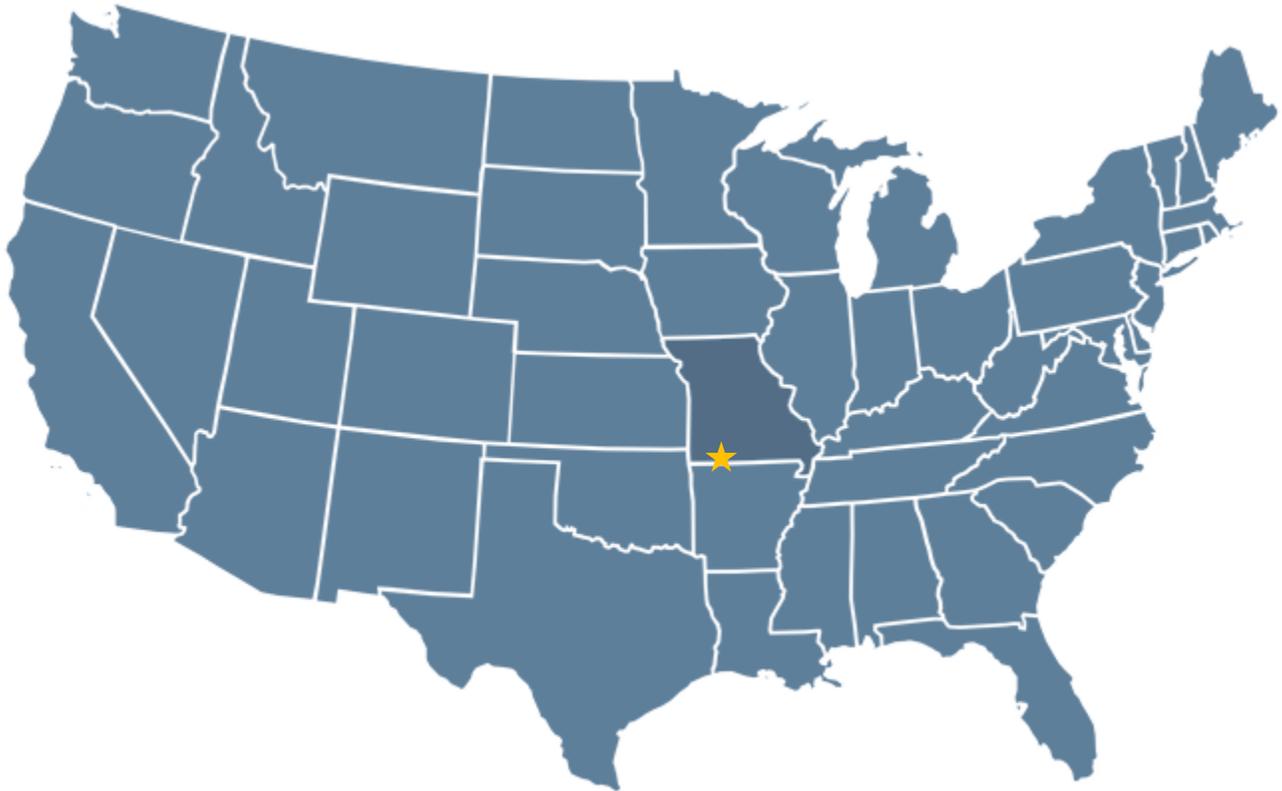


FY2020
BRANSON, MO
ANNUAL BUDGET

Fiscal Year 2020

Operating & Capital Budgets

City of Branson, Missouri



January 1, 2020 – December 31, 2020



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.

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2020 Budget Message

Honorable Mayor and Board of Aldermen;

It is my pleasure to present the City of Branson's 2020 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 recreation programs through upgrading our campground sites to accommodate larger vehicles, major improvements to the pool, refinishing the gym floor and overlaying the walking paths at the RecPlex and Sunset Park. We were also able to complete improvement projects for Epps Park, Nygard Park, Branson North Park, Stockstill Park and Murphy Park. In addition to the Parks programs, our Planning department awarded Neighborhood grants to three different neighborhood organizations and successfully implemented the adoption of a new Sign Code to reinforce the goals and strategies of our Community Plan 2030. Our Public Works and Engineering department completed the storm water master plan which will allow for better management and control of the city's storm water infrastructure. Our Utilities Department increased and improved our use of Geographic Information System technology allowing us to increase efficiency and effectiveness on the maintenance and repairs of our water and sewer infrastructure.



We have continued to keep our promise to make a safer community with the public safety sales tax. For our Fire Department we were able to place a new Ladder Truck in service and upgrade the radio communications with new mobile radios in the fire apparatus and new portable radios for each firefighter. In addition, we purchased new fire rescue equipment for 12 firefighters, new thermal imaging cameras, and made some

FY2020 Budget

upgrades to the Emergency Operations Center. We also restructured the personnel which allowed for promotions and 4 new positions including a new Fire Marshall, 2 additional Battalion Chiefs and an assistant Fire Chief. For our Police we were able to expand the department and hire 4 additional officers and a new crime analyst. We reclassified some other positions in an effort to have a more competitive pay structure and we were able to add an additional canine and canine handler.

While we continue to focus on the financial aspects of running a city, 2019 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

Below are some of the assumptions and highlights of the FY2020 budget:

The 2020 budget provides the resources necessary to meet the expectations of our community over the next year. While rising cost continue to be our long term challenge it is important that we look forward and use our existing priority-based budgeting tools to maintain a fiscally healthy and stable community.

Major Capital Expenditures include:

- General Fund \$454,500
- Public Safety \$875,000
- Transportation \$409,850
- Tourism \$2,100,000
- All Water/Sewer \$2,986,000

Total One-Time Expenditures of \$245,020

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
OPERATIONAL SPENDING BY DEPARTMENT**



Economic Outlook & Revenue Growth

The city's FY2020 budget forecast predicts a 1% increase for both sales and tourism tax growth. While the Public Safety Sales Tax continues to provide a growing revenue stream in 2020 to ensure citizens fire and police services, leadership must remain aware that the tax will sunset in 23 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.

There are many positive economic growth indicators for 2020. We are anticipating a new restaurant addition to the Branson Landing, several large entertainment venues including WonderWorks and the world-class Aquarium at the Boardwalk, and a positive trend on

reinvestment to our community from existing businesses. While tourism is a significant sector of the city's economy, the city is also experiencing growth in other areas including housing development.

Sales tax is the largest component of General Fund revenues, accounting for 58%, or about \$11.9 million of FY2020 budgeted revenues. Additionally, property taxes constitute a significant portion of General Fund revenues at 13.8% 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 2015 to 2019						
	2015	2016*	2017	2018	2019	2020
Original Budget	18,185,008	19,193,242	19,924,442	20,862,403	20,226,956	20,303,201
Revised Budget						
Projections	18,858,532	19,662,864	20,090,734	19,873,560	20,304,319	
Actuals	19,049,227	18,715,110	19,907,085	20,361,909		-

*includes amount of \$1,120,816 for asset held for redevelopment (Red Roof Mall)

2020 and Beyond

In 2020, the city will strive to:

- Continue to utilize Priority-Based Budgeting to make tax dollars stretch further and find innovative ways to save money and allocate 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.
- Continue to focus on good communication with our citizens.

There's much to look forward to in 2020. 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 will meet the financial bottom-line, our job in 2020 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.



Stan Dobbins

City Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Branson

Missouri

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Branson for the annual budget beginning January 2019. 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.

Municipal Officials



Edd Akers
Mayor



Bills Skains
Alderman Ward 1



Larry Milton
Alderman Ward 2



Brian Clonts
Alderman Ward 3



Stanley Dobbins
City Administrator



Bob Simmons
Alderman Ward 1



Rick Castillon
Alderman Ward 2



Kevin McConnell
Alderman Ward 3

Department Directors

John Manning | Assistant City Administrator

Jamie Rouch | Finance

Keith Francis | Engineering/Public Works

Jan Fischer | Human Resources

Cindy Shook | Parks & Recreation

Mike Ray | Utilities

Jeff Matthews | Police Chief

Ted Martin | Fire Chief

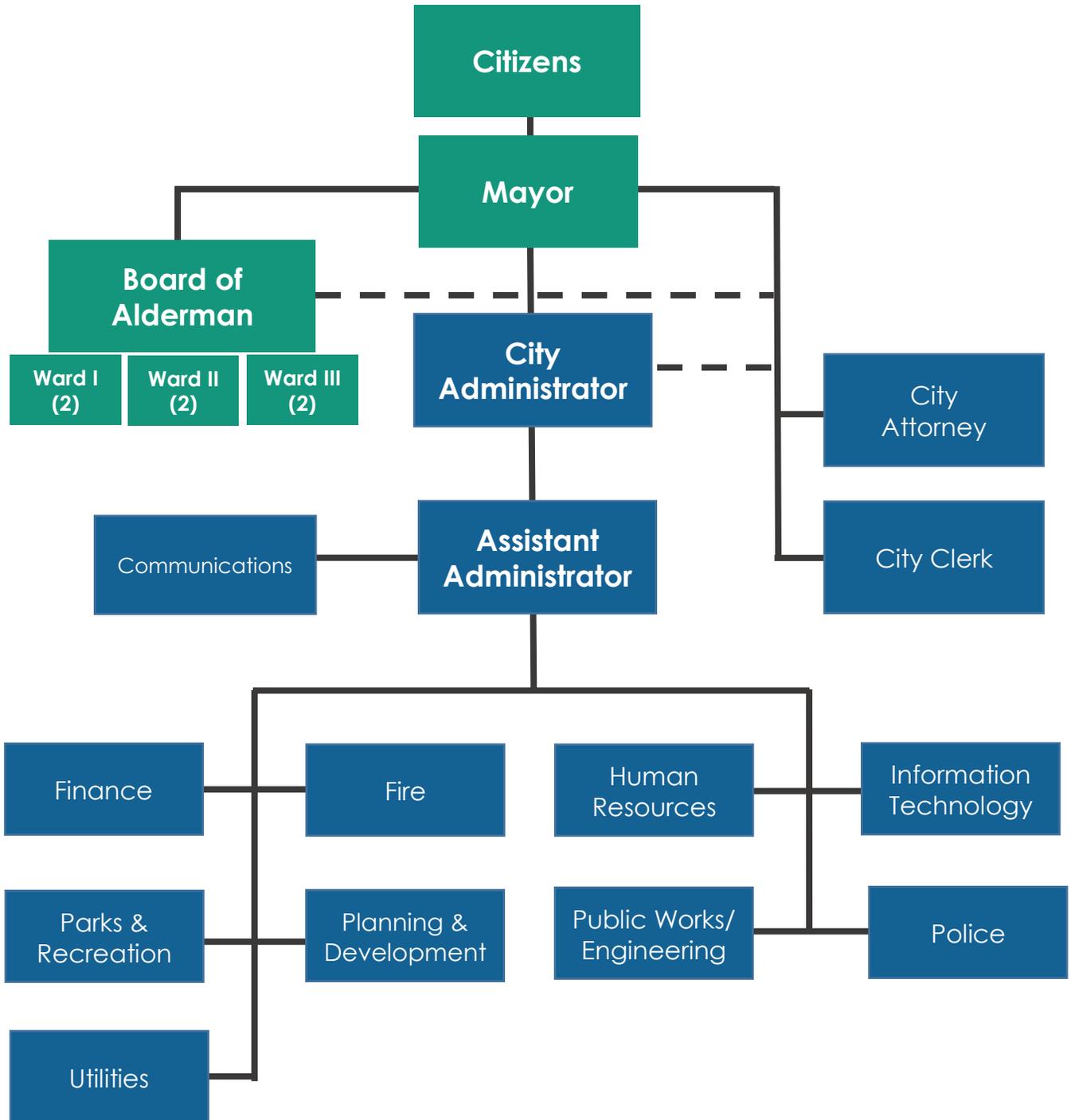
Chad Forster | Information & Technology

Joel Hornickel | Planning & Development

Lisa Westfall | City Clerk/Court Administrator

Chris Lebeck | City Attorney/Legal

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.

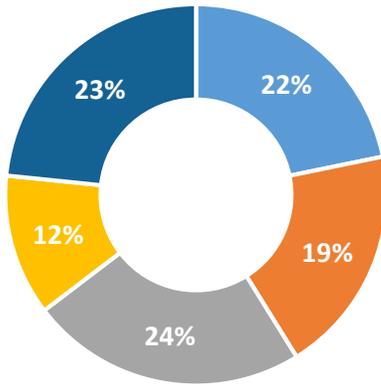
Community Characteristics

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 (51,675) was the 4th fastest-growing county in the State of Missouri during the 2000 – 2010 decade. As of July 1, 2018, the city's population estimate is 11,567 and Taney County's population is estimated at 55,852. Christian County, adjacent to the north and now 86,983, was the fastest growing county in the state with a 141% growth rate between 2000 and 2020 (MERIC) As of the 2010 Census, 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 reports.

