition, a fence will be erected around the soccer fields. The new fence will serve to regulate usage of the field. Currently the fields are overused leading to poor field conditions. The first phase will replace fencing on fields 1 & 2.

Larger Capacity 24/7 Recycle Trailers

Engineering/PW	EI	2010	101 Gen Fund	23,000	-
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Project Description: Replacement of smaller, older trailer on loan from the solid waste district for larger capacity 24/7 recycle trailer. Grant reimbursement funding is possible but not guaranteed through competitive application process.

Hydraulic Dump Trailer

Parks & Recreation	EI	2023	101 Gen Fund	7,000	-
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Project Description: As the Parks Department has taken a larger role in trail maintenance and tree maintenance, it has become increasingly more important to have the ability to haul off large amount of brush and downed trees. Currently, the only unit in service that has a dump bed in unit #37. Unit #37 is a 1996 Ford F350, and was given to the Parks Department after being taken out of service by Public Works. The current mileage on the truck is 85,739, and the maintenance costs to date are \$19,567. The vehicle was scheduled to be replaced in 2018. The hydraulic dump trailer is a significantly cheaper option, as opposed to replacing the flatbed truck.

Campground Site Improvements

Parks & Recreation	POS	2025	101 Gen Fund	15,000	-
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Project Description: As part of the continual improvement of the Lakeside RV Park, this project would take some of the underutilized sites in the park and create large sites, which would be more desirable for users. There are currently some small gravel sites that are located directly across from the campground office that are experiencing low occupancy (approximately 15%) due to their size and location. This project would remove these small sites and replace them with 3-5 large sites that would have the potential to be some of the most desirable sites. By completing this transition we will be able to charge a premium price for these new sites, which will more than replace the revenue of the small gravel sites. As RV's continue to increase in size, it will be increasingly important for us to continue to look at ways to provide large sites.

Replace Roof at Community Center

Parks & Recreation	POS	2016	101 Gen Fund	50,000	-
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Project Description: The roof on the Branson Community Center is the original metal roof that was installed when the building was built in 1991. Over the past several years, there have been ongoing issues with the roof, necessitating the need to contract out repairs, as well as ongoing leaking on the south west end of the building. The Parks Department recommends replacing it with another 30 year metal roof.

Replace H-VAC Unit-Gym

Parks & Recreation	POS	2017	101 Gen Fund	80,000	-
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Project Description: There are two large 40 ton HVAC units on the roof that will be 15 years old in 2020. The normal expected lifespan for a unit this size is 15 years. As part of our ongoing maintenance plan, we are planning and budgeting to replace one unit each year in 2020 and 2021. By proactively planning, we hope to avoid necessitating an emergency purchase when a unit goes down. Over the past 5 years, we have begun replacing smaller units at the RecPlex and have sustained significant expenses in keeping the current units running. In addition, the new unit will increase efficiency and reduce the maintenance costs we are currently experiencing.

Replace 2000 Ford F150

Parks & Recreation	G/TR	2011	101 Gen Fund	38,000	-
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Project Description: Replace Unit #48 with current mileage of 223,454 and maintenance costs to date totaling \$24,000. Vehicle scheduled for replacement in 2014 according to vehicle replacement schedule. Formerly used by Utilities Department water treatment division prior to reorganization in 2009.

Vehicle - Traverse

Administration	G	2048	101 Gen Fund	60,000	-
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Project Description: Replacement of Suburban that was sold in the 2018 auction. This will be a pool vehicle.

Replacement UTV

Parks & Recreation	G/POS	2018	101 Gen Fund	23,500	-
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Project Description: A 2006 John Deere Gator TS 4 x 2, utilized for maintenance needs with the Park's Department, was scheduled to be replaced in 2018. The John Deere gator currently has 3,518 hours of usage. It is recommended to be replaced between 2,500-3,000 hours. In addition, a 2006 Kawasaki Mule 3010 is also scheduled to be replaced. The mule was purchase in 2006 and has 1,448 hours, and has been used primarily for snow removal and clearing parking lots and sidewalks. Due to the hard usage, it has suspension issues as well as body and corrosion damage due to the salt. The Parks Department would recommend replacing both units with similar UTVs for usage within the parks and at the RecPlex.

Replace Vehicle #152

Parks & Recreation	G/POS	2019	101 Gen Fund	21,000	-
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Project Description: This 2008 Ford Ranger is utilized by the park maintenance staff as a utility vehicle to perform various maintenance needs in the parks, public restrooms and campground. This vehicle is utilized as the restroom route vehicle, traveling to each public and park restroom twice a day for cleaning. This vehicle is scheduled to be replaced as part of the vehicle replacement program in 2020. This vehicle has 112,098 miles and maintenance costs to date are \$9,533. The Parks Department would recommend replacing with a truck similar to the current vehicle.

Sandblast/Repaint Campground Shower House

Parks & Recreation	POS	2022	101 Gen Fund	20,000	-
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Project Description: Sandblasting of the campground shower house is necessary to remove numerous layers of paint and sealant built up over the years. By sandblasting, new paint will better adhere and any cracks that may have developed will be repaired. Upkeep and maintenance of the campground shower is critical as it contributes to the satisfaction of our RV guests. In addition, condition and cleanliness of the shower house is a major factor in our Good Sam's rating, which provides a yearly rating that many campers use to determine the parks they will choose to stay in.

Replace Vehicle #255

Parks & Recreation	G/POS	2021	101 Gen Fund	22,000	-
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Project Description: This 2008 Ford Escape is utilized by the Director of Parks & Recreation to perform various needs in the Department in the role as Director. This vehicle was scheduled to be replaced as part of the vehicle replacement program in 2017. We would like to replace this vehicle with a full size SUV to better accommodate the needs of the department such as transporting concession products and park and swim team staff. This vehicle has 87,369 miles and maintenance costs to date are \$2,846.

Total				\$ 535,500	\$ -
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Transportation Fund 105	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
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Paint Striper

Public Works	TR	2007	105 Transp	68,000	-
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Project Description: EZ-Liner or approved equal mounted on a heavy duty pickup or flatbed with three gun striper and two (2) sixty gallon paint tanks for even pressure of paint and bead application when striping streets

Replace 1000 Broce Broom

Public Works	TR	2008	105 Transp	55,000	-
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Project Description: Replace Unit #64 a Broce Brom which is used for sweeping and loading debris during asphalt construction or repair.

Replace 2001 Chevy S-10 Blazer

Public Works	G/TR	2005	105 Transp	35,000	-
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Project Description: Replace streets department Unit #146 in the Streets Department used for construction inspection with SUV type vehicle.

Replace 2001 Ford F250 3/4 Ton

Public Works	G/TR	2009	105 Transp	38,000	-
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Project Description: Replace Unit #133 used primarily to spray chemicals on city right of way and is also used by recycle center to pull trailers in the winter months. This unit will be replaced with a 1 ton unit.

High Flow Rotary Air Compressor

Public Works	TR	2006	105 Transp	15,000	-
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Project Description: Compressor for Sign Shop personnel

Total				\$ 211,000	\$ -
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W&S Large Capital 145	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
Water Mains Hwy 76 Complete Streets					
Utilities	EI	2041	Sewer Sales Tax	945,000	-
Project Description: Water Main upgrades will be necessary in conjunction with roadway and pedestrian walkway improvements associated with Hwy 76 complete streets project. The funding will cover costs of a 12 inch main on both sides of the roadway, necessary road crossings to loop the system and service stubs into outlying neighborhoods and developments.					
Force Main Upgrade - Lift Station #21 Engineering					
Utilities	EI	2026	Sewer Sales Tax	90,000	-
Project Description: Replacement of force main. Existing PVC pipe is improperly bedded causing pipe breakage and sewer spills.					
Compton Drive Flood Protection					
Utilities	EI	2035	Sewer Sales Tax	533,000	-
Project Description: This will help in protecting the environment and the Compton Drive Wastewater Plant from damages from flood waters. Compton Drive Wastewater Plant would be in excess of 80 million if overcome by flood waters to replace/repair.					
WT Chlorine Leak Scrubber					
Utilities	EI	2044	Sewer Sales Tax	250,000	-
Project Description: The Meadows Water Treatment Plant has 1 ton CL2 containers for the process of disinfection in water. If one of the 1 ton chlorine containers would have a big leak the chlorine scrubber would contain all of the chlorine safely and have less if not any impact on the public.					
Total				\$ 1,818,000	\$ -

W&S Operational Capital Equip 620	PBB	Program #	Funding Source	Amount	Ongoing Annual Amount
Sewer Camera Equipment and Unit #327					
Utilities	EI	2034	620 W/S Oper Equip	115,000	-
Project Description: Scheduled addition of sewer camera equipment. Existing camera equipment will be 6 years old at this time. Anticipated life span of camera equipment is 12 years. Addition of equipment will allow purchase of replacement equipment to be staggered every 6 years.					
Replace Unit #212					
Utilities	EI	2039	620 W/S Oper Equip	130,000	-
Project Description: Scheduled replacement of vehicle #212. This vehicle has reached the end of its optimum use. This vehicle has 64,538 miles on it and 11 on the replacement points.					

Replace Unit #110

Utilities	EI	2038	620 W/S Oper Equip	13,000
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Project Description: This vehicle will have reached the end of optimum use. The vehicle currently has 4,832 hours.

Replace Unit #219

Utilities	EI	2040	620 W/S Oper Equip	30,000
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Project Description: This vehicle will have reached the end of optimum use. The vehicle currently has 117,696 miles and scores 15 on replacement points.

Replace Unit #221

Utilities	EI	2031	620 W/S Oper Equip	34,000
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Project Description: The new vehicle will be utilized by the utilities plan reviewer/inspector. Unit 221 is a 2006 Ford Ranger and will be used to lift stations maintenance for further use. Lift station maintenance currently uses a spare pool vehicle, which is slated for auction, to run daily lift station check routes. This vehicle currently has 64,538 miles on it and 11 on the replacement points.

Total				\$ 322,000	\$ -
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					Ongoing Annual Amount
W&S Operating 146	PBB	Program #	Funding Source	Amount	

Water Master Plan Update

Utilities	EI	2043	146 W/S Oper Cap	50,000	-
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Project Description: Scheduled 10 year update of city water master plan.

Rebuild Lift Station #17 Pump

Utilities	EI	2027	146 W/S Oper Cap	32,000	-
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Project Description: As part of Utilities asset management lift station pumps from Lift Station #17 will be removed on 6 year intervals for rebuild evaluation. Pump replacement is anticipated after approximately 18 years of use.

Scheduled Lift Station Pump Rebuild/Replacement

Utilities	EI	2028	146 W/S Oper Cap	100,000	-
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Project Description: As part of Utilities asset management approximately 10 lift station pumps will be removed annually for evaluation and rebuild. Rebuilds are generally necessary every 7 years. Pump replacement is anticipated after approximately 21 years of use. These are currently 72 pumps under this program.

Rebuild/Replace Cooper Creek Aerators

Utilities	EI	2037	146 W/S Oper Cap	40,000	-
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Project Description: Scheduled rebuild to extend the life of aerator gear box drives at the Cooper Creek Wastewater Plant.

Rebuild Compton Effluent Pumps

Utilities	EI	2036	146 W/S Oper Cap	60,000	-
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Project Description: Scheduled rebuild or replacement of effluent pumps at the Compton Drive Wastewater Plant.

Cliff Drive Water Plant Clear well Sealing

Utilities	EI	2045	146 W/S Oper Cap	40,000	-
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Project Description: Cracks are beginning to form in the concrete rood over the Cliff Drive water plant finished water clear well. The clear well structure is used to store finished drinking water prior to pumping to the distribution system. A membrane material cover will eliminate the possibility of contamination entering the clear well through cracks in the concrete roof.

Wastewater Conveyance Study

Utilities	EI	2033	146 W/S Oper Cap	50,000	-
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Project Description: To determine future needs for collection system improvements and prioritize areas in need of upgrade and repair. Projection of future flows and area buildout potentials. Also evaluate needs and prioritization for pumping system improvements and treatment capacity needs.

Water Meter Replacement

Utilities	EI	2042	146 W/S Oper Cap	165,000	-
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Project Description: The meter replacement program is necessary in order to continue to accurately meter water used by the customers of the city water system. The new and accurate meters insure proper charges are assessed and the maximum revenue is produced to maintain infrastructure.

Replace Well #10 Pump

Utilities	EI	2046	146 W/S Oper Cap	69,000	-
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Project Description: This pump and motor has been in service since 1996 and has had signs of losing gallons per minute along with the check valves not operating efficiently. This well is used to assist with production during high demand of water.

WD/SC Maintenance Facility Building #2 Construction

Utilities	EI	2032	146 W/S Oper Cap	450,000	-
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Project Description: This project will be to add a second building at the water distribution and sewer collection maintenance facilities located at Cooper Creek. The second building will provide necessary space to house equipment utilized in operation and maintenance of the city's water distribution and sewer collection systems. This building will include 5 garage bays for parking equipment out of inclement weather, work areas and storage areas for inventory parts and materials.

Demo of Concrete Tanks Lift Station #31 & #36

Utilities	EI	2029	146 W/S Oper Cap	50,000	-
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Project Description: These are large concrete basins that were used for lift station basins that are no longer needed. The removal of the basins would allow cleanup of the property and prepare them for possible resale.

Total				\$ 1,106,000.00	\$ -
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				Funding	Ongoing
Tourism Fund 140	PBB	Program #	Source	Amount	Annual
				Amount	Amount

Hwy. 76 Segment 4 Design

Engineering	ED/T	2013	140 Tourism	1,500,000	-
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Project Description: Design by consultant for right of way, survey, construction drawings and construction management of Segment 1 from the Toy Museum to Shepherd of the Hills Expressway.

Hwy. 76 Segment 2 Construction

Engineering	ED/T	2012	140 Tourism	9,000,000	-
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Project Description: Construction of duct bank, sewer and surface improvements for Segment 2 (Ripley's to Toy Museum). This is contingent upon the complete annexation of the 76 Entertainment District currently under way.

Total				\$ 10,500,000	\$ -
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					Ongoing Annual Amount
Public Safety Fund	PBB	Program #	Funding Source	Amount	

Outdoor Warning Siren Replacement

Fire	C	2003	Public Safety	60,000	-
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Project Description: Replace one outdoor warning siren to newer technology

Fire Engine Replacement

Fire	G/C	2001	Public Safety	800,000	-
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Project Description: Replace Unit #224 Fire Engine 1. 5 year lease.

Ladder Truck Replacement

Fire	G/C	2002	Public Safety	1,500,000	-
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Project Description: Replace Unit # 258 Ladder Truck. 5 year lease.

Patrol Replacement Vehicles

Police	G/C	2004	Public Safety	100,000	-
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Project Description: Replacement of patrol cars. Part of leasing program

Total				\$ 2,460,000	\$ -
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The City of Branson is committed to its citizens and to those who visit here, to ensure a safe and environmentally sound community. We will work as a team to maintain and promote the growth of our City, and to provide professional, courteous service to all through fair and open communication. We look to tomorrow, remembering yesterday, dedicated to excellence today.