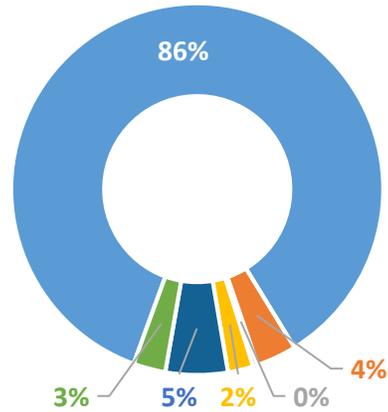
City Population by Age

■ <20 ■ 20-34 ■ 35-54 ■ 55-64 ■ >65

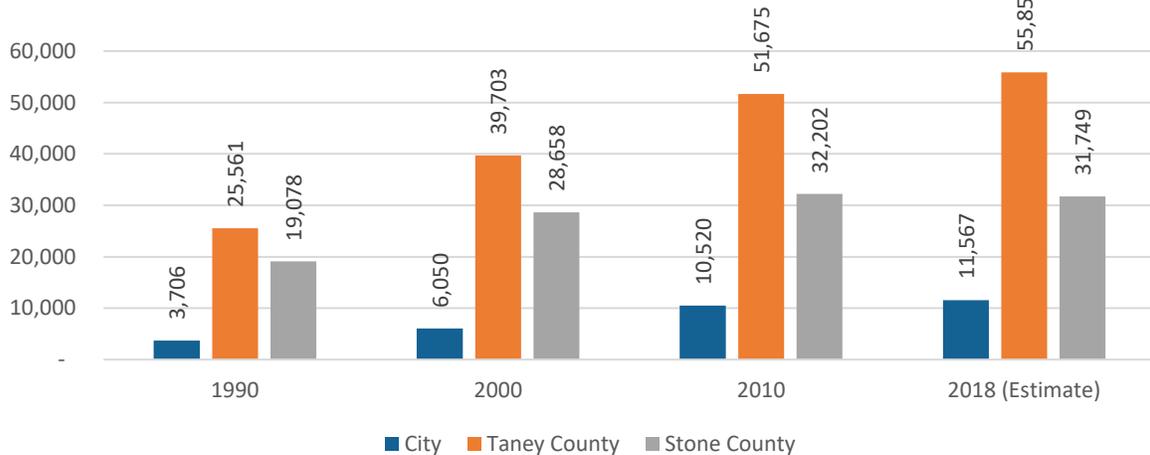


City - Population by Race

■ White ■ African American
 ■ American Indian ■ Asian
 ■ Other ■ Two or More Races



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:

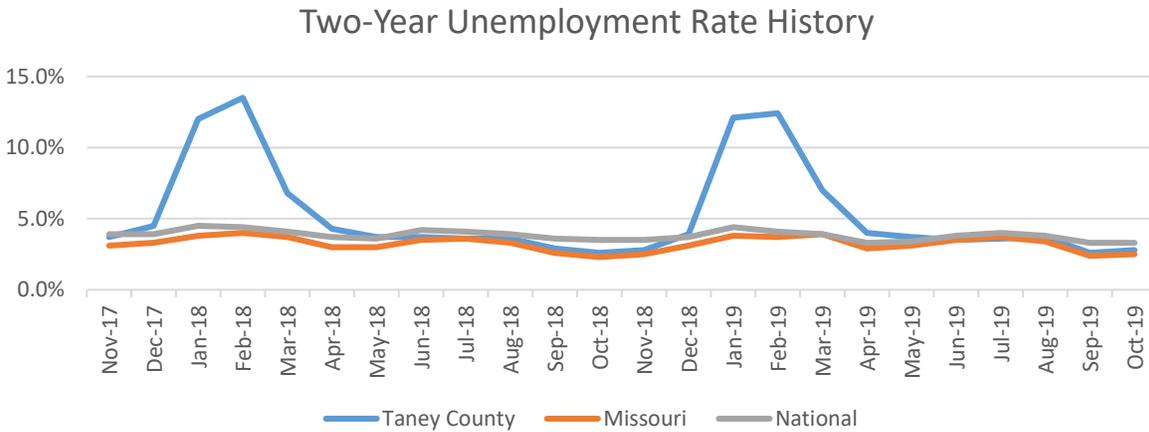
Business	Industry	# of Employees
Herschend Family Entertainment	Theme Parks	2000
Kanakuk Kamps	Summer Camp	1645
Big Cedar/Bass Pro	Hospitality	1350
Cox Health	Hospital	1242
Branson Public Schools	Education	667
Wal-Mart (2 stores)	Retail	541
Westgate Resorts	Lodging	475
Wyndham Resorts	Lodging	412
College of the Ozarks	Education	366
City of Branson	Government	350

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 Grad or Higher
- 21.6%** Bachelor's Degree or Higher
- 8,838** Household 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)

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 of the year. The graph on below 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 studentsⁱⁱ. Branson maintains some of the best test scores in the State of Missouri. The Branson School District consistently achieves higher graduation rates, 94.5% 4-year average compared to the state average of 89.6%ⁱⁱⁱ. Additionally, as of 2019, 58.7% of students attend a post-secondary institution following graduation^{iv}. ACT scores (average 21.7) are slightly better than the state average (20.8)^v. 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 \$54 million budget^{vi}. Four campuses are scattered throughout the district and are home to five elementary schools, one junior high and one high school. The newest school, Buchanan 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 #1 in Best Undergraduate Teaching, #1 Best Value Schools, #1 Most Innovative Schools, #1 Top Performers on Social Mobility and #3 in Regional Colleges Midwest (tie)

in the 2020 U.S. News Best Colleges^{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 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. Drury ranks #20 (tie) in Regional Universities Midwest, #23 Best Undergraduate Teaching (tie) and #10 Best Value School^{viii}.

Healthcare

Hospitals & Medical Care

Cox Medical Center Branson (shown below^x) 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, 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

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. TCAD encompasses 620 square miles of varying terrain. TCAD responds to over 13,000 requests annually, providing emergency and non-emergency services. On January 15, 2019, TCAD will have completed 43 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 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 U.S. 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 Frontier and 2020 destinations include Chicago, Dallas and Denver. Additionally, the Taney County Airport, a general aviation airport, is located near 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, 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 ranked #19 in the U.S. News and World Reports “Best Cheap Vacations in the U.S. List”. Additionally, the organization ranked Branson #5 Best Places to Visit in June; #13 Best Cheap Family Vacations; and #20 Best Family Vacations in the USA.

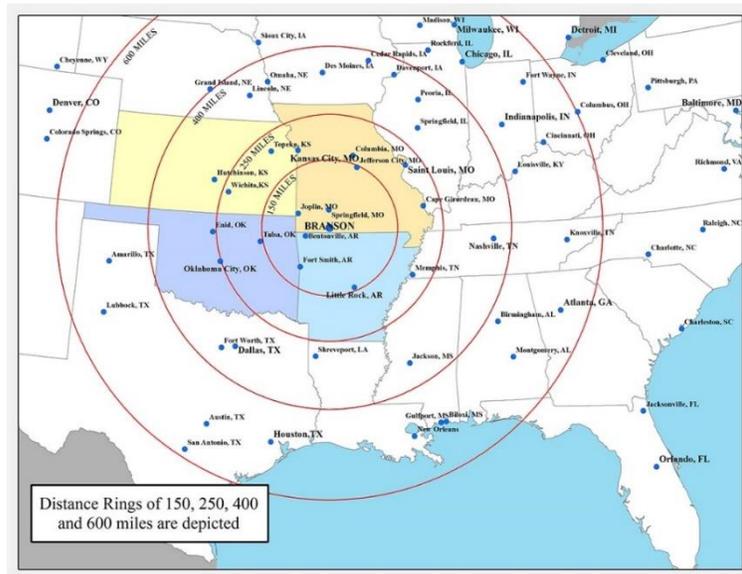
The city currently has a marketing contract with the Branson Lakes Area Chamber of Commerce and Convention & Visitors Bureau (CVB) paid for through revenues collected through the city’s tourism tax. The CVB is responsible for marketing Branson through television, magazines, social media and other advertising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

Below is a graph of Branson’s estimated annual visitation levels according to the Convention & Visitors Bureau’s research*:



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, ending with the 2018 tour and ahead of the opening of the opening of Payne's Valley Golf course in 2020. 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. For more than 50 years, live shows have drawn tourists from around the country. A wide variety of world-

class shows are available to suit any visitor. Our shows operate nearly year-round, beginning with Hot Winter Fun in January and February, then onto the main season from March through October. Beginning on November 1, the city transitions into the Christmas season, offering variety of Christmas-themed shows.

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 #11 on the 2019 Travelers' Choice Top 25 Amusement Parks – United States by [tripadvisor.com](https://www.tripadvisor.com)^{xi}. Mystic River Falls is expected to open in summer of 2020 and offers a nearly half-mile river ride and a plunge of over six stories^{xii}. Also opening in 2020, are two new attractions in the City's Entertainment and Theater District: WonderWorks and Aquarium at the Boardwalk.

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, 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. The center can be used for a variety of events, such as conferences, weddings, expo, concerts and even sporting events. Additionally, the center contains 14 breakout rooms that may be used individually or in conjunction with the exhibit and ballroom spaces.

Community Services

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.

Two trail extensions are planned in FY20 to the Roark Creek Trail system.

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. The classrooms and large community hall are available to rent for private use, also. The Branson Senior Center partner with the Branson Parks & Recreation Department to offer services to our residents.

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 an estimated 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 39 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.



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.

Utilities

Electric & Natural Gas

The Branson area is serviced by two electric utility providers: (1) city-franchised, investor-owned Liberty Utilities, formerly 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, 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:

Fund Type	Fund Example	Major Revenue Sources	Expenditure Types	Major Departments
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, Human Resources, Finance, City Clerk/Municipal Court, Legal, Planning & Zoning, Engineering and part of Public Works. Additionally, the general fund includes transfers out to other funds, such as Parks and Recreation and Public Safety. 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 revenues received from our Transportation Sales Tax and expenditures for routine road maintenance along with transfers to capital projects for pay-as-you-go infrastructure improvements.

Public Safety Sales 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.

Internal Service Funds

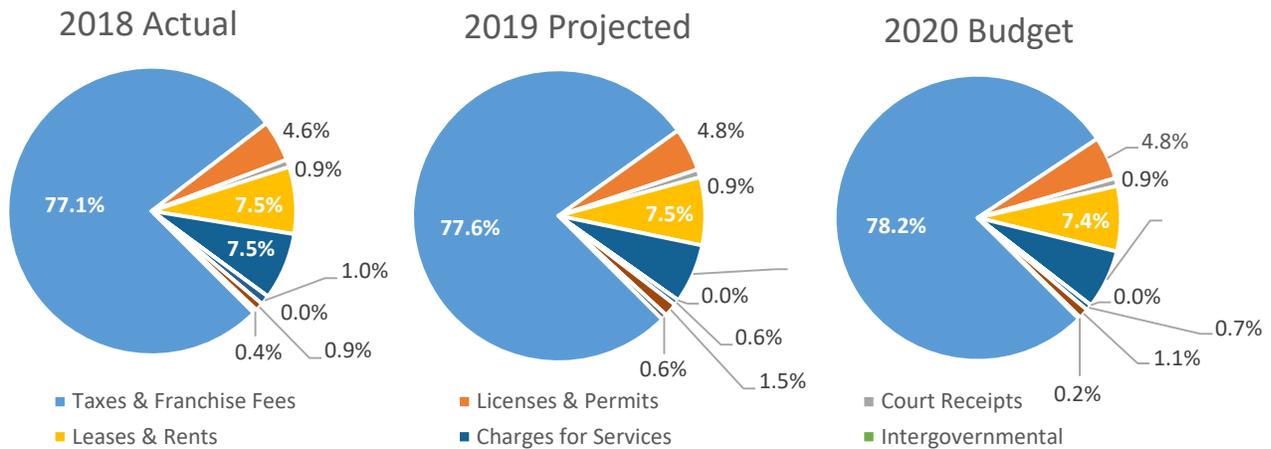
Sources of Revenue

In the budget process, one of the first steps is to estimate the projected revenues for the current year (in this case 2019). 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. 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



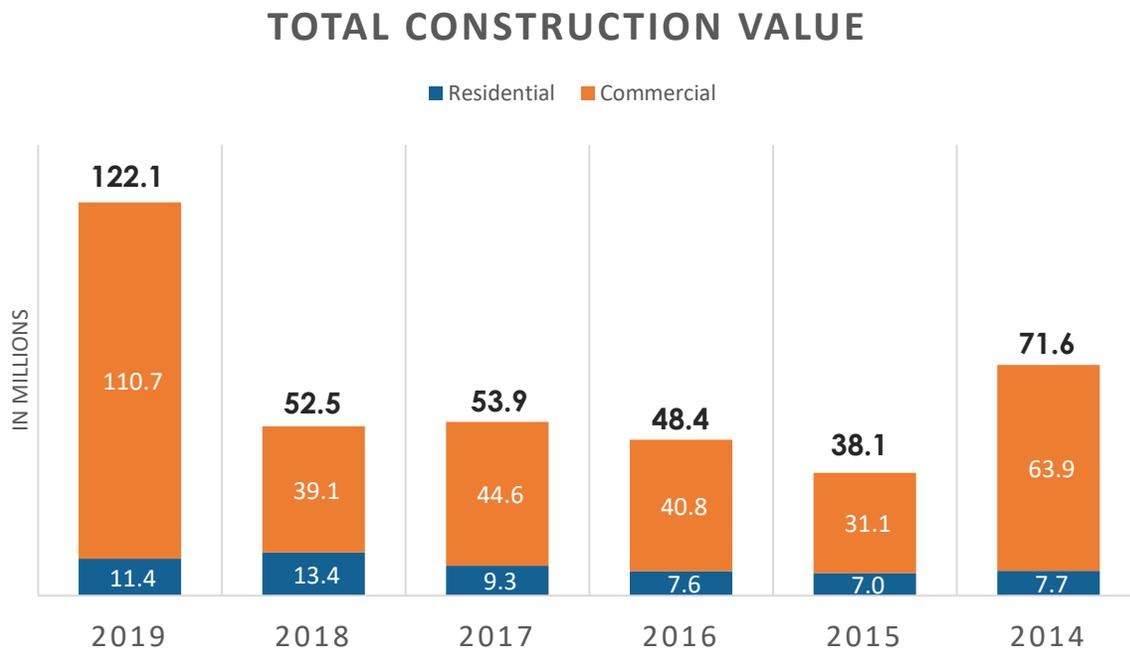
Construction Growth & Building Permits

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 when the city experienced another 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, the Branson

Mountain Coaster and the Cox Learning Center were developed. By 2019, total value of construction values for building permits was \$122.1 million; \$11.4 million were in residential permits and \$110.7 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. 2019 saw a surge in construction value due to two major projects: the new WonderWorks, a science-focused indoor amusement park, and the Branson Aquarium at the Boardwalk.

Below is a history of total construction value for building permits since 2014:



Taxes

Corporate Income Taxes

Since 1993, the income tax rate for corporations is 6.25% applied to the Missouri taxable income. For tax years beginning on or after January 1, 2020, the corporate income tax rate is reduced from 6.25% to 4.0%.

For corporations conducting business both inside and outside of Missouri, only income earned in Missouri is taxed. Corporations could previously choose between three allocation options are offered for calculating income: (1) a single-factor method, (2) single sales factor, or (3) a three-factor formula based on property, payroll and sales. Beginning for tax year on or after January 1, 2020, corporations are mandated to use the single receipts factor, although an exception is given for the Director of Revenue to establish rules for certain taxpayers.

Sales & 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 have community improvement district (CID) sales taxes. Additionally, in 2016 the 76 Entertainment CID was created as the city's fourth community improvement district.