Fund Summaries

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - General Fund				
	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
BEGINNING FUND BALANCE	5,673,850	4,153,021	6,031,326	4,548,828
REVENUES:				
Taxes & Franchise Fees	15,528,227	16,242,388	15,661,189	15,865,569
Licenses and Permits	823,559	910,477	746,649	802,758
Court Receipts	209,784	210,000	200,000	210,000
Lease and Rents	1,415,966	1,582,143	1,537,639	1,543,390
Charges for Services	1,463,481	1,565,409	1,390,811	1,499,280
Intergovernmental	153,536	0	25,845	0
Interest Income	192,839	235,000	220,000	235,000
Bond Proceeds	0	0	0	0
Misc. Revenue	119,693	108,745	91,427	70,959
TOTAL REVENUE	19,907,085	20,854,163	19,873,560	20,226,956
EXPENDITURES				
Mayor & Board	105,313	141,333	135,429	147,715
City Administration	437,819	442,684	434,308	391,860
Communications	75,900	141,346	104,894	99,156
City Clerk	377,740	432,129	422,539	434,435
Municipal Court	330,824	390,646	383,924	399,072
IT	566,584	643,482	622,945	643,939
Legal	339,225	551,320	424,601	511,610
Finance	939,217	1,011,277	999,573	1,041,201
Human Resources	497,630	606,455	519,401	595,894
Police	4,232,672	0	0	0
Fire	3,468,163	0	0	0
Public Works	712,221	797,713	753,171	795,425
Planning & Development	830,494	975,176	962,215	926,798
Engineering	676,952	764,751	745,113	778,645
Debt Service--Principal, Interest & Fiscal Charges	297,232	431,995	329,171	269,065
Non-Depart.	2,247,771	1,887,301	1,976,057	1,888,571
Operating Expenditures	16,135,757	9,217,610	8,813,342	8,923,385
TOTAL EXPENDITURES	16,135,757	9,217,610	8,813,342	8,923,385
Transfers From Other Funds	131,250	161,926	142,563	186,540
Transfers To Other Funds	3,545,102	11,625,092	3,937,502	4,112,249
Transfer to Public Safety Fund		0	8,747,777	7,647,777
ENDING UNRESERVED FUND BALANCE	6,031,326	4,326,407	4,548,828	4,278,913
20% MINIMUM RESERVE REQUIREMENT			1,762,668	1,784,677
AVAILABLE FOR CAPITAL OUTLAY			2,786,160	2,494,236
Capital Expenditure			(393,000)	(503,000)
Internal Service Fund			0	(300,000)
One Time Expenditure			(144,500)	(125,000)
AVAILABLE FUNDS ABOVE MINIMUM REQUIRED			2,248,660	1,566,236

City of Branson

Combined Statement of Budgeted

**Revenues and Expenditures -
Transportation Fund**

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
BEGINNING FUND BALANCE	2,571,218	2,357,702	1,859,409	1,382,155
REVENUES:				
Taxes & Franchise Fees	6,102,018	6,255,681	6,186,420	6,266,142
Misc. Revenue				
TOTAL REVENUE	6,102,018	6,255,681	6,186,420	6,266,142
TOTAL AVAILABLE FUNDS	8,673,236	8,613,383	8,045,829	7,648,297
EXPENDITURES:				
Public Works	4,519,429	4,353,623	4,022,393	3,973,281
TOTAL EXPENDITURES	4,519,429	4,353,623	4,022,393	3,973,281
Transfers From Other Funds	35,856	50,000	50,000	50,000
Transfers To Other Funds	2,330,254	3,013,807	2,691,281	2,342,861
ENDING UNRESERVED FUND BALANCE	1,859,409	1,295,953	1,382,155	1,382,155
20% MINIMUM RESERVE REQUIREMENT				794,656
AVAILABLE FOR CAPITAL OUTLAY				587,499
Capital Expenditure				(455,000)
One Time Expenditure				-
AVAILABLE FUNDS ABOVE MINIMUM REQUIRED			-	132,499

City of Branson

Combined Statement of Budgeted Revenues and Expenditures -

<i>Public Safety Fund</i>	2018 BUDGET	2018 PROJECTED	2019 BUDGET
BEGINNING FUND BALANCE	-	-	1,033,178
REVENUES:			
Taxes	4,704,705	4,704,705	5,782,527
Licenses and Permits	21,692	26,346	26,594
Intergovernmental	230,000	350,290	723,826
Interest Income	-	5,600	9,000
Bond Proceeds	-		-
Misc. Revenue	8,289	8,207	8,289
TOTAL REVENUE	4,964,686	5,095,148	6,550,236
EXPENDITURES			
Police	5,028,857	7,404,810	5,588,067
Fire	4,888,686	5,279,041	3,986,264
Non-Depart.	125,896	125,896	1,469,840
Operating Expenditures	10,043,439	12,809,747	11,044,171
TOTAL EXPENDITURES	10,043,439	12,809,747	11,044,171
Transfers From Other Funds	8,747,777	8,747,777	7,647,777
Transfers To Other Funds	0		0
ENDING UNRESERVED FUND BALANCE	3,669,024	1,033,178	4,187,020
20% RESERVE			2,208,834
AVAILABLE FOR CAPITAL OUTLAY			1,978,186
Capital Expenditure			(1,240,000)
One Time Expenditure			(191,370)
AVAILABLE FUNDS ABOVE RECOMMENDED RESERVE			546,816

City of Branson

Combined Statement of Budgeted Revenues and Expenditures - Tourism Fund				
	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
BEGINNING FUND BALANCE	8,744,789	5,951,767	10,545,299	11,562,957
REVENUES:				
Taxes & Franchise Fees	13,078,571	13,376,743	13,524,617	13,727,486
CID Taxes	-	-	-	-
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
Intergovernmental				
Gain/Loss Sale of Asset	4,658			
Interest Income	96,241	289,619	115,619	102,104
Bond Proceeds	12,000,000	-	-	-
Miscellaneous	5	-	90,000	180,000
TOTAL REVENUE	25,179,475	13,666,362	13,730,236	14,009,590
TOTAL AVAILABLE FUNDS	33,924,264	19,618,129	24,275,535	25,572,547
EXPENDITURES:				
Tourism	2,979,236	3,458,361	3,506,621	3,684,541
76 Project Maintenance	-	-	-	-
Cost of Issuance	225,150	-	-	-
Capital Outlay	-	-	-	-
Debt Service--Principal	2,467,608	4,402,829	4,403,043	4,365,000
Debt Service--Interest & Fiscal Chg.	547,964	830,373	823,381	692,011
TOTAL EXPENDITURES	6,219,958	8,691,564	8,733,045	8,741,552
Transfers From Other Funds				
Transfers To Other Funds	17,159,007	3,648,341	3,979,533	3,389,764
ENDING UNRESERVED FUND BALANCE	10,545,299	7,278,224	11,562,957	13,441,231

City of Branson

**Combined Statement of Budgeted
Revenues and Expenditures -
Capital Projects - 140**

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET	2020 BUDGET
BEGINNING FUND BALANCE	635,867	635,867	338,098	338,098	338,098
REVENUES:					
Taxes & Franchise Fees					
Licenses and Permits					
Court Receipts					
Leases and Rents					
Lease Termination					
Charges for Services					
Intergovernmental	-	-	-	-	-
Interest Income					
Misc. Revenue	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-
TOTAL AVAILABLE FUNDS	635,867	635,867	338,098	338,098	338,098
EXPENDITURES:					
Capital Outlay	15,705,540	990,000	1,060,000	662,493	975,000
Debt Service--Principal, Interest & Chg. Non-Departmental					
TOTAL EXPENDITURES	15,705,540	990,000	1,060,000	662,493	975,000
Transfers From Other Funds	15,407,771	990,000	1,060,000	662,493	975,000
Transfers To Other Funds					
ENDING UNRESERVED FUND BALANCE	338,098	635,867	338,098	338,098	338,098