The chart below 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 Valuation & Property Taxes

The table on the next page 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
2010	426,450,398	56,572,853	483,276,679	OTC	0.1990
2011	418,455,638	54,572,853	473,028,491	Branson R-4 Schools	4.2638
2012	422,719,961	49,339,802	472,059,763	County Health	0.1399
2013	408,047,292	50,725,309	458,772,601	County Handicapped	0.0997
2014	408,376,165	49,044,341	457,420,506	Senior Citizens Service	0.0498
2015	395,426,871	49,894,093	445,320,964	City of Branson	0.6077
2016	392,937,809	51,163,437	444,151,246	State of Missouri	0.0300
2017	390,964,990	52,436,014	443,401,004	Total	5.3899
2018	397,561,194	52,110,615	449,671,809		
2019	405,015,592	54,511,513	459,527,105		

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.

FY2020 Budget

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 2017 -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 FY20 Budget



Date	Item
06.07.2019	Director of Finance distributes budget documents and instructions to departments.
07.12.2019	FY19 Departmental Projections Due FY 20 Capital requests due
07.26.2019	Budget & Finance and Capital Committees meet to score the FY20 capital items & prioritizes based on scores.
08.03.2019	Finance Departments completes Budget Analysis
08.23.2019	Human Resources submits FY20 Insurance Rates, Health & Wellness Incentives
08.29.2019	City Administrator and Director of Finance complete review of budget requests with Department Heads
09.26.2019	Budget & Finance Committee reviews proposed budget
10.17.2019	Special Budget Meeting held
10.30.2019	Finance Director completes final amendments based on Special Budget Meeting recommendations
10.31.2019	Proposed budget document submitted to Board of Aldermen
11.01.2019	Finance Director publishes notice of public hearing
11.12.2019	Proposed budget submitted to Board for Public Hearing and First Read
11.26.2019	Second Read of proposed budget
12.30.2019	Budget Message completed Director of Finance prepares supplemental information for budget document Document is finalized for printing
01.01.2020	Adopted budget is recorded on the books and goes into effect
01.31.2020	Official budget document is distributed

Priority-Based Budgeting

Public budgeting has traditionally been incremental in nature – the last year's budget serves as the budget of the following year. This method, however, rarely supports the complex nature of funding governmental services. The City of Branson utilizes a priority-based budgeting (PBB) model because it provides a comprehensive review of the entire organization's operating budget by identifying and ranking services (programs) offered on the basis of the community's priorities. The process enables the city to link funding decisions to priorities in the strategic plan. The city identifies "Results", which are the fundamental reason our organization exists and what we are in business to provide. The City has many success stories since implementing priority-based budgeting in 2014. As of August 2019, the city was one of the first of five PBB cities to reallocate and/or repurpose over 10% of budget dollars.

Due to the success achieved for the operating budget, the city expanded the PBB process to include capital in 2018 (2019 budget). The process weighs

capital requests against the city's priorities and, for the first time, the city's elected officials and citizen committee members participated in the process. Overall, the process provided another "lens" for leadership to utilize when determining which capital projects

PBB SUCCESS STORIES

Service Level Increase through Public/Public Partnership

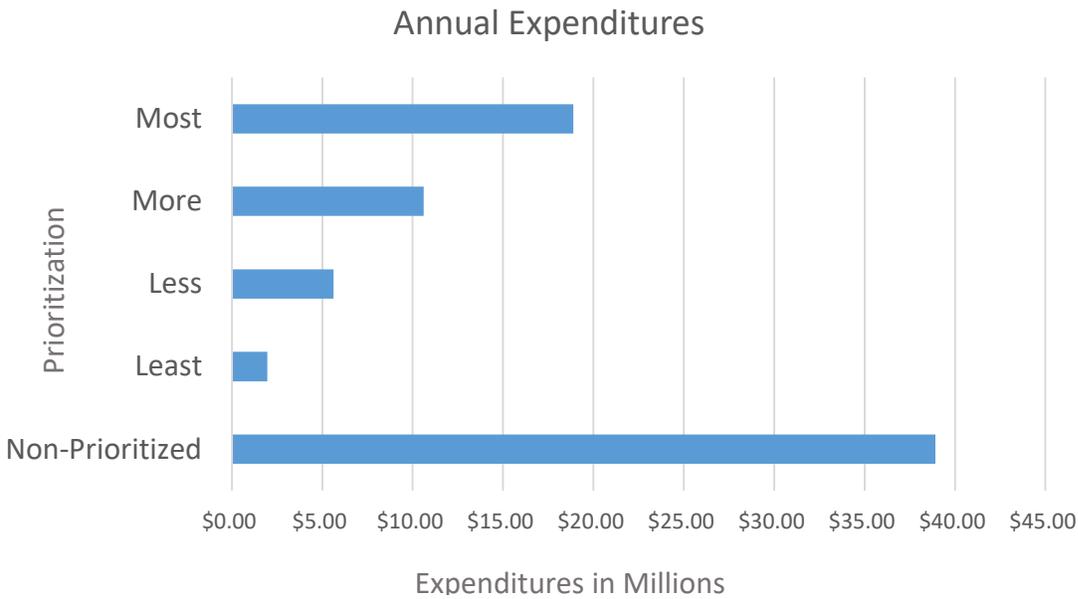
The City has a long-standing partnership with the Taney County Health Department (TCHD) to provide environmental health services to the community, including lodging, restaurant, pool and other inspections. Beginning in 2017, the City and the TCHD partnered to increase the service level related to lodging facility health, sanitation and safety inspections.

Cost Reduction through Public/Public Partnership

In 2015, the City of Branson entered into a contract with the Taney County Sheriff's Office to provide processing, feeding and housing of arrestees of the City of Branson Police Department. The agreement provides a much lower daily rate than the City could house municipal prisoners. Additionally, the reduced time associated with processing of arrestees provides the department more time to allocate to other activities & programs, such as community involvement efforts.

to fund. The city's capital programs for 2020 can be found beginning on page XXX. Included are which priorities (the results) the project will achieve and the PBB program number for tracking purposes.

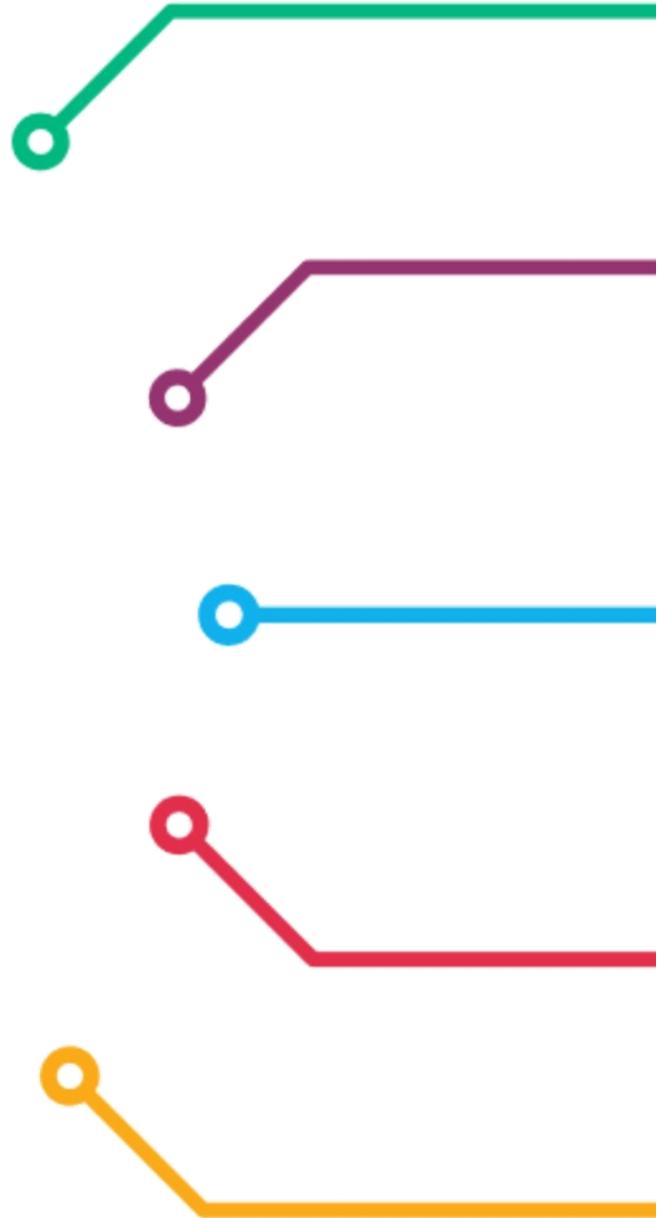
The graph below titled "Annual Expenditures" represents the city's entire 2019 budget. Prioritization means how closely the program is aligned with the community goals (results). The non-prioritized category largely includes amounts for debt payments (including TIF districts located within the city), tourism tax, and convention center expenditures.



The following pages identify the city's process to PBB. Additionally, each of the city's goals is identified: Community Character; Safety Health & Socioeconomic; Arts, Culture & Education; Economic Development; Infrastructure & Environment; Tourism; Parks, Open Space & Recreation; Land Use; Transportation; and Good Governance. Each goal provides the objectives needed in order to achieve the goal. Lastly, examples of programs performed by the city are identified along with the overall financial impact for each goal.

5 STEPS PROCESS OVERVIEW PRIORITY-BASED BUDGETING

The methodology involved in implementation of Priority-Based Budgeting process can be broken down into five distinctive steps:



Determine & Clarify Vision/Results

01

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 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 sets 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 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 evaluate each program on how the program contributes to achieving each result. Departments also score other attributes of each program, such as level of mandate, the amount of cost recovery, change in demand, and the portion of community served by the program. Once departments score their programs based on the Results, multi-departmental teams conduct follow-up review and 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 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 to lowest priority.





2019's budget had a \$4.7 Million impact across 86 programs rated at "most" or "more" alignment with this priority.



2019's budget had a **\$20.8 Million** impact across 154 programs rated at "most" or "more" alignment with this priority.

Programs

Engineering

BIKE & PEDESTRIAN TRAILS

Share the Road, and Master Trail Plan to coincide with the strategic master plan and community plan

Police

CRIME PREVENTION

Community outreach, presentations, watch groups

Fire

EMERGENCY RESPONSE

Non-fire related: all hazard mitigation, rescue operations, hazardous materials response, automatic/mutual aid weather incidents





Programs

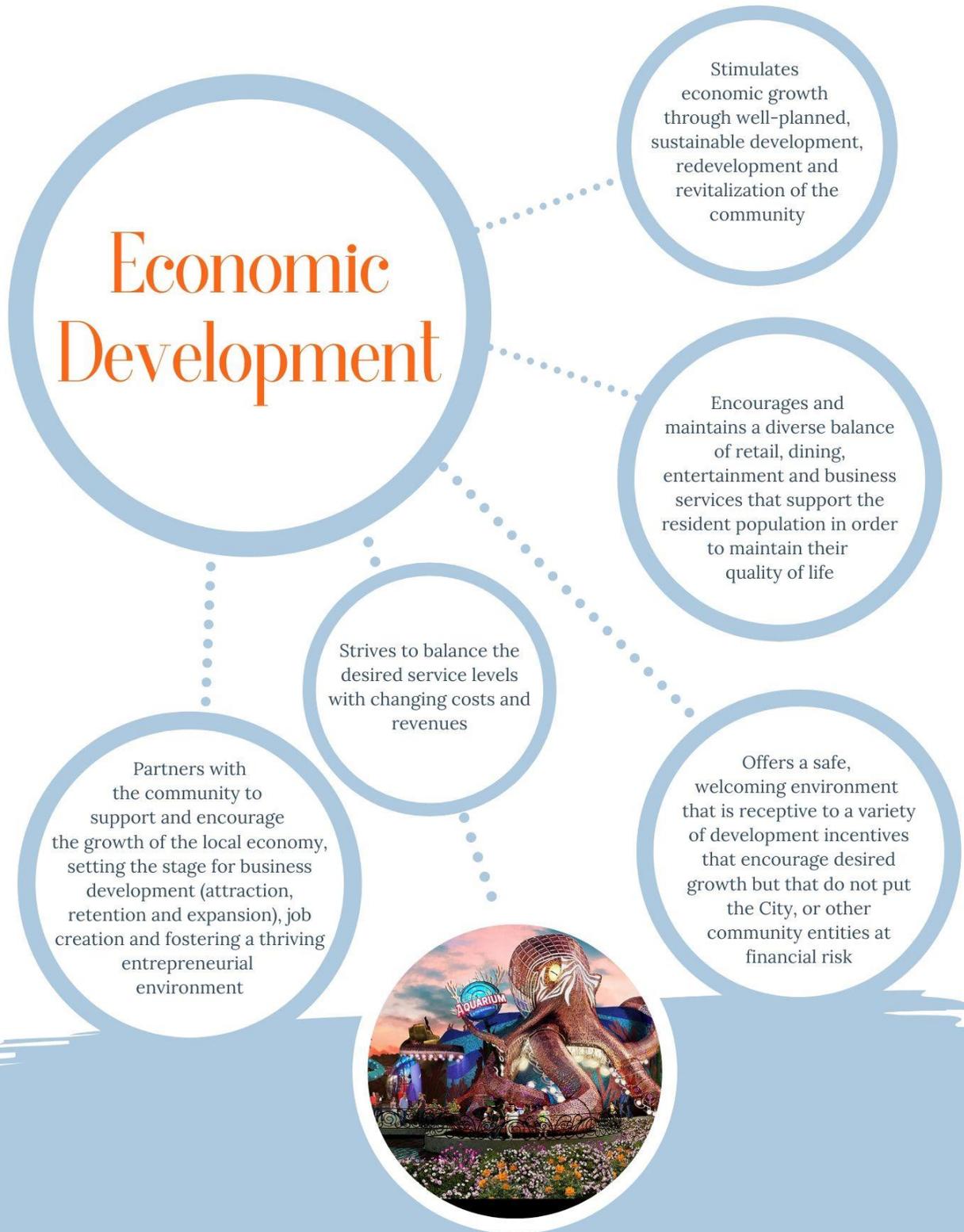
Police
SCHOOL RESOURCE PROGRAM
Officers in schools to directly interact with children and respond to any problems

Parks & Rec
COMMUNITY CENTER OPERATIONS
Day-to-day operations of the facility, including daily cleaning and maintenance of the building

Administration
COMMUNITY VOLUNTEER PROJECTS
Development of special projects for city and community entities. Volunteers assist in a variety of ways by providing general support.