City of Branson

**Combined Statement of Budgeted
Revenues and Expenditures -
Debt Service Fund BM-160**

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
BEGINNING FUND BALANCE	2,680,183	2,659,984	2,837,249	2,725,357
REVENUES:				
Taxes & Franchise Fees	175,000	212,259	210,382	212,259
Interest Income				
Bond Proceeds				
Misc. Revenue				
TOTAL REVENUE	175,000	212,259	210,382	212,259
TOTAL AVAILABLE FUNDS	2,855,183	2,872,243	3,047,631	2,937,615
EXPENDITURES:				
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	1,535,000	1,580,000	1,580,000	1,630,000
Debt Service--Interest & Fiscal Charges	1,396,581	1,350,531	1,350,531	1,303,131
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	2,931,581	2,930,531	2,930,531	2,933,131
Other Fin. Sources--Refunded Bonds	-	-	-	-
Transfers To Other Funds	0	0	0	0
Transfers From Other Funds	2,913,647	1,966,887	2,608,257	1,930,540
ENDING UNRESERVED FUND BALANCE	2,837,249	1,908,599	2,725,357	1,935,024

City of Branson

Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund-BL 165/171				
	2017	2018	2018	2019
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	14,816,250	14,688,025	14,641,133	14,620,833
REVENUES:				
Taxes & Franchise Fees	2,914,872	2,907,764	2,787,677	2,815,353
Licenses and Permits				
Court Receipts				
Leases and Rents	455,000	455,000	455,000	455,000
Lease Termination				
Charges for Services				
Intergovernmental	3,370,959	3,475,891	3,345,934	3,379,392
Interest Income	382,878	369,000	411,962	395,000
Unrealized Gain/(Loss)	(34,161)	-	-	-
TOTAL REVENUE	7,089,548	7,207,655	7,000,573	7,044,745
TOTAL AVAILABLE FUNDS	21,905,798	21,895,680	21,641,706	21,665,578
EXPENDITURES:				
Finance	-	3,000	-	3,000
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	4,140,000	4,500,000	4,500,000	4,915,000
Debt Service--Interest & Fiscal Chg	4,988,363	4,796,663	4,797,063	4,564,400
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	9,128,363	9,299,663	9,297,063	9,482,400
Other Fin. Sources--Refundings	-	-	-	-
Transfers From Other Funds	3,072,419	2,849,406	3,170,543	2,999,978
Transfers To Other Funds	1,208,721	-	894,353	-
ENDING UNRESERVED FUND BALANCE	14,641,133	15,445,424	14,620,833	15,183,156

City of Branson

Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund-BH 170				
	2017	2018	2018	2019
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	12,041,307	14,676,587	7,843,880	9,078,511
REVENUES:				
Taxes & Franchise Fees	805,403	801,050	774,142	781,763
Licenses and Permits				
Bond/Loan Issuance	28,361,763	-	-	-
Leases and Rents				
Lease Termination				
Charges for Services				
Intergovernmental	3,331,468	3,366,287	3,376,657	3,410,421
Interest Income	53,344	37,269	63,681	55,000
Misc. Revenue				
TOTAL REVENUE	32,551,978	4,204,606	4,214,480	4,247,184
TOTAL AVAILABLE FUNDS	44,593,285	18,881,193	12,058,360	13,325,695
EXPENDITURES:				
Finance				
Cost of Issue/Advance Refunding	33,903,017	-	-	-
Debt Service--Principal	1,605,000	1,925,000	2,205,000	1,985,000
Debt Service--Interest & Fiscal Chg	2,684,881	2,268,371	2,235,847	2,170,230
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	38,192,898	4,193,371	4,440,847	4,155,230
Other Fin. Sources--Refundings	-	-	-	-
Transfers From Other Funds	1,443,493	1,456,541	1,460,998	1,482,913
Transfers To Other Funds				
ENDING UNRESERVED FUND BALA	7,843,880	16,144,363	9,078,511	10,653,378

City of Branson

Combined Statement of Budgeted Revenues and Expenditures - Parks & Recreation				
	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
BEGINNING FUND BALANCE	530,143	313,958	348,096	528,038
REVENUES:				
Cigarette Tax	73,166	78,000	71,000	70,000
Campground	651,959	699,400	808,250	794,900
Intergovernmental -- Grants/Misc Revenue	150,094	0	93,663	0
Rents & Leases	133,017	136,250	135,248	136,646
Contributions	60,345	60,000	64,388	65,000
Pool Admissions	125,509	117,900	118,654	118,600
Swim Team	21,723	20,350	19,880	18,800
Ball Programs	136,568	129,300	145,115	135,300
Golf	31,315	34,000	17,500	0
Tennis Revenue	6,713	3,500	2,135	1,500
Recreation Center/Tournaments	117,678	115,100	106,475	127,500
Concessions	193,518	195,000	192,000	195,000
Day Camp	70,710	69,750	62,000	69,000
Dog Park	5,669	5,000	5,500	5,500
Community Center	30,980	26,000	28,000	26,000
Special Events	11,418	12,500	11,500	14,500
Cheerleading	0	0	0	0
TOTAL REVENUE	1,820,382	1,702,050	1,881,308	1,778,246
TOTAL AVAILABLE FUNDS	2,350,525	2,016,008	2,229,404	2,306,284
EXPENDITURES				
Parks & Recreation Administration	365,146	390,582	380,505	445,384
Recreation Center/Tournaments/Concessions	734,169	792,124	756,999	789,737
Day Camp	66,605	73,843	73,273	78,710
Ball Program	146,123	185,260	156,074	164,541
Campground	344,571	346,569	359,718	371,012
Park Programs/Parks	735,021	494,397	468,741	533,711
Liberty Plaza	0	0	14,045	4,700
Community Center	65,914	75,828	71,539	79,485
Swimming Pool	137,019	141,913	136,089	140,912
Golf Course	42,212	55,485	51,155	7,253
Swim Team	27,046	33,335	31,662	31,805
Dog Park	4,305	4,264	4,794	5,160
Special Events/Programs	14,963	12,885	15,306	16,277
Cheerleading	456	0	0	0
Operating Expenditures	2,683,550	2,606,486	2,519,901	2,668,687
Capital Expenditures	0	0	0	0
TOTAL EXPENDITURES	2,683,550	2,606,486	2,519,901	2,668,687
Transfers From Other Funds	681,121	818,535	818,535	890,441
Transfers To Other Funds	0	0	0	0
ENDING UNRESERVED FUND BALANCE	348,096	228,057	528,038	528,037

City of Branson

Combined Statement of Budgeted Revenues and Expenditures - Water/Sewer 620				
	2017	2018	2018	2019
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	73,837,631	68,811,157	72,259,822	67,157,563
REVENUES:				
Charges for Services:				
Water	3,797,984	3,631,615	4,005,990	3,983,952
Sewer	4,408,395	4,760,598	4,633,478	4,678,772
Rental Income				
Misc. Revenue	81,585	62,500	170,952	71,631
Unrealized Gain/(Loss)	(6,118)	-	-	-
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees				
Interest Income	18,116	18,000	10,000	11,000
Donated Funds	283,625	-	-	-
Intergovernmental	115,233	-	-	-
Gain on Disposal of Capital Asset	-	-	-	-
Interest Expense	(17)	-	-	-
Income (loss) before Transfers				
TOTAL REVENUE	8,698,803	8,472,713	8,820,420	8,745,355
TOTAL AVAILABLE FUNDS	82,536,434	77,283,870	81,080,242	75,902,918
EXPENDITURES:				
Operation Expenditures:				
Personal Services	3,546,583	3,636,842	3,554,709	3,580,074
Contractual Services	2,934,898	3,374,230	3,207,825	3,484,459
Commodities	902,190	708,710	676,179	753,202
Capital	(335,793)	418,000	170,000	301,000
Depreciation	4,863,702	5,102,060	5,248,166	5,510,575
Operating Income (loss)	-	-	-	-
TOTAL EXPENDITURES	11,911,580	13,239,842	12,856,879	13,629,310
Transfers From Other Funds	2,075,618	-	-	-
Transfers To Other Funds	440,650	817,800	1,065,800	1,786,000
ENDING UNRESERVED FUND BALANCE	72,259,822	63,226,228	67,157,563	60,487,608

City of Branson

Combined Statement of Budgeted

Revenues and Expenditures - Water/Sewer Capital 145 (Tourism)	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
BEGINNING FUND BALANCE	6,066,728	6,066,728	4,917,749	4,885,535
REVENUES:				
Charges for Services:				
Water				
Sewer				
Rental Income				
Misc. Revenue				
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Water Connection Charges	57,857	69,650	40,256	40,659
Sewer Capacity Fees	-	-	-	-
Sewer Connection Charges	222,306	260,014	257,194	259,766
Interest Income				
Donated Funds				
Intergovernmental	0	762,336	762,336.00	641,575
Gain on Disposal of Capital Asset				
Interest Expense				
Income (loss) before Transfers				
TOTAL REVENUE	280,163	1,092,000	1,059,786	942,000
TOTAL AVAILABLE FUNDS	6,346,891	7,158,728	5,977,535	5,827,535
EXPENDITURES:				
Personal Services				
Contractual Services				
Commodities				
Capital	1,534,657	2,522,000	2,522,000	942,000
Contra Capital Expense	(1,534,657)	-	-	-
Depreciation				
Operating Income (loss)				
TOTAL EXPENDITURES	-	2,522,000	2,522,000	942,000
Transfers From Other Funds	145,510	1,430,000	1,430,000	-
Transfers To Other Funds	1,574,652	-	-	-
ENDING UNRESERVED FUND BALANCE	4,917,749	6,066,728	4,885,535	4,885,535

City of Branson

**Combined Statement of Budgeted
Revenues and Expenditures -
Water/Sewer Capital 146 (Operations)**

	2017	2018	2018	2019
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	960,385	960,385	864,213	864,213
REVENUES:				
Federal Grants	-	-	-	-
Grants from Others	-	-	-	-
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
Interest Income				
Misc. Revenue				-
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	960,385	960,385	864,213	864,213
EXPENDITURES:				
Personal Services				
Contractual Services				
Commodities				
Capital	531,078	767,800	767,800	1,036,000
Contra Capital	(531,078)	-	-	-
Debt Service—Principal, Interest & Chg.				
Depreciation				
Operating Income (loss)				
TOTAL EXPENDITURES	-	767,800	767,800	1,036,000
Transfers From Other Funds	404,794	767,800	767,800	1,036,000
Transfers To Other Funds	500,966	-	-	-
ENDING UNRESERVED FUND BALANCE	864,213	960,385	864,213	864,213

Strategic Plan



Strategic Plan 2019-2022

"Where Values Are The Difference"



INTRODUCTION

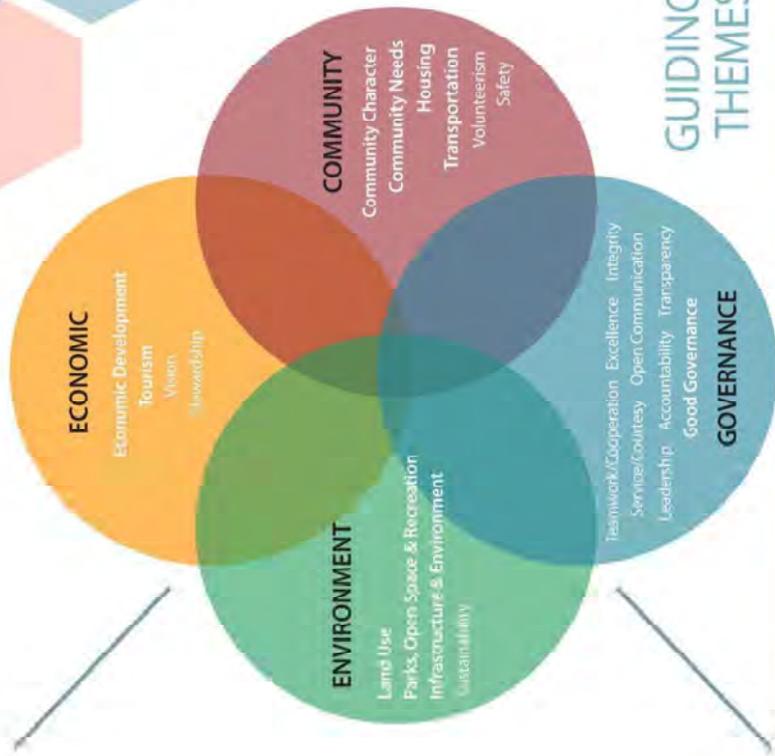
The strategic planning process is an effort by the Board of Aldermen and City Staff to move forward in realizing the goals of the community. The Strategic Plan prioritizes services, programs and policies for the next year. The plan also provides the opportunity to measure how we are doing and report to the public the range and quality of the services that we provide and deliver to the community.

Developed from the Community Plan 2030, the Center for Priority Based Budgeting, the Business Survey and the Community Survey, we believe that this Plan reflects the values and priorities of the citizens of the City of Branson. The plan calls for an efficient and appropriate use of public funds, enhanced community safety for residents and visitors, and improvement as a great place to live, work and visit. We intend to use this plan to guide the way that we do business for the City of Branson.

We are committed to revisiting this Strategic Plan every year to refine the alignment of the priorities of the plan with our fiscal realities and the priorities of the community. We feel that this Plan is a continuation of our efforts to increase accountability and sustainability for the City of Branson's government. We continue to welcome the input of the community on the delivery of this plan and the services we provide.



COMMUNITY PLAN 2030	PRIORITY BASED BUDGETING
LAND USE HOUSING TOURISM ECONOMIC DEVELOPMENT COMMUNITY CHARACTER PARKS, OPEN SPACE & RECREATION COMMUNITY TRANSPORTATION INFRASTRUCTURE & ENVIRONMENT GOVERNANCE	COMMUNITY CHARACTER COMMUNITY NEEDS: ARTS, CULTURE & EDUCATION COMMUNITY NEEDS: SAFETY, HEALTH & SOCIO-ECONOMIC ECONOMIC DEVELOPMENT INFRASTRUCTURE & ENVIRONMENT LAND USE PARKS, OPEN SPACE & RECREATION TOURISM TRANSPORTATION GOOD GOVERNANCE
MISSION The City of Branson is committed to its citizens and those who visit here, to ensure a safe and environmentally sound community. We will work as a team to maintain and promote the growth of our city, and to provide professional, courteous service to all through fair and open communication. We look to tomorrow, remembering yesterday, dedicated to excellence today.	CITY VALUES Vision - Planning for the future and encouraging growth Leadership - Exhibiting a positive example in leading others toward achievement Service/Courtesy - Responding to others with respect and a helpful attitude Sustainability - Reducing waste today for a better tomorrow Excellence - Being the best by doing your best Safety - Maintaining an environment free from harm Teamwork/Cooperation - Less me, more we: working towards a common goal Volunteerism (Involvement) - Making a personal commitment to helping others Stewardship - Wise and cost-efficient utilization of all resources Open Communication/Transparency - Open sharing of information between employees, citizens and visitors Integrity - Doing the right thing, even when no one is looking Accountability - Accepting responsibility for all your actions



COMMUNITY SURVEY 2016

Purpose

The survey is conducted approximately every 2 years to assess satisfaction with the delivery of major city services and to help determine priorities for the community as part of the City's ongoing planning process. The results provide a comparison of Branson's performance relative to other communities.