2019's budget had a **\$3.0 Million impact across 38 programs rated at "most" or "more" alignment with this priority.**

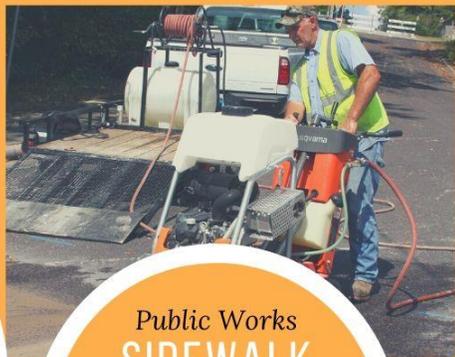




2019's budget had a \$7.2 Million impact across 51 programs rated at "most" or "more" alignment with this priority.



2019's budget had a **\$13.6 Million** impact across 83 programs rated at "most" or "more" alignment with this priority.



Programs

Fire FIRE RESPONSE

Fire response to commercial & residential structure, natural cover, and vehicle fires

Public Works SIDEWALK MAINTENANCE

Repairing of cracks, holes and curbing of sidewalks city-wide

Utilities LIFT STATION MAINTENANCE & REPAIR

Routine maintenance and repair of lift station components, vacuum systems, electrical controls, backup generators to maintain service reliability.

Public Works MS4 STORMWATER MASTER PLAN

Oversight of stormwater master plan and all minimum control measures through education & outreach, public involvement and participation and good housekeeping measures of municipal operations.



2019's budget had a **\$6.7 Million impact across 51 programs rated at "most" or "more" alignment with this priority.**



Parks, Open Space & Recreation



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.

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

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

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





Planning & Development
**COMPREHENSIVE
PLAN DEVELOPMENT**
Provide staff leadership
and support

Programs

Police
**CRIME
PREVENTION**
Community outreach,
presentations & watch
groups

Parks & Recreation
**LIBERTY PLAZA
MAINTENANCE**
Daily, weekly, and monthly procedures
for upkeep and maintenance.
Maintenance of fountain
including chemical balancing
and testing.



2019's budget had a **\$1.3 Million** impact across 34 programs rated at "most" or "more" alignment with this priority.



Land Use

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

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

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

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 and redevelopment

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

Background photo courtesy Branson Chamber of Commerce

2019's budget had a **\$2.1 Million** impact across 55 programs rated at "most" or "more" alignment with this priority.

Parks & Rec
TRAIL

MAINTENANCE

Maintains all trails within the City of Branson.

Engineering
PROFESSIONAL DESIGN

Oversight and coordination with consultants selected for professional services of the city CIP

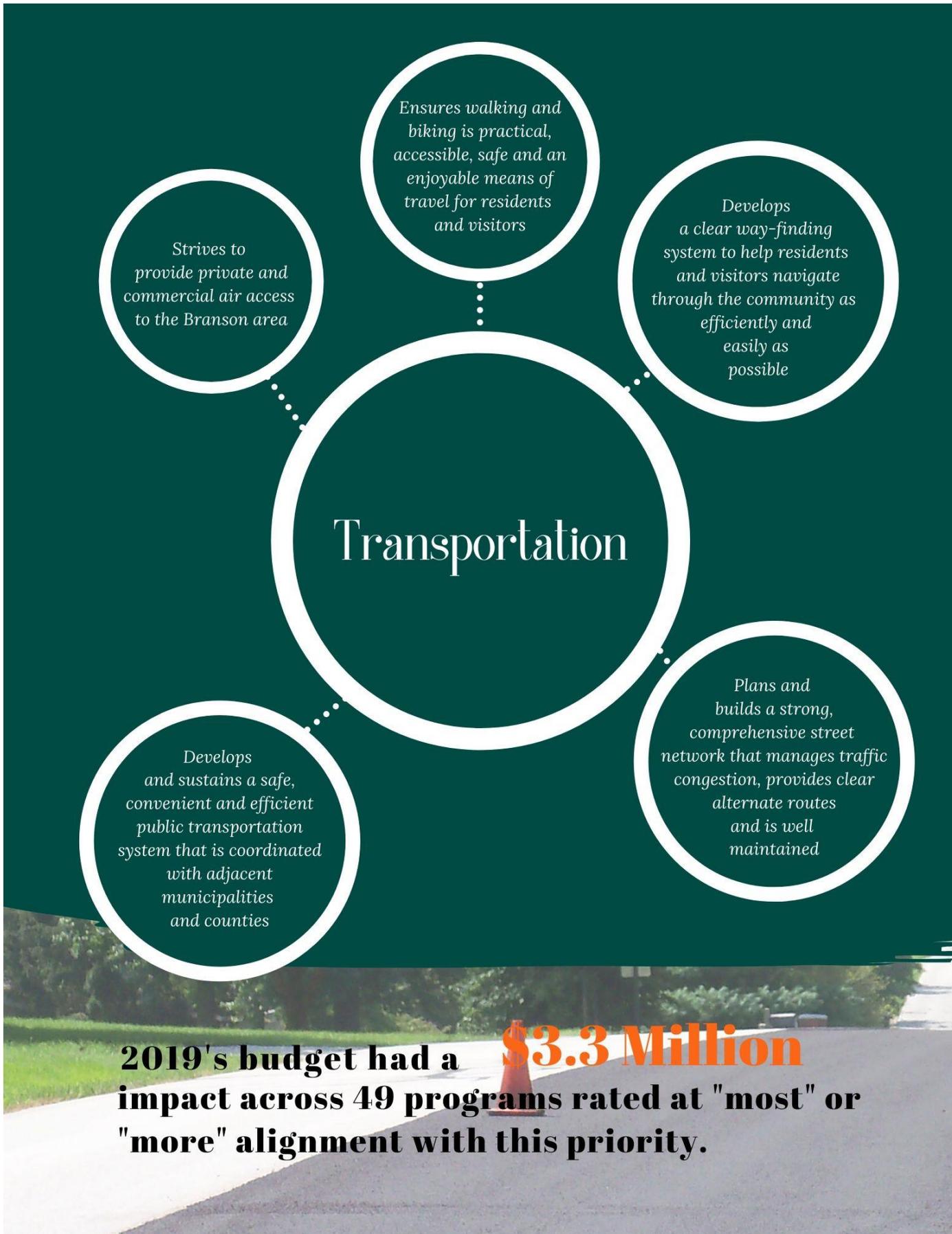
Programs

Planning & Development
PLANNED DEVELOPMENT REQUESTS

Meet with applicants and compiles information for staff report (graphics, maps, research; makes presentation to Planning & Zoning Committee prior to Board of Aldermen.

Engineering/PW
MS4 STORMWATER MANAGEMENT PLAN

Implementation of a stormwater management plan per new requirements. Permit application submitted and annual reports due with recommendations or requirements met for minimum control measures.



Programs

Engineering/PW
**REGIONAL
TRANSPORTATION PLANNING**

Representation by staff on regional transportation committees concerning regional issues



Engineering/PW
**INTELLIGENT TRANSPORTATION
SYSTEM PLANNING**

Work with other entities and consultants to design, plan and implement ITS through the Branson road network in new road construction

Engineering/PW
TRAFFIC ENGINEERING

Use of engineering techniques to achieve the safe and efficient movement of people through the transportation system.

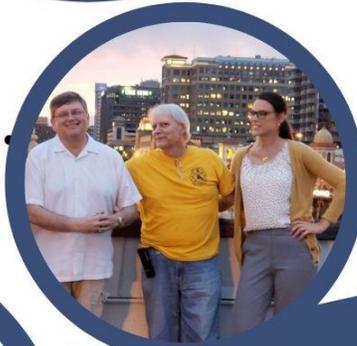




2019's budget had a **\$3.1 Million** impact across 133 programs rated at "most" or "more" alignment with this priority.

Legal
**ADMINISTRATION LEGAL
ADVICE AND SUPPORT**
*Provide in-house legal advice
and support to the City
Administrator*

Finance
**BUDGET COMPLIANCE
AND DISCLOSURE**
*Audit budget vs. actual
statements for the CAFR; create
budget amendments for Board
approval; Creation of formal
budget book and detail.*



Information Technology
**CORE DEPARTMENT
APPLICATIONS**
*Provide installation, support
and maintenance to all core
departmental software systems
throughout the City.*

Accounting

The city 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 the Board of Aldermen in prioritizing those needs. That is the broad purpose of the Capital Improvement Program (CIP).

The city appropriates a single-year capital budget annually, along with the operating budget, and prepares a multi-year 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

- Staff will develop a list of recommended projects with detailed descriptions and any one-time and ongoing costs.
- Staff will 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.

CIP Prioritization

Capital projects are treated as programs and undergo the same process applied to city services in priority-based budgeting. Generally, only the current year for which the annual budget is being developed undergo the rating system. Below are the steps to CIP prioritization:

1. Capital programs are graded first on their ability to meet desired city results of: Community Character; Arts, Culture & Education; Safety, Health & Socio-Economic; Economic Development; Infrastructure & Environment; Tourism; Parks, Open Space & Recreation; Land Use; Transportation; and Good Governance. Additionally, the programs are also rated against: the city's mandate requirements, cost recovery of the program, reliance on the city to provide the program, demand for the program and population served.
2. Next, a peer review committee consisting of the Budget and Finance Committee and Capital Improvements Committees (which includes four aldermen, four citizen members, mayor, and city administrator) validate the scores.
3. Final scores are calculated for each program, providing a ranking system for all capital items. Capital items are classified into one category based on how well they meet desired community results, or their alignment to community results: Most aligned, More Aligned, Less Aligned, and Least Aligned.
4. Lastly, items are separated, by fund, to determine the amount of outlay available for each budget year and funding recommendations are made by the joint Budget and Finance and Capital Improvements committees.

This process allows capital items to be analyzed based on their anticipated community impact. The city recognizes, however, that sometimes a capital project may not show a high alignment to the desired community results, but must still be funded. For example, a new air conditioning unit at city hall may not be rated as a "most aligned" program, but is still a necessity.

CIP Funding Sources

Financial planning is an essential role in establishing a CIP. An important piece of financial planning is identifying the funding sources available to pay for projects and preventing deferred maintenance on capital facilities and infrastructure. In 2018, the city began using internal service funds as a method to combat delayed maintenance projects, such as HVAC, equipment and vehicle replacement. Additionally, the city has implemented a leasing program for purchasing city vehicles, including police cruisers, so that the police fleet is updated every three years. The cost of the vehicles is paid upfront and lease payments are drawn from an internal service fund for subsequent years.

Other CIP funding sources include:

Pay-as-you-go

Pay-as-you-go means projects are funded as dollars are available within a fund. In other words, no financing is used to fund the project. The city has been able to utilize pay-as-you go funding for most large projects due to the Tourism Tax imposed in the city on accommodations, amusements and restaurant sales. Seventy-five percent of Tourism Tax collected in the city is restricted to spending on infrastructure projects, thus providing a significant revenue source for funding projects (minus revenues restricted for debt).

The current CIP includes pay-as-you-go funding from the following funds:

- **Capital Projects Fund (140)**
- **Transportation Fund (105)**
- **Water/Sewer Fund (620)**
- **Water Sewer Tourism Capital (145)**
- **Water/Sewer Operations Capital (146)**

Reserve Funds

There may be times that the city deems it necessary to pay for capital projects using reserves. The city identifies in its reserve policy that contingency reserves can be used for: unexpected or extraordinary onetime expenditures that have been identified during the current fiscal year that do not have a monetary effect on future budgets or incur significant operating and maintenance costs; unanticipated land acquisitions; one-time unanticipated capital costs; and debt reduction.

FY2020 Budget

Bond Proceeds

The city may use the dollars received from the sale of bonds for a specific capital improvement project. By issuing bonds, the city can complete a capital project and repay the debt for the project over a fixed repayment schedule.

Grants and Other Funds

The city may also seek grants to pay for some capital projects, though the full amount of the project is rarely covered by a grant and the city may have to enter into a cost-sharing agreement to receive the funds. In other words, the city agrees to pay a percentage of the project in order to receive the remaining difference of the total cost.

Five-Year CIP

The following pages identify the city's current 5-year CIP. The approved capital budget for FY2020 can be found on page 154-160.

Impact of Capital Expenditures

Public Safety

The city has long recognized the need for new police and fire facilities and equipment within the city. In November 2017, Branson voters approved a new .5% Public Safety Sales Tax and collection of the tax began April 1, 2018. This new revenue source provides funding for new public safety related infrastructure and equipment that the city previously had to budget over a much longer period of time.

The police department has outgrown the current police station and the city would greatly benefit from a more centrally-located facility. In 2018, the city purchased land with the intent to build this 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. Discussions are ongoing to finalize design and funding sources in order to construct these new facilities.

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. As of October 31, 2019, the city has spent \$12.9 million on the Downtown District Revitalization Project and \$22.9 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. In FY20, the city has budgeted a capital expenditure of \$600,000 for intersection improvements as part of the project. Future 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 city's portion of the project is financed through Tourism, Water & Sewer Funds 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 beginning again in 2019 and construction slated to begin in 2020.

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 by Connell Insurance.

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.

The chart on the next page shows the city's long-term debt balance as of December 31, 2019:

Long-Term Debt

Bond Issues	Balance as of 31-Dec-19
2007 Issue	0
2010A Issue	0
2010B Issue	5,105,000
Total	5,105,000
MDFB 2005A Issue	2,230,000
MDFB 2011A Issue	26,370,000
MDFB 2012A Issue	20,165,000
MDFB 2015A Issue	62,020,000
Total	110,785,000
IDA 2005 A Branson Hills	12,360,000
IDA 2005A Branson Landing	11,990,000
IDA 2005B	1,889,338
IDA 2017A Branson Shoppes	22,615,000
IDA 2017B	7,773,665
Ida 2007A Branson Hills	3,140,000
Total	59,768,003
Grand Total	\$175,658,003

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 2019:

Legal Debt Margin Calculation for Fiscal Year 2018	
Assessed Value	449,671,809
Debt Limit (20% of assessed value)	89,934,362
Obligations	
Tourism revenue bonds	5,105,000
General obligation bonds	
Promissory notes	10,842,576
Total bonded debt	15,947,576
Less	
Debt reserve funds	(2,111,599)
Total net debt applicable to limit	13,835,977
Legal debt margin	76,098,385

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 forecasts the city's General Fund for twenty years. This provides the city with a look at how budgetary decisions made annually affect future ongoing operational cost, future dollars available for capital expenditures and fund balance. Additionally, the city 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.