Methodology

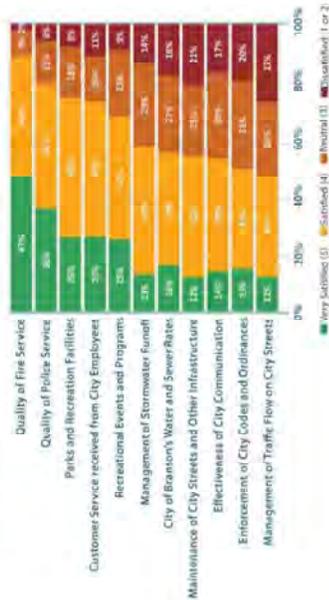
The survey was distributed in the winter of 2016 by ETC Institute. The survey was mailed to residents with the option of also completing the survey by phone. The survey was returned by 523 households with a 95% level of confidence.

Overall Priorities by Major Category

The following categories received the lowest satisfaction rating by respondents and should be prioritized by the City as opportunities for improvement:

- Management of traffic flow on City streets
- Enforcement of City codes and ordinances
- Effectiveness of City communication with the public
- Maintenance of City streets and infrastructure

Overall Satisfaction with City Services by Major Category



Trends

The following indicates changes in satisfaction among survey respondents relative to past community surveys:



Planning for the City's Future

The following issues were rated extremely or very important as items to consider when planning for the City's future:



Overall Rating of Branson

The following reflects the number of community members rating Branson as an excellent or good place to:



BUSINESS SURVEY 2016

Purpose

The survey is conducted approximately every 2 years to assess satisfaction with the delivery of major city services and to help determine priorities for the community as part of the City's ongoing planning process. The results provide a comparison of Branson's performance relative to other communities.

Methodology

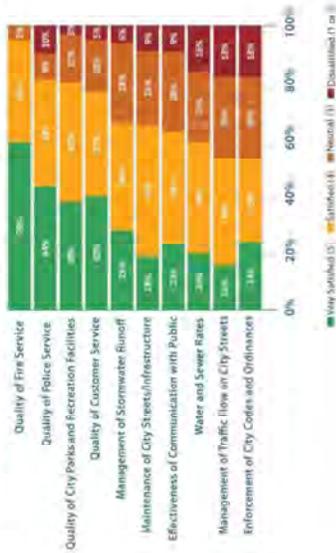
The survey was distributed in the winter of 2016 by ETC Institute. The survey was sent to a random sample of 200 businesses with a 95% level of confidence to gather objective feedback from the business community regarding the quality of city services.

Overall Priorities by Major Category

The following categories received the lowest satisfaction rating by respondents and should be prioritized by the City as opportunities for improvement:

- Enforcement of City codes and ordinances
- Management of traffic flow on City streets
- City of Branson's water and sewer rates
- Effectiveness of City communication

Overall Satisfaction with City Services by Major Category



Trends

Short-Term (2015-2016)

- +17% Maintenance of City streets and infrastructure
- +16% Quality of customer service from City employees
- +16% Effectiveness of communication with public

Long-Term (2008-2016)

- +19% Management of traffic flow on City streets
- +17% Quality of customer service
- +12% Effectiveness of communication with public

Planning for the City's Future

The following issues were rated extremely or very important as items to consider when planning for the City's future:



Most Important Items for the Success of Respondent's Business

The following items were rated extremely or very important:



HOW TO USE THE PLAN

PLAN USE GUIDE

Strategic Item

Strategies are grouped by topics with a similar subject area or objective

Community Plan 2030

The goals, strategies and short-term actions are the guiding objectives for the strategic plan

Priority Based Budgeting

Desired results of the budgeting process include program numbers and quartile rankings

Leadership

A lead city department and potential partners are listed for reference

Finance	Achieve a 30% reserve	ED-4. Financial Sustainability. The City will strive to balance the desired service levels with changing costs and revenues.	Good Governance. Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and responsiveness in all operations.	9031	1	Administration	Finance
	Develop a master plan for funding and replacement of vehicle fleet, technological resources, and armaments within the department so expenses are managed in compliance with budgetary practices to reduce impact to the City as a whole	G-4. Intergovernmental Agreements. The City's CIP will identify funding for and align with the policies and objectives outlined in the Community Plan 2030.	Good Governance. Protects, manages, optimizes and invests in its human, financial, physical and technology resources	9028	1	Finance	Public Works

Strategy or Action
A definite course or method adopted to guide decisions and achieve a desired result through Community Plan 2030

CPBB Results
Desired outcomes of the City's budgeting process

Program Number
A program is a set of related activities intended to produce a desired result

Quartile Ranking
Programs are sorted into tiers of priority
Quartile 1 = Highest Priority
Quartile 4 = Lowest Priority



CITY OF BRANSON'S STRATEGIC PLAN (SHORT TERM 2018)

TOPIC	STRATEGIC ITEM	COMMUNITY PLAN 2030	PRIORITY BASED BUDGETING	LEAD DEPARTMENT	PARTNER DEPT/AGENCY
Community	Review and expand Police and Fire impact fees	C-1: Public Safety	Community Needs: Safety, Health and Socio-Economic	Police	Fire
	Review and revise liquor codes and regulations	ED-3: Development Incentives	Tourism	Finance	Planning & Development
	Review on-street parking standards and determine feasibility of paid parking within the downtown	CC-2: Downtown	Community Needs: Safety, Health and Socio-Economic	Engineering & Public Works	Planning & Development
	Define and make improvements to the quality of life in Branson	C-2: Community Values	Good Governance	Administration	Planning & Development
	Implement inter-governmental meetings and more cooperation	G-2: Intergovernmental Agreements	Good Governance	Administration	Administration
	Continue to improve effectiveness of city communications with the public	G-3: Transparency	Good Governance	Administration	Administration
	Ensure finances are healthy	ED-4: Financial Sustainability	Good Governance	Administration	Finance
	Identify alternative funding sources other than sales tax	ED-4: Financial Sustainability	Good Governance	Finance	Administration
	Review and revise purchasing codes and regulations	ED-4: Financial Sustainability	Good Governance	Finance	Administration
	Create an Internal Service Fund	ED-4: Financial Sustainability	Good Governance	Finance	Administration
Governance	Improve the Capital Improvement Process (CIP)	G-4: Capital Improvements Program	Good Governance	Administration	Finance
	Include Capital within Priority Based Budgeting to ensure it meets the Community Results	G-4: Capital Improvements Program	Good Governance	Finance	Administration
	Develop and execute one city-wide disaster exercise	C-1: Public Safety	Good Governance	Fire	Police
	Expand the usage of GIS throughout all city departments		Good Governance	Engineering & Public Works	
	Update the Information Technology Master Plan		Good Governance	IT	
	Continue to focus on cyber security		Good Governance	IT	
	Investigate options for a Learning Management System to record, house and track employee's developmental needs		Good Governance	HR	
	Foster a collaborative environment among city employees, ensure the City is a great place to work and reduce stress in the workplace		Good Governance	HR	
			Good Governance	Administration	HR

Short Term (2018)

ECONOMIC



The tourism industry in Branson is the backbone to the City's economy. Its expansion over the last 50 years has created national attention and has made Branson a preferred tourism destination. To maintain this reputation and a healthy economic climate long term, the City must continue to evaluate and strengthen the Branson brand, visitor services and hospitality. The City must also continue its partnerships with the Branson Lakes Area Chamber of Commerce/Convention Visitor's Bureau and the Taney County Partnership to promote development within the City.

Tourism will likely continue to be the top economic generator for the City and it too will have to evolve to accommodate the changing tourist demographic in order to remain on top. Branson will need to proactively attract other business activity and diversify its economic base while also defining the appropriate tax incentives that will encourage such development. Additionally, the City will need to continue its coordination of land use policies with economic development plans to ensure alignment.

As the seasonal nature of the current economy creates community employment and economic challenges for the area, the City should continue to support the healthcare industry and explore medical tourism as a community economic engine.



TOURISM STRATEGIC ACTION ITEM	COMMITTEE PLAN 2019	PRIORITY BASED BUDGETING	DEPARTMENTS	
<p>Complete the Highway 76 Revitalization Project</p> <p>Complete the Downtown Streetscape Project</p> <p>Identify and implement subsequent projects as a result of the Highway 76 Revitalization Project such as updating development codes and regulations, parking garages, infill development, and aerial crossings</p>	<p>CC-3: 76 Country Blvd. Properties and their buildings along 76 Country Blvd. will contribute to the character of Branson as a unique entertainment destination.</p> <p>CC-2: Downtown. The downtown will preserve its historic character and buildings will contribute to the scale and quality of the district as well as to the pedestrian experience.</p> <p>U.S. Development Codes & Regulations. Development codes and zoning regulations will encourage high quality, new development and redevelopment.</p>	<p>Community Character: Ensures that 76 Country Blvd. supports properties and buildings that contribute to the character of Branson as a unique entertainment destination and offers safe, congestion free traffic flow.</p> <p>Community Character: Preserves and revitalizes the historic character of its downtown, ensuring that its buildings are well-maintained and contribute to the scale and quality of the district as a pedestrian-friendly destination point.</p>	<p>Engineering & Public Works</p> <p>Engineering & Public Works</p>	
	<p>EO-1: Economic Growth. The City will support growth of the economy to set the stage for business development and expansion, job creation and a thriving entrepreneurial environment.</p>	<p>Economic Development: Stimulates economic growth through well-planned, sustainable development, redevelopment and revitalization of the community.</p>	<p>1</p> <p>1</p> <p>2</p>	<p>Engineering & Public Works</p> <p>Engineering & Public Works</p> <p>Engineering & Public Works</p>
<p>Create educational opportunities that support the expansion of creative entrepreneurs</p>	<p>EO-1: Economic Growth. The City will support growth of the economy to set the stage for business development and expansion, job creation and a thriving entrepreneurial environment.</p>	<p>Economic Development: Partner with the community to support and encourage the growth of the local economy, setting the stage for business development, job creation and fostering a thriving entrepreneurial environment.</p>	<p>2</p>	<p>Administration</p> <p>Taney County Partnership</p>
<p>Explore expanding the City's false advertising ordinance to further regulate ticket sales operations at off premise contacts (OPCs)</p>	<p>T-5: Visitor Services & Facilities. Branson's visitor services and facilities will be ethical, informative and clear for tourists.</p>	<p>Tourism: Offers visitor services and facilities that are ethical, informative and clear for tourists.</p>	<p>2</p>	<p>Police</p> <p>Planning & Development</p>

Public Safety	Develop a comprehensive plan for deployment of security cameras and license plate readers at key locations in the community to aid in crime prevention and security in our community and at our City parks	C-1: Public Safety. Branson is committed to the overall public safety of its residents and visitors.	Community Needs: Safety, Health and Socio-Economic. Provides for the overall personal safety of its residents and visitors through a visible presence, prevention activities and community education	275	3	Police	IT
Code Updates	Expansion of Safe Housing Program to include apartments and rental property to provide a safer living environment for our residents and guests	C-1: Public Safety. Branson is committed to the overall public safety of its residents and visitors.	Community Needs: Safety, Health and Socio-Economic. Offers protection from harm and wrong-doing, enforces the law, promptly responds to calls for service, and is adequately prepared for all emergency situations	266	1	Police	Planning & Development
Code Updates	Update building codes to 2018 ICC series	C-1: Public Safety. Branson is committed to the overall public safety of its residents and visitors.	Community Needs: Safety, Health and Socio-Economic. Provides for the overall personal safety of its residents and visitors through a visible presence, prevention activities and community education	58	1	Planning & Development	Fire
Neighborhoods	Revisit neighborhoods and create master list of priorities	CC-4: Neighborhoods. Branson will be a city of cohesive, diverse, attractive and safe neighborhoods.	Community Character. Sustains and invests in a community of cohesive, diverse, attractive and safe neighborhoods	17	1	Planning & Development	Administration
Transportation	Continue renovation and replacement of traffic signals throughout the city for enhanced efficiency of traffic movement	TR-1: Road Network. The City will have a strong, comprehensive street network that manages traffic congestion, provides clear alternative routes and that is well maintained.	Transportation. Develops and sustains a safe, convenient and efficient public transportation system that is coordinated with adjacent municipalities and counties.	397	1	Engineering & Public Works	
Transportation	Enhance travel corridors by providing multi-modal connections (pedestrian network, bicycle paths, bus and automobile) between two or more destinations or districts	CC-6: Corridors. Branson will enhance its major corridors within the City with distinguishing landscape character, signage and other identifying elements that project community pride and visual interest.	Community Character. Provides for efficient and effective traffic flow that makes it easy to travel throughout the City while ensuring a connected system of trails and pedestrian friendly walkways	355	1	Engineering & Public Works	

TOPIC

STRATEGIC ACTION ITEM

COMMUNITY PLAN 2030

PRIORITY BASED BUDGETING

PROGRAMS & ARTICLES

DEPARTMENTS

TOPIC	STRATEGIC ACTION ITEM	COMMUNITY PLAN 2030	PRIORITY BASED BUDGETING	PROGRAMS & ARTICLES	DEPARTMENTS	
Recreation	Develop a Parks Master Plan to evaluate existing parks and facilities, and to identify future needs	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	577	Parks & Recreation	Planning & Development
	Use dedicated open space from new developments for connections to or extensions of existing open spaces	POS-2. Open Space: Branson will have an extensive, connected open space network that reinforces the residents' quality of life.	POS-2. Open Space: Branson will have an extensive, connected open space network that reinforces the residents' quality of life.	556	Parks & Recreation	Engineering & Public Works
	Consideration of a Park's Master Plan to identify needs and funding opportunities for park improvements	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	587	Parks & Recreation	Finance
	Expand the Branson RecPlex to include additional gymnasiums and ball fields	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	174	Parks & Recreation	Engineering & Public Works
	Purchase the land west of the RecPlex for future expansion	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	174	Parks & Recreation	Administration
	Create an internal fund to support yearly maintenance costs to care for existing facilities (Examples include sand blasting the pool, sanding and refinishing of the gym floor, replacement of the RecPlex roof, resurfacing of walking paths and parking lots, fencing repairs, replacement of HVAC units, etc.).	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	POS-1. Recreation & Parks: Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	175	Parks & Recreation	Finance
Infrastructure	Implement incentives for upgrade and replacement of city water customer water service lines, extending between the City water main and home or business, and containing lead or copper components	EU-1. Utilities: Branson will develop infrastructure at a pace that supports the population growth and at a rate that allows the City to provide sufficient services without a financial burden.	555	Utilities	Administration	

ENVIRONMENT

Workplace	Creating a new culture city-wide on the importance of records management and the responsibility of each employee who creates a record whether it be an email, a written or an electronic document	G-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance.	Good Governance. Provides responsive and accountable leadership, advances City interests through regional partnerships and facilitates timely and effective two-way communication and community engagement	9063	3	City Clerk	Administration
	Centralize all city records including electronic, paper and those stored in third party software to ensure transparency and good governance cannot be overstated.	G-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance.	Good Governance. Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and responsiveness in all operations	9063	3	City Clerk	Administration
	Strengthen internal planning for less last minute emergencies		Good Governance. Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and responsiveness in all operations	9113	3	Administration	
	Staffing Study to analyze work needs with identified roles within the City of Branson to help ensure adequate resources are allocated or deployed to complete prioritized work		Good Governance. Protects, manages, optimizes and invests in its human, financial, physical and technology resources	9129	2	Administration	HR
	Implementation of Laserfiche throughout departments as a tool for maintaining and managing records, and efficient electronic document workflows	G-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance.	Good Governance. Protects, manages, optimizes and invests in its human, financial, physical and technology resources	9063	3	City Clerk	Administration
	Develop a succession plan and program, and business continuation plan		Good Governance. Attracts, motivates, develops and retains a high-quality, engaged and productive workforce	9128	3	Administration	HR
Strategic Planning	Achieve a 30% reserve	ED-4: Financial Sustainability. The City will strive to balance the desired service levels with changing costs and revenues.	9031	1	Administration	Finance	
Finance	Develop a master plan for funding and replacement of vehicle fleet, technological resources, and armament within the department so expenses are managed in compliance with budgetary practices to reduce impact to the City as a whole	G-4: Intergovernmental Agreements. The City's DP will identify funding for and align with the policies and objectives outlined in the Community Plan 2030.	9028	1	Finance	Public Works	

Glossary & Acronyms

Accrual – Any individual entry recording revenue or expense in the absence of a cash transaction.