Operating - General Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	4,795,349	5,190,813	5,038,373	5,216,768
Contractual Services	2,953,390	3,142,062	3,062,364	3,160,158
Commodities	262,961	321,445	287,592	274,160
Capital Expenditures	1,683	170,507	102,000	50,000
Debt Service	293,359	269,065	269,065	111,757
Total General	8,306,742	9,093,892	8,759,394	8,812,843

Public Safety Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	7,454,193	8,554,208	8,752,944	9,534,176
Contractual Services	532,250	779,606	872,508	828,131
Commodities	381,669	419,887	504,650	515,789
Capital Expenditures	1,826,418	1,388,543	3,724,091	825,000
Debt Service	-	1,469,840	125,896	1,473,040
Total Water & Sewer	10,194,530	12,612,084	13,980,089	13,176,136

Water & Sewer Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	3,574,790	3,580,074	3,680,841	3,762,721
Contractual Services	3,101,056	3,484,459	3,105,288	3,481,612
Commodities	632,146	753,202	753,898	673,134
Capital Expenditures	(84,314)	301,000	301,000	326,000
Debt Service	17	-	-	-
Depreciation	4,968,680	5,510,575	5,155,101	5,515,959
Total Utilities	12,192,375	13,629,310	12,996,128	13,759,426

Transportation Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	1,343,559	1,484,487	1,399,693	1,461,526
Contractual Services	2,071,349	1,759,944	1,758,874	2,618,034
Commodities	566,032	728,850	709,640	684,053
Capital Expenditures	31,887	30,000	30,000	341,850
Major Capital	137,327	455,000	548,117	68,000
Total Transportation	4,150,154	4,228,281	4,446,324	5,173,463

Parks & Recreation Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	1,544,531	1,682,831	1,667,544	1,808,688
Contractual Services	652,098	687,266	704,770	718,732
Commodities	255,359	298,590	299,168	351,090
Capital Expenditures	69,772	-	5,800	55,000
Total Parks & Recreation	2,521,760	2,668,687	2,677,282	2,933,510

All Other Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Convention Center	5,166,315	5,144,176	5,071,962	5,078,173
Operating - Debt Service	17,698,870	16,570,761	17,124,348	23,570,503
Operating - Tourism	8,625,378	8,741,552	8,768,051	6,612,293
Capital 140	297,676	662,493	662,493	3,527,371
Capital - Water Sewer 145/146	2,446,380	1,978,000	1,533,000	6,024,834
Total Budget	34,234,619	33,096,982	33,159,854	44,813,174

	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Total Budget	71,600,180	75,529,236	76,019,072	88,668,551

Departmental Information

Five-Year Personnel Summary

Administration

It was originally planned that an Associate City Attorney would be added to the Legal Department in 2019. It was later determined that an additional attorney was not necessary and that an Assistant City Administrator would be a beneficial addition to city staff. The new Assistant City Administrator began July 2019 in the Administration Department.

Police

On September 3, 2019 the Code Enforcement Supervisor and Code Enforcement Officer that were housed within the Planning & Development Department transferred to be within the Police Department. No new positions were added due to the transfer. A transfer from the General Fund to the Public Safety Fund will occur as a result of the transfer of positions.

Fire Department

Parks & Recreation

Planner moved from Planning & Development to Parks & Recreation Department for the position of Landscape Specialist. No new positions were added due to the transfer. Existing funds in the Planning & Development Department are now part of the annual transfer to the Parks and Recreation Fund.

Mayor & Board

Position & Title	Type	2016	2017	2018	2019	2020
Mayor		1	1	1	1	1
Board		6	6	6	6	6
Total		7	7	7	7	7

Administration

Position & Title	Type	2016	2017	2018	2019	2020
City Administrator	Full Time	1	1	1	1	1

Assistant City Administrator	Full Time	0	0	0	1	1
Administration Office Manager	Full Time	0	1	1	0	0
Communications Manager	Full Time	1	1	1	1	1
Assistant to City Administrator	Full Time	1	0	0	1	1
Office Assistant II	Full Time	1	1	1	1	1
Total Full Time Employees		4	4	4	5	5

City Clerk

Position & Title	Type	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020
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	2016	2017	2018	2019	2020
City Attorney	Full Time	1	1	1	1	1
Associate City Attorney	Full Time	0	0	0	0	0
Compliance Specialist	Full Time	1	1	1	1	1
Total Legal Full Time Employees		2	2	2	2	2

Economic Development

Position & Title	Type	2016	2017	2018	2019	2020
Economic Development Director	Full Time	0	0	0	0	0
Total Full Time Employees		0	0	0	0	0

Engineering/Public Works

Engineering

Position & Title	Type	2016	2017	2018	2019	2020
City Engineer	Full Time	1	1	1	0	0
City Engineer/Public Works Director	Full Time	0	0	0	1	1
Program Manager	Full Time	1	1	0	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	0	0	0	0	0
Office Assistant III	Full Time	1	1	1	1	1
CAD Specialist	Full Time	1	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	0	0

Public Works

Operations Manager	Full Time	0	0	0	1	1
Streets Supervisor II	Full Time	1	1	1	1	1
Heavy Equipment Operator	Full Time	3	3	3	3	3
Streets Maintenance Worker II	Full Time	2	2	2	2	2
Streets Maintenance Worker I	Full Time	7	8	8	7	7
Building Maintenance Supervisor	Full Time	1	1	1	1	1
City Hall Custodian	Full Time	1	1	1	0	0
Building Maintenance 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	2	2
Office Assistant II – Public Works	Full Time	2	2	2	1	1
Office Assistant III – Public Works	Full Time	1	1	1	1	1
Environmental Specialist	Full Time	1	1	1	1	1
MS4 Coordinator/Storm Water Technician	Full Time	1	1	1	1	1
Recycling Center Supervisor	Full Time	1	1	1	1	1
Maintenance Worker I Recycling	Full Time	1	1	1	1	1

Maintenance Worker I Recycling	Part Time	1	1	1	1	1
Seasonal Laborer	Seasonal	6	6	6	6	6
Intern	Seasonal	3	3	3	3	3
Total Full Time Employees		39	40	39	37	37
Total Part Time Employees		1	1	1	1	1
Total Seasonal Employees		9	9	9	9	9
Total All Employees		50	51	50	48	48

Finance

Position & Title	Type	2016	2017	2018	2019	2020
Finance Director	Full Time	1	1	1	1	1
Assistant Finance Director	Full Time	1	1	1	1	1
Senior Accountant	Full Time	0	0	0	0	0
Accountant II	Full Time	2	2	2	2	2
Accountant I	Full Time	1	1	1	1	1
Financial Analyst	Full Time	1	1	1	1	1
Purchasing Agent	Full Time	1	1	1	1	1
Accounting Specialist	Full Time	0	0	0	0	0
Utility Accountant	Full Time	1	1	1	1	1
Accountant	Full Time	3	2	2	2	2
Licensing Officer	Full Time	0	0	1	1	1
Supervisor II	Full Time	0	0	0	0	0
Office Assistant II	Full Time	1	1	1	1	1
Office Assistant III	Full Time	0	1	1	1	1
Licensing Officer	Part Time	1	1	0	0	0
Accounting Clerk	Part Time	1	1	1	1	1
Accounting Clerk (Biosolids)	Part Time	1	1	1	1	1
Intern	Part Time	1	1	1	1	1
Total Full Time Employees		12	12	13	13	13
Total Part Time Employees		4	4	3	3	3
Total All Employees		16	16	16	16	16

Fire

Position & Title	Type	2016	2017	2018	2019	2020
Fire Chief	Full Time	1	1	1	1	1
Assistant Fire Chief	Full Time	0	0	1	1	1
Division Chief/Operations	Full Time	1	1	0	0	0
Division Chief	Full Time	1	1	1	3	3
Battalion Chief	Full Time	2	2	2	3	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	10	10
Fire Fighter	Full Time	15	15	15	17	17
Volunteer Firefighter	Part Time	4	4	4	4	4
Total Full Time Employees		45	45	45	47	47
Total Part Time Employees		4	4	4	4	4
Total All Employees		45	45	45	51	51

Human Resources

Position & Title	Type	2016	2017	2018	2019	2020
Human Resources Director	Full Time	1	1	1	1	1
Human Resources Assistant Director	Full time	1	0	0	0	1
Human Resources Manager	Full Time	0	0	0	0	0
Safety Officer	Full Time	0	1	1	1	1
Risk Manager	Full Time	1	1	1	1	1
Senior Human Resources Generalist	Full Time	0	1	1	1	0
Human Resources Generalist	Full Time	1	1	1	1	1
Human Resources Specialist II	Full Time	0	0	0	0	0
Human Resources Specialist I	Full Time	0	0	0	0	0
Human Resources Clerk	Full Time	0	0	1	1	1
Office Assistant II	Full Time	1	1	0	0	0
Total Full Time Employees		5	6	6	6	6

Information Technology

Position & Title	Type	2016	2017	2018	2019	2020
Information Technology Director	Full Time	1	1	1	1	1
Interim Information Technology Director	Full Time	0	0	0	0	0
Operations Manager	Full Time	0	1	1	1	1
SCADA Network Administrator	Full Time	0	0	1	1	1
Network Administrator	Full Time	0	1	1	1	1
IT Technician II	Full Time	1	0	0	0	0
IT Technician I	Full Time	2	1	1	1	1
Total Full Time Employees		4	4	5	5	5

Parks & Recreation

Position & Title	Type	2016	2017	2018	2019	2020
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	1	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	1	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	10	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	1	1
Community Center Aide	Part Time	1	1	1	1	1
Golf Course Attendants	Part Time	2	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		22	22	22	23	23
Total Part Time Employees		15	15	15	15	15
Total Seasonal Employees		74	74	74	74	74
Total All Employees		111	111	111	112	112

Planning & Development

Position & Title	Type	2016	2017	2018	2019	2020
Planning & Development Director	Full Time	1	1	1	1	1
Senior Planner	Full Time	0	0	1	1	1
Plan Reviewer	Full Time	1	1	1	1	1
Planner	Full Time	1	1	1	1	0
Planning Assistant	Full Time	1	1	0	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	2	2	2	2	2
Code Enforcement Supervisor	Full Time	1	1	1	1	0
Code Enforcement Officer	Full Time	1	1	1	1	0
Office Assistant I	Full Time	0	0	0	0	0
Office Assistant II	Full Time	1	1	0	0	0
Office Assistant III	Full Time	1	1	1	1	1
Total Full Time Employees		12	12	11	11	8

Police

Position & Title	Type	2016	2017	2018	2019	2020
Police Chief	Full Time	1	1	1	1	1
Assistant Chief	Full Time	1	1	1	1	1
Captain	Full Time	1	1	0	0	0
Lieutenant	Full Time	2	2	3	3	3
Sergeant	Full Time	9	9	9	9	9
Training/Recruitment Coordinator	Full Time	0	0	1	1	1
Crime Analyst	Full Time	0	0	0	1	1
Police Officer	Full Time	33	33	38	42	42
Communications Supervisor	Full Time	1	1	1	1	1

Dispatcher I	Full Time	11	11	11	11	11
Dispatcher II	Full Time	0	0	0	0	0
Office Specialist	Full Time	1	0	0	0	0
Office Specialist II	Full Time	0	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	2	2	2
Code Enforcement Supervisor	Full Time	0	0	0	0	1
Code Enforcement Officer	Full Time	0	0	0	0	1
Total Full Time Employees		64	64	72	77	79

Utilities

Water & Sewer | Water Treatment

Position & Title	Type	2016	2017	2018	2019	2020
Water Division Manager	Full Time	0	0	1	1	1
Supervisor III	Full Time	1	1	0	0	0
Plant Operator Trainee	Full Time	1	1	1	1	1
Plant Operator I	Full Time	7	7	4	4	4
Plant Operator II	Full Time	1	1	2	2	2
Plant Operator III	Full Time	0	0	2	2	2
Electrician	Full Time	1	1	1	1	1
Electrician II	Full Time	0	0	0	0	0
Electrician III	Full Time	1	1	0	0	0
Total Water Treatment Full Time Employees		12	12	11	11	11

Water & Sewer | Water Distribution & Meter Maintenance

Position & Title	Type	2016	2017	2018	2019	2020
WD/SC Division Supervisor	Full Time	0	0	1	1	1
Supervisor III	Full Time	1	1	0	0	0
Utilities Crew Leader	Full Time	0	0	2	2	2
Equipment Operator II	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	4	4	0	0	0
Utility Worker I	Full Time	0	0	4	4	4
Utility Worker II	Full Time	0	0	1	1	1
Maintenance Worker II	Full Time	3	3	0	0	0
Total Water Distribution Full Time Employees		9	9	9	9	9

Water & Sewer | Wastewater Treatment & Lift Stations

Position & Title	Type	2016	2017	2018	2019	2019
Wastewater Division Manager	Full Time	0	0	1	1	1
Division Supervisor	Full Time	0	0	1	1	1
Supervisor II	Full Time	1	1	0	0	0
Supervisor III	Full Time	1	1	0	0	0
Utility Worker II	Full Time	0	0	1	1	1
Operator Trainee	Full Time	0	0	2	2	2
Plant Operator I	Full Time	7	7	4	4	4
Plant Operator II	Full Time	4	4	3	3	3
Plant Operator III	Full Time	0	0	3	3	3
Equipment Operator I	Full Time	0	0	2	2	2
Equipment Operator II	Full Time	2	2	0	0	0
Lab Technician	Full Time	0	0	1	1	1
Lab Assistant II	Full Time	1	1	0	0	0
Electrician	Full Time	0	0	0	0	0
Electrician II	Full Time	1	1	0	0	0
Electrician III	Full Time	0	0	1	1	1
Total Wastewater Treatment Full Time Employees		17	17	19	19	19

Water & Sewer | Sewer Collection

Position & Title	Type	2016	2017	2018	2019	2020
Crew Leader	Full Time	0	0	1	1	1
Supervisor II	Full Time	1	1	0	0	0
Maintenance Worker I	Full Time	3	3	1	0	0
Utility Worker I	Full Time	0	0	1	1	1
Maintenance Worker II	Full Time	1	1	0	0	0
Utility Worker II	Full Time	0	0	1	1	1
Equipment Operator I	Full Time	0	0	0	1	1
Equipment Operator II	Full Time	2	2	1	1	1
Total Wastewater Collection Full Time Employees		7	7	5	5	5

Water & Sewer | Utilities Administration

Position & Title	Type	2016	2017	2018	2019	2020
Utilities Director	Full Time	1	1	1	1	1
Utility Operations & Development Manager	Full Time	0	1	1	1	1
Plans Examiner II	Full Time	1	1	0	0	0