Appropriate – A legal authorization granted by the Board of Aldermen to incur obligations and make expenditures for designated purposes.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

Audit – Auditing refers to a systematic and independent examination of books, accounts, documents and vouchers of an organization to ascertain how far the financial statements present a true and fair view of the concern. It also attempts to ensure that the books of accounts are properly maintained by the concern as required by law.

Balanced Budget A budget is balanced when current expenditures are equal to current receipts.

Board of Aldermen (BOA) – The Mayor and six aldermen that collectively act as the legislative and policy-making body of the City.

Bond – A written promise to pay a sum of money on a specific date(s) at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

BPD – Branson police Department.

Budget – An estimate of expected revenues and expenditures for a given period in the future.

Budget Document – The compilation of the individual departmental spending plans for the various funds, along with supporting schedules, tables and graphs which, in total, comprise the annual revenue and expenditure plan.

Budget Message – The opening section of the budget from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

Capital Assets – Assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. Capital assets include land, building, improvements, equipment and infrastructure assets such as roads, bridges, storm sewers and similar items.

Capital Expenditures – money spent by the city for acquisition or maintenance of

fixed assets, such as land, buildings or equipment.

Capital Project Funds – Funds set up to account for resources used for the acquisition or construction of major capital assets by a governmental unit, except those projects financed by an enterprise fund or by a special assessment.

CID – Community Improvement District.

CIP – Capital Improvement Program.

Debt Service Funds – Funds set up to account for the accumulation of resources and the payment of interest and principal on all general obligation debt, other than that serviced by enterprise funds or by special assessments in another fund.

Department – An individual section within the city government having a specialized function or activity and a separate spending plan.

Depreciation – An accounting method of allocating the cost of a tangible asset over its useful life.

DNR – Department of Natural Resources.

Enterprise Fund – A type of fund required by the Generally Accepted Accounting Principles (GAAP) to account for business-

type activities similar to those found in the private sector.

EPA – Environmental Protection Agency.

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

Financial Policy – A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. A financial policy provides an agreed-upon set of principles for the planning and programming of governmental budgets and their funding.

Fiscal Year – A 12-month period to which the annual budget applies. The City of Branson has specified January 1 to December 31 as its fiscal year.

Fixed Asset – Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full-Time Equivalents (FTE) – Employee positions, which are authorized in the adopted budget, to be filled during the

year. One FTE is equivalent to a 40-hour per week position.

Fund – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance – The excess of a fund's current assets over its current liabilities. A negative fund balance is often referred to as a deficit.

GAAP – Generally Accepted Accounting Principles are a common set of accounting principles, standards and procedures that entities must follow in compiling financial statements.

GASB – The Governmental Accounting Standards Board is the independent, private-sector organization that establishes accounting and financial reporting standards for U.S. state and local governments that follow GAAP.

General Fund – A fund set up to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not accounted for in some other fund are accounted for in this fund.

GFOA – Government Finance Officers Association.

Governmental Funds – All funds are classified into one of five fund types: the general fund, special revenue funds, debt service funds, capital project funds and permanent funds.

Grant – A contribution by a governmental or other organization to support a particular function. Typically, these contributions are made to local governments from state or federal governments.

LAGERS – Local Government Employees Retirement System.

MDFB – The Missouri Development Finance Board assists infrastructure and economic development projects in Missouri.

Mission – A broad statement of the goals, in terms of meeting public service needs, that a department or organization is formed to meet.

Modified Accrual Accounting – A basis of accounting which is a mixture of accrual accounting and cash basis accounting. Expenditures are recognized when the liability is incurred and revenues are

recognized when they become available and measurable.

NFP: Non for Profit.

Operating Budget – The financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Administrator to the Board of Alderman for approval. The “adopted budget” is the plan as modified and finally approved by the Board of Alderman. The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

Organization Chart – A flowchart or picture representation of the employee positions within an organization.

Performance Measures – Process of collecting, analyzing and/or reporting regarding the accomplishments toward a goal by a department. For more information see the Strategic Plan.

Priority Based Budgeting – An improved budget system that identifies the primary annual objectives, then structures the budget to achieve these goals.

Proprietary Funds – Accounts for services for which the city charges a fee, internally

and externally. There are two types of proprietary funds, enterprise and internal service.

Resources – Total dollars available for appropriation including estimated revenues, transfers and beginning fund balance.

Revenues – All amounts of money received by a government from external sources other than expense refunds, capital contributions and residual equity transfers.

Special Revenue Funds – Funds set up to account for revenues from specific taxes or other earmarked sources that (by law) are designated to finance particular activities of government.

Tax Increment Financing District (TIF) – A geographical area or district created under Missouri law to encourage development of the area within its boundaries by the reinvestment of half of the incremental tax growth generated by property value increases and new development within the district.

Tax Levy – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Transportation Development District (TDD)

– A geographical area or district created

under Missouri law to encourage development of the area within its boundaries by imposing a sales tax.

User Fee – Fees charged for the use of services; user fees are charged only to the individual using the service.

Endnotes

ⁱ https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

ⁱⁱ <https://www.missourieconomy.org/indicators/LAUS/default.aspx>

ⁱⁱⁱ City of Branson. Board of Alderman meeting. 9 October 2018. <http://www.bransonmo.gov/AgendaCenter/ViewFile/Agenda/10092018-1357>

^{iv} https://apps.dese.mo.gov/MCDS/Reports/SSRS_Print.aspx

^v Source: <https://mcds.dese.mo.gov/quickfacts/Pages/District-and-School-Information.aspx>.

^{vi} <https://www.branson.k12.mo.us/site/default.aspx?PageType=3&DomainID=4&ModuleInstanceID=24&ViewID=6446EE88-D30C-497E-93163F8874B3E108&RenderLoc=0&FlexDataID=7986&PageID=1>

^{vii} <https://www.usnews.com/best-colleges/college-ozarks-2500>

^{viii} <https://www.usnews.com/best-colleges/search>

^{ix} https://coxhealth-prod-2.s3.amazonaws.com/images/14706895_1232881303399719_6941338188988915638_o.original.jpg

CITY OF BRANSON, MISSOURI



The City of Branson (population 10,520; with millions of visitors annually and growing) is located in southwest Missouri, 35 miles south of Springfield within the heart of the Ozark Hills. Branson serves as the job, service and shopping center for a two-county area with 80,000 year-round residents.

Branson is surrounded by three prize winning fishing lakes - Lake Taneycomo, Table Rock Lake and Bull Shoals Lake.

The city has an incorporated boundary of over 21 square miles. It has become the focus of international attention as both a major development area and an entertainment and tourism destination. The reasons are numerous and range from the scenic natural beauty to the variety of live entertainment options and family oriented entertainment offerings.

*www.bransonmo.gov
110 W. Maddux, Branson, MO 65616*