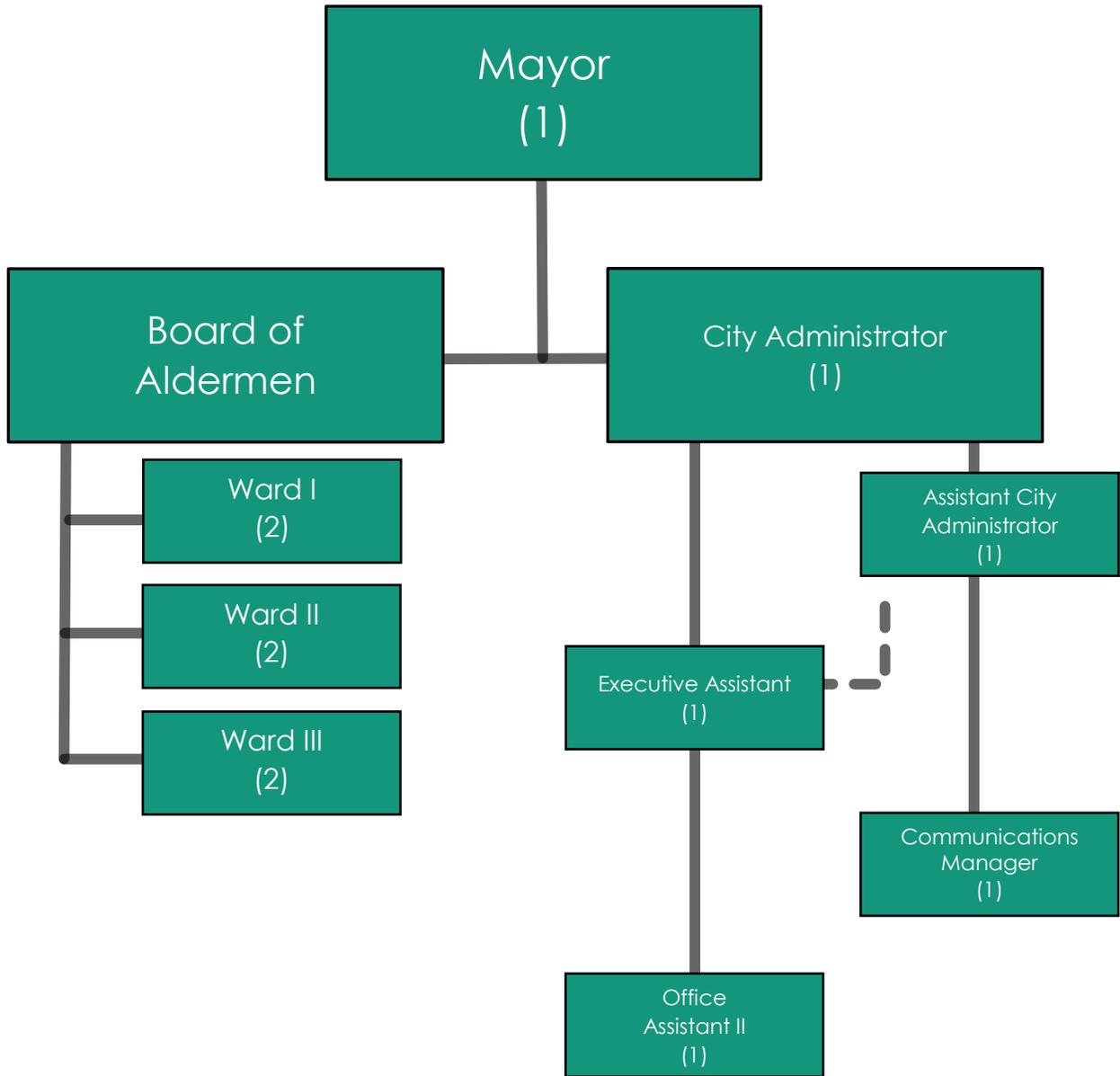
Plans Examiner	Full Time	0	0	1	1	1
Safety Specialist	Full Time	1	0	0	0	0
Backflow Prevention Technician	Full Time	1	1	1	1	1
Office Specialist II	Full Time	0	0	0	0	0
Administrative Services Manager	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Office Assistant III	Full Time	1	1	1	1	1
Total Utilities Administration Full Time Employees		7	7	7	7	7
Total Utilities		52	52	51	51	51

Totals		2016	2017	2018	2019	2020
Total Full Time Employees		269	271	278	285	285
Total Part Time Employees		24	24	23	23	23
Total Seasonal Employees		83	83	83	83	83
Grand Total – All Employees		376	378	384	391	391
Mayor & Board of Aldermen		7	7	7	7	7



Mayor/Board & Administration

Organizational Chart





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Mayor & Board of Aldermen

Overview

.....

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	2018	2019	2019	2020
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	75,811	79,615	76,795	79,589
Contractual Services	45,942	51,400	49,000	51,900
Commodities	1,891	16,700	12,800	11,675
Capital Expenditures	-	-	-	-
Total Mayor & Board	123,644	147,715	138,595	143,164



City Administration

Overview

.....

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	2018	2019	2019	2020
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	387,271	371,360	519,587	562,372
Contractual Services	15,642	14,000	13,300	19,500
Commodities	5,820	6,500	9,200	11,200
Capital Expenditures	-	-	-	-
Total City Administration	408,733	391,860	542,087	593,072



Communications

Overview

.....

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

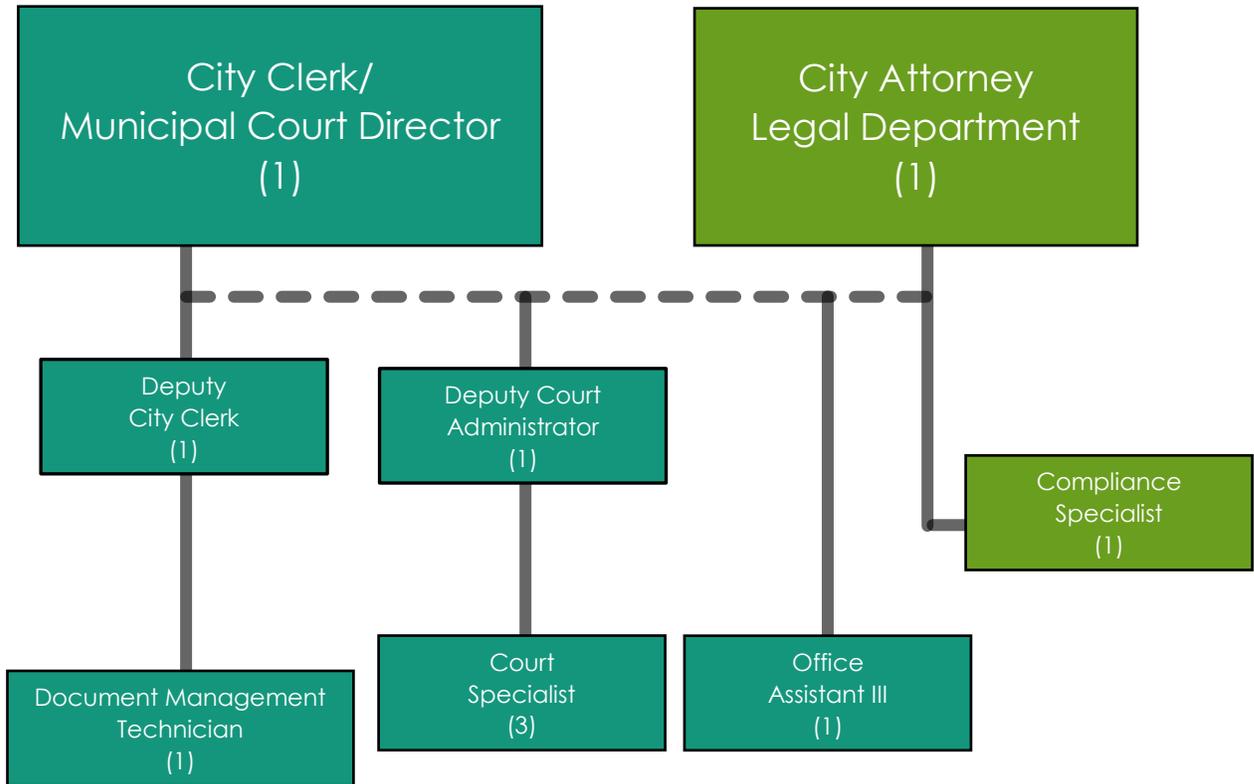
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Communications Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	81,771	84,361	83,676	88,081
Contractual Services	4,519	14,395	9,845	15,025
Commodities	48	400	400	800
Capital Expenditures	-	-	-	-
Total Communications	86,338	99,156	93,921	103,906



Clerk, Court & Legal Departments

Organizational Chart





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City Clerk/Municipal Court

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.

2019 Strategic Accomplishments

.....

- ✓ Upgraded the sound system and phone system in Council Chambers.
- ✓ Moved all current scans of ordinances and resolutions from inception of the City to present into Laserfiche. Started in 2019 scanning directly into Laserfiche all new ordinances and resolutions. These documents are available in the intranet.
- ✓ Implemented the scanning of historical documents into Laserfiche eliminating paper scrapbooks.
- ✓ Upgraded the Municipal Court software to allow more flexibility to make court payments online.

2020 Strategic Objectives

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- 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.
- Move all active contracts into Laserfiche and starting in 2020, use Laserfiche for retrieval of City bids and contracts. These documents will be available on the intranet.
- Establish on the intranet, a blueprints' index using Laserfiche.
- Align paper documents to allow them to be scanned into Laserfiche along with identifying documents ready for destruction.

Departmental Expenditures

.....

Clerk/Court Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	634,978	684,782	659,648	693,690
Contractual Services	105,027	141,825	131,825	146,350
Commodities	14,323	6,900	6,900	6,950
Capital Expenditures	-	-	-	-
Total Clerk/Court	754,328	833,507	798,373	846,990

Legal

Overview

.....

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.

2019 Strategic Accomplishments

.....

- ✓ Brought online a new prosecution model to address violations of probation including the failure to pay fines and complete Court ordered community service.
- ✓ Provided 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.
- ✓ Improved 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.

2020 Strategic Objectives

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- 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.
- Explore alternatives in preparation of a proposal to transition to an electronic contract signature (e-signature) process.

FY2020 Budget

- Revise bidding and contracting process for City to improve speed, accuracy and efficiency of contracting process.
- Review and revise outside counsel arrangements to reduce cost and improve accountability.
- Improve community outreach of the Legal Department by providing speaking, training and educational opportunities.

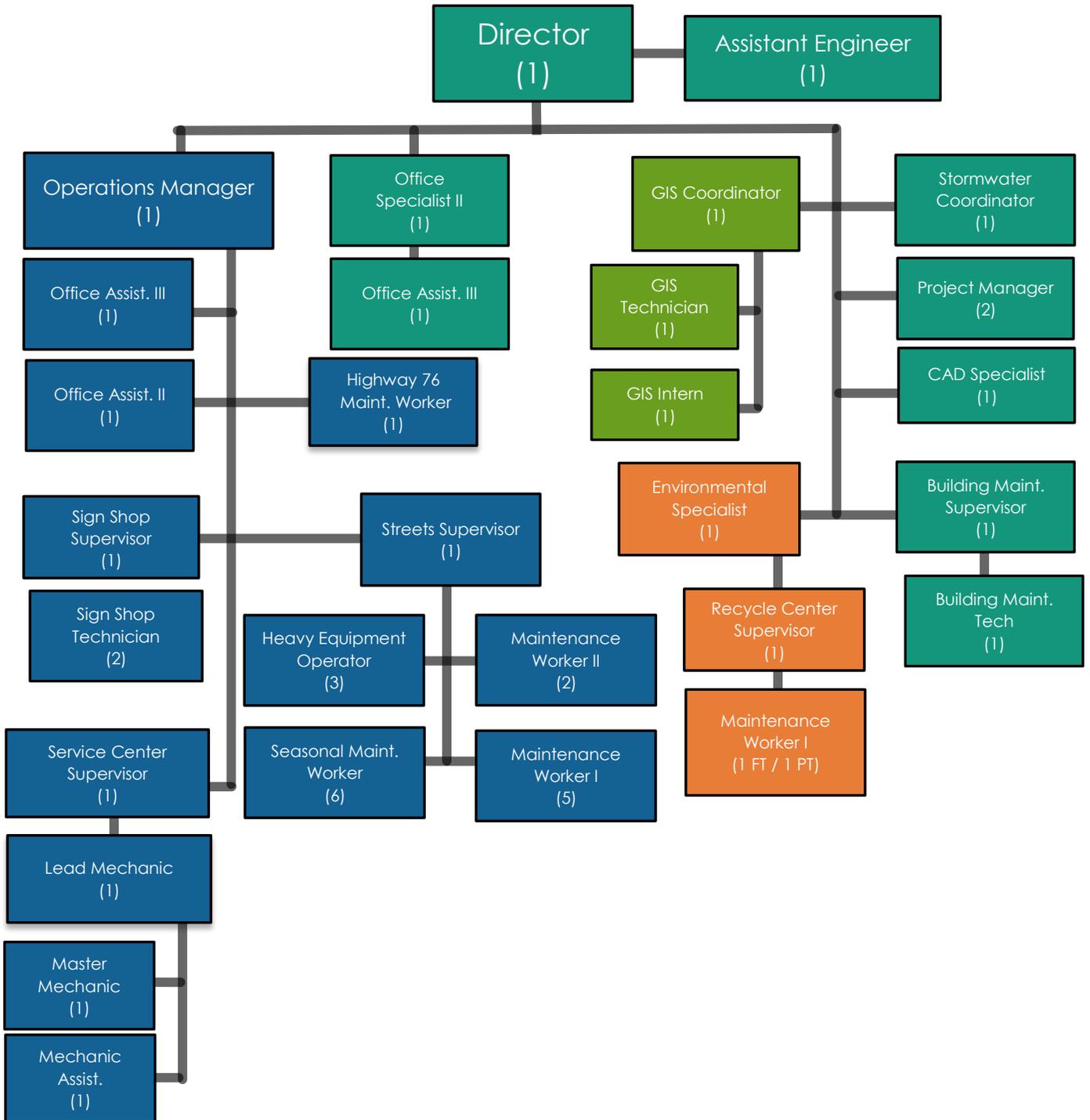
Departmental Expenditures

.....

Legal				
Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	247,849	334,660	201,431	210,541
Contractual Services	138,814	174,850	169,300	152,575
Commodities	1,182	2,100	2,100	1,250
Capital Expenditures	-	-	-	-
Total Legal	387,845	511,610	372,831	364,366

Engineering/Public Works Department

Organizational Chart





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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 of city streets, right-of-ways, repair of city vehicles, 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 for 255 lane miles of roadway, maintenance of 16 signalized intersections, storm sewer installation and maintenance, pavement striping and right of way maintenance. Winter operations involving ice and snow removal from all city streets and city 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 and wastewater projects.

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 household chemical waste collection.

The Storm Water Division is responsible for the development of a storm water 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 storm water master plan to comply with water quality. This storm water 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 storm water runoff, revising the City's Technical Specifications and Design Criteria for public improvement projects and preparing and amending existing ordinances.

2019 Strategic Accomplishments

.....

- ✓ Completed storm water master plan for better management and control of the city's storm water infrastructure.
- ✓ Developed a transition plan to ensure Americans with Disabilities Act 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 lines and pedestrian improvements.
- ✓ Updated the latest aerial photography and elevation contours ton include LIDAR modeling which detects and measures the distance of surface objects in three-dimensional imagery.
- ✓ Remodeled sign shop building to allow more office space and equipment storage for the employees.

- ✓ Completed traffic signal improvements and upgrades at multiple major intersections for safety of citizens and visitors.

2020 Strategic Objectives

.....

- Complete traffic signal improvements and upgrades at multiple major intersections for safety of citizens and visitors by using the AIDD Miovision Grant monies from the Missouri Department of Transportation.
- Update Transportation Master Plan to include the development of an Americans with Disabilities Act transition Plan.
- Upon annexation of the remaining properties in the 76 Community Improvement District, complete the engineering design of Segment 2 from Ripley's to the Toy Museum.
- Underground all utilities located in Segment 3 of the Highway 76 project from Presley's to the Ferris Wheel property.
- Complete Design of Police Public Safety Facility with 911 and Emergency Operations Center and design of Fire Station #4.

Departmental Expenditures

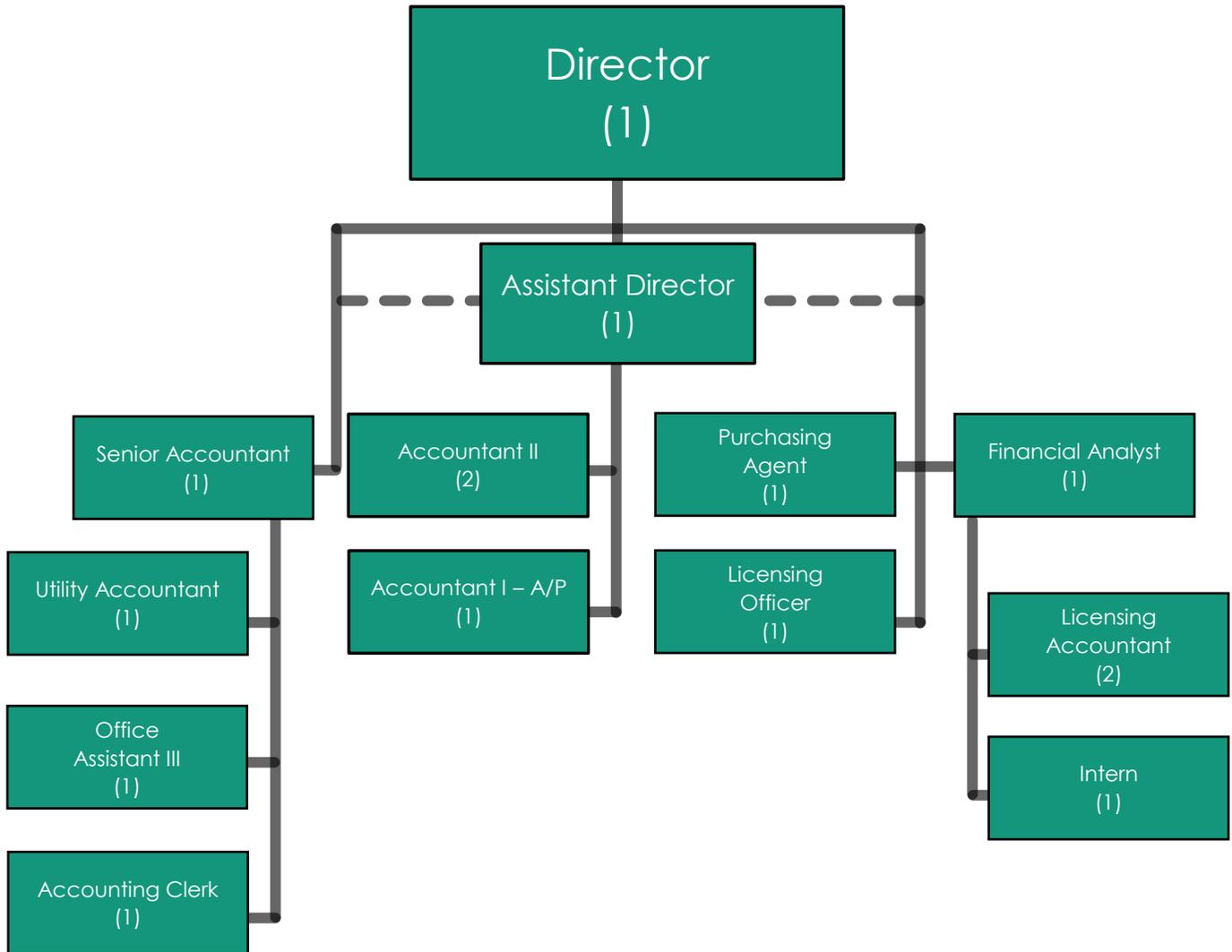
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Engineering Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	625,907	687,695	649,106	690,639
Contractual Services	47,008	70,750	72,058	72,700
Commodities	19,381	20,200	16,525	20,700
Capital Expenditures	-	102,000	102,000	-
Total Engineering	692,296	880,645	839,689	784,039

FY2020 Budget

Public Works - General Fund Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	394,258	420,750	412,701	436,407
Contractual Services	294,788	324,300	297,189	251,716
Commodities	43,343	50,375	43,557	50,825
Capital Expenditures	1,683	-	-	-
Total Public Works - General Fund	734,072	795,425	753,447	738,948

Finance Department Organizational Chart





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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; accounts receivable; management of debt service; special tax district financial management; accounting for city assets; real estate lease management; fleet lease management; budgeting for both capital & operating budgets; liquor licensing; utility billing; tourism taxes; business licensing; management of cash assets including investments; and capital and operational procurement; and other duties as assigned.

The Finance Department also 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.

2019 Strategic Accomplishments

.....

- ✓ Implemented E-Payables System
- ✓ Implemented new change order process in conjunction with the Public Works/Engineering & Utilities Department
- ✓ Received a clean audit report for FY2018 financials
- ✓ Received the following awards:
 - Distinguished Budget Presentation award for 5th consecutive year from the Government & Finance Officers Association (GFOA)

FY2020 Budget

- Resource Optimizer Award for being one of the first five communities to repurpose 10% of budgets for community and governance services, resulting in the reallocation of more than \$3.5 million.
- Certificate of Achievement for Excellence in Financial Reporting (CAFR Program) for the 15th consecutive year.
- ✓ Implemented first full year of new fleet lease program to provide costs savings for fuel and aging vehicles

2020 Strategic Objectives

.....

- Update business licensing, liquor and purchasing codes
- Move toward and secure finance for a new ERP system
- Updated departmental processes to include more paperless/electronic processing
- Secure financing for new police and fire stations
- Secure financing for the 76 Entertainment Community Improvement District for the Highway 76 Streets Project (pending district creation)
 - Preparation of application for grant from the U.S. Department of Transportation
- Seek mitigation funds from CDBG and SEMA for wastewater treatment plant
- Work with Legal Department to revise bidding process for City to improve speed and efficiency.
- Educate public on need for renewed bonding capacity

Departmental Expenditures

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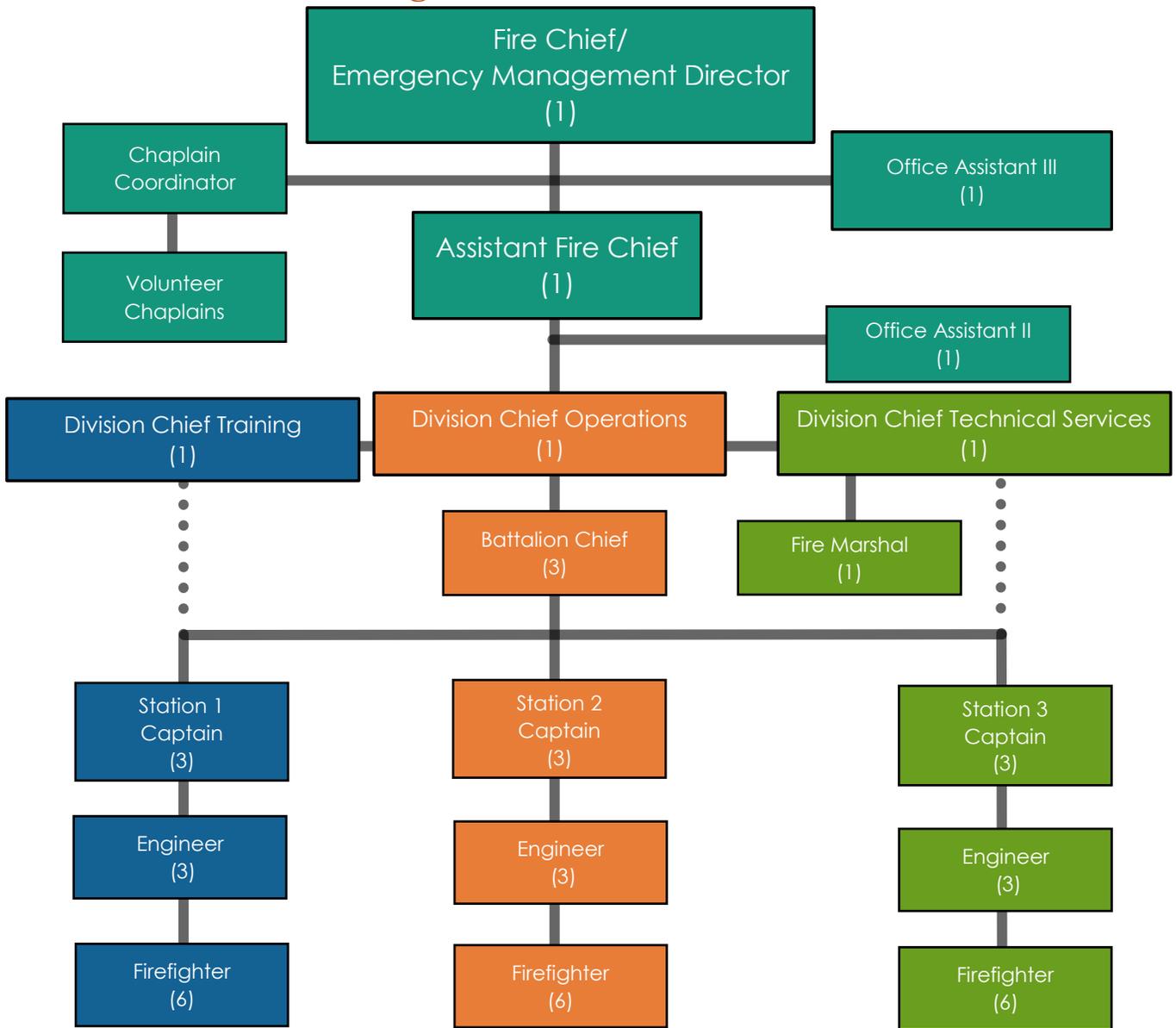
Finance	2018	2019	2019	2020
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	845,581	911,279	904,041	966,989
Contractual Services	98,369	116,921	113,921	136,637
Commodities	10,810	13,000	12,000	13,000
Capital Expenditures	-	-	-	-
Total Finance	954,760	1,041,200	1,029,962	1,116,626

Non-Departmental Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	-	-	-	-
Contractual Services	1,799,473	1,875,571	1,705,755	1,854,220
Commodities	12,423	13,000	13,000	13,390
Debt	293,359	269,065	269,065	111,757
Capital Expenditures	-	-	-	-
Total Non-Departmental	2,105,255	2,157,636	1,987,820	1,979,367

Public Safety Non-Departmental Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	-	-	-	-
Contractual Services	242	-	-	-
Commodities	-	-	-	-
Debt Service	-	1,469,840	125,896	1,473,040
Capital Expenditures	1,802,330	-	246,500	750,000
Total Public Safety Non-Departmental	1,802,572	1,469,840	372,396	2,223,040



Fire Department Organizational Chart





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Fire

Overview

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Our MISSION is to compassionately provide fire and rescue operations, risk reduction services and emergency preparedness to the Branson Community.

Our VISION is to Achieve Excellence through Accreditation.

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.

.....

Strategic Goals:

Administration: To improve administrative functions of the fire department through strategic planning, priority based budgeting, statistical data, communications, and resource allocation.

Operations: To maintain a comprehensive Operations program in fire-rescue services designed to ensure a high level of readiness through staffing levels, apparatus, facilities and planning.

Training / Safety: To develop and implement a fire department training program which will ensure highly trained, efficient, technically advanced fire personnel, while maintaining an emphasis on safety.

Technical Services: To protect the lives and property of the Branson Community and emergency personnel through fire code enforcement, public education and fire cause determination.

Emergency Management: To adequately plan, prepare, and establish resources to respond to and mitigate the effects of natural, man-made, and technological disasters.

2019 Strategic Accomplishments

.....

- ✓ Placed in-service a new Pierce Ladder Truck with a 1500 g.p.m. fire pump and 107' aerial ladder.
- ✓ Purchased the land for New Fire Station #4 – Design work started.
- ✓ Completed radio communications upgrade including the installation of new mobile radios in the fire apparatus and new portable radios for each firefighter.
- ✓ Three Battalion Chiefs completed their first year of service in position.
- ✓ Purchased new fire-rescue equipment including firefighter protective bunker gear for 12 firefighters, new thermal imaging cameras, generator switch gear at fire station 1, and a gear extractor at fire station 2.
- ✓ Emergency Operations Center upgrades including new communications radios and office equipment.
- ✓ Provided National Incident Management System (NIMS) for City personnel and participation in several regional Disaster Exercises.
- ✓ Provided training programs in-house for the firefighters including attendance at local, regional, and national training centers.

2020 Strategic Objectives

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- Continue develop of policies and procedures in the Lexipol Program.
- Continue planning, construction and staffing of the new Fire Station #4.
- Develop a dashboard to track and monitor fire department performance.
- Update plans for business continuity and succession planning

- Improve web site resources for use by the community
- Provide NIMS training for additional City personnel and provide a table top disaster exercise.

Departmental Expenditures

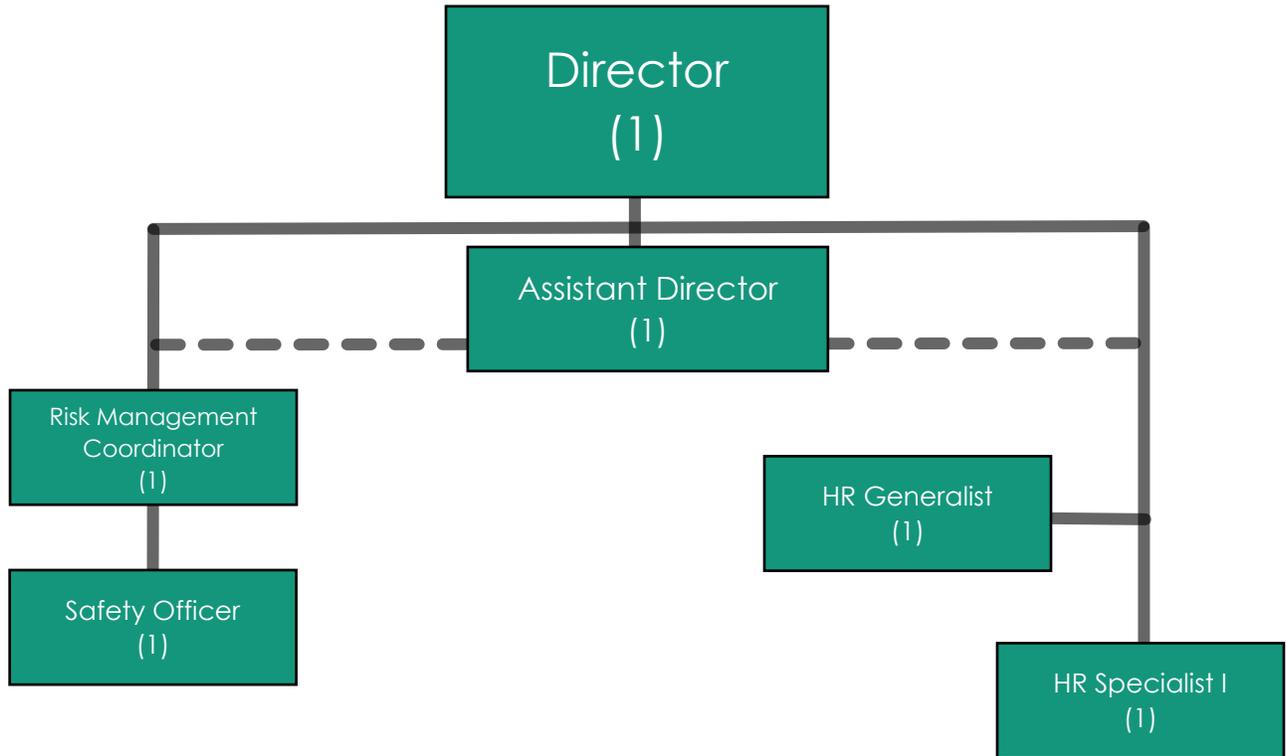
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Fire	2018	2019	2019	2020
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	3,260,690	3,577,482	3,627,432	3,816,173
Contractual Services	294,675	333,582	374,285	368,979
Commodities	178,782	169,700	266,600	264,500
Capital Expenditures	-	2,152,965	2,152,965	75,000
Total Fire	3,734,147	6,233,729	6,421,282	4,524,652



Human Resources Department

Organizational Chart





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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.

2019 Strategic Accomplishments

.....

- ✓ Implement an online applicant tracking system. (completed)
- ✓ Present results of the City's compensation analysis. (completed)
- ✓ 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. (work in progress)

- ✓ Conducted an Executive Search and Selection Process for the Assistant City Administrator position. (completed)
- ✓ Transitioned to a more reliable online benefits platform that which simplified the Open Enrollment process. (completed)
- ✓ Focus on reducing property/liability and workers' compensation claims by enhancing the City's Safety Program. (work in progress)
- ✓ Continue to enhance Employee recognition. (work in progress)
- ✓ Establish a methodology for tracking employee development and improve employee development City-wide. (work in progress)
- ✓ Continue to develop and revise the Human Resources Manual to keep it current with new employment laws and employee needs. (work in progress)
- ✓ Continue to look for opportunities to improve how we deliver benefits and services to employees. (work in progress)

2020 Strategic Objectives

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- Expand capabilities for online applicant tracking.
- Implement and expand capabilities for online new employee onboarding.
- Revise City-wide compensation structure.
- Revise the factors on which the City employees are evaluated for their performance appraisals.
- Enhance the Supervisor Training program to include monthly "live" presentations.
- Expand the methodology for incentive based compensation based partially on outside education, certification and experience.
- Review efficacy of the Health and Wellness Program.
- Focus on reducing property/liability and workers' compensation claims by enhancing the City's Safety Program.
- Partnering with IT, focus on mitigating risks for cyber intrusions (malware, ransomware, data corruption, etc.)
- Partner with Police to develop and implement a written examination component to the Police Sergeant selection process.
- Enhance employee, building and asset security.
- Continue to enhance Employee recognition.

- 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 real value added benefits and services to employees at minimal expense.
- Review employee 457(b) supplemental retirement investment opportunities.

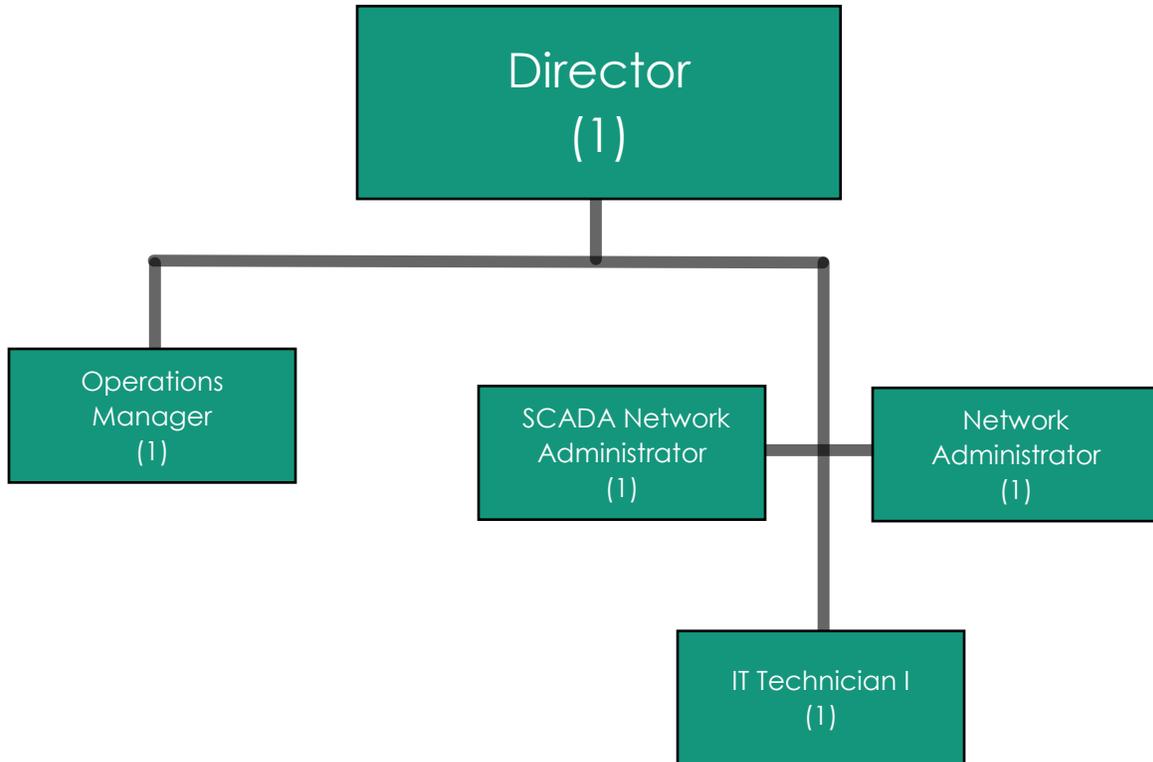
Departmental Expenditures

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Human Resources	2018	2019	2019	2020
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	403,992	428,444	427,546	449,484
Contractual Services	88,273	138,950	180,950	152,100
Commodities	22,968	28,500	27,750	31,100
Capital Expenditures	-	15,000	-	-
Total Human Resources	515,233	610,894	636,246	632,684



Information Technology Department Organizational Chart





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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.

2019 Strategic Accomplishments

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- ✓ The City's Planning & Development Department launched a new software solution which improved department operations, expanded field mobility for employees, and improved online services to the public.
- ✓ Performed a system-wide upgrade of all client operating systems to Windows 10 which ensured future compliance with security industry standards and regulations
- ✓ The City's Human Resources Department launched new applicant tracking software solution which enabled online applications and internal routing of information to create a paperless process.

2020 Strategic Objectives

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- Facilitate the creation of an improved cybersecurity incident response plan that will be used to detect and react to cybersecurity incidents, evaluate scope and risk, and respond appropriately based on industry standards.
- Perform a comprehensive review and update of the City's technology related policies to improve standard operating procedures.
- Implement a new advanced intrusion detection and prevention appliance to increase network security and threat protection.
- Implement new wireless hardware across all City operating buildings to increase wireless network coverage, stability, and performance.

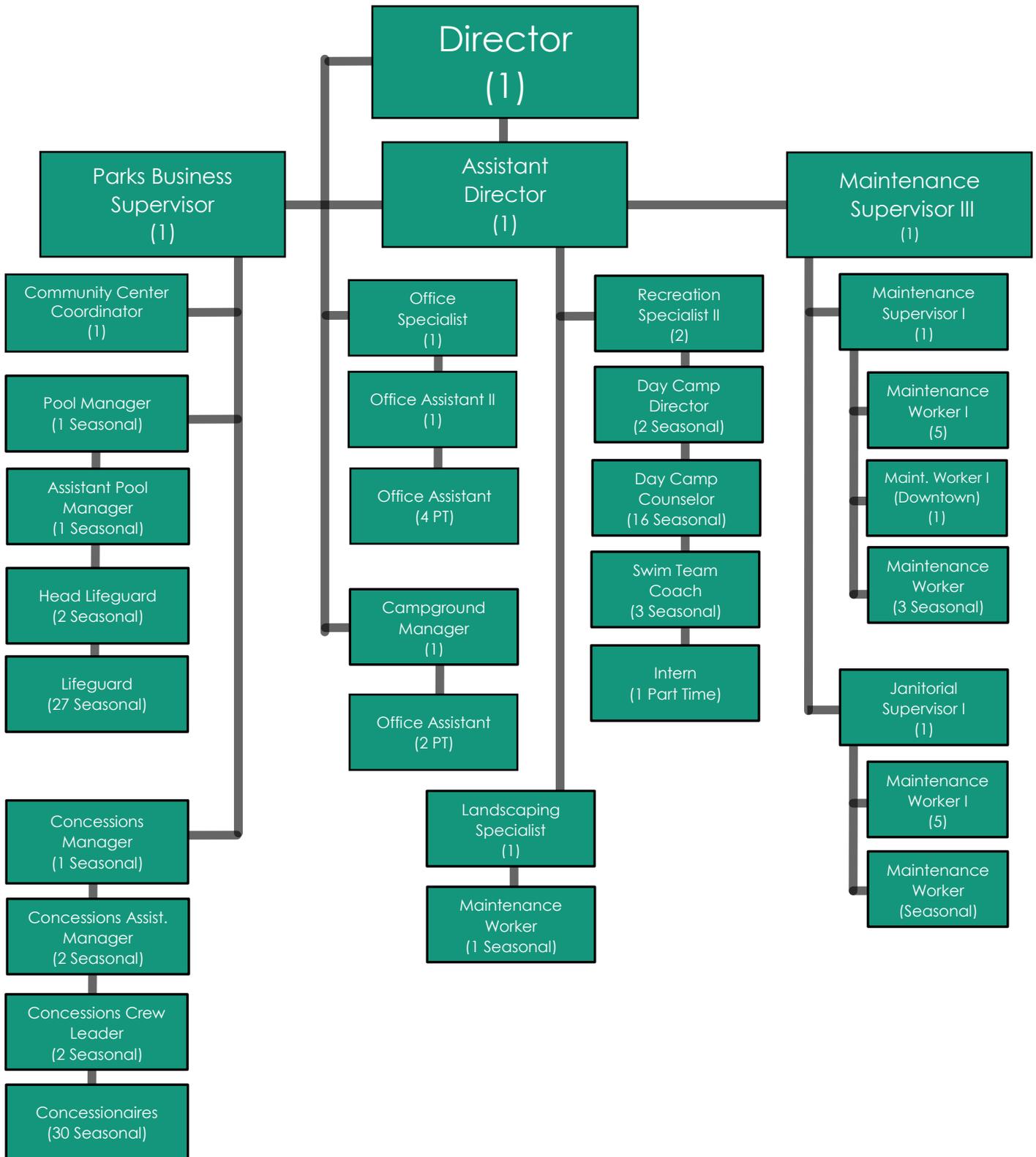
Departmental Expenditures

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Information Technology Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	315,590	359,519	344,574	365,966
Contractual Services	242,844	180,950	162,760	234,285
Commodities	122,726	103,470	121,460	102,970
Capital Expenditures	-	-	-	-
Total Information Technology	681,160	643,939	628,794	703,221

Parks & Recreation Department

Organizational Chart





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Parks & Recreation

Overview

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The Parks and Recreation Department is comprised of the following divisions: Administration, Recreational Services, Facility Management and Maintenance. Each division has subordinate supervisors who report to the Parks Director who oversees 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 management, staff supervision, marketing and promotional activities and contract management. The Administrative Division is made up primarily of the Parks Director, Assistant Director and the Office Specialist.

The **Recreational Services Division** is responsible for administering all programs, activities and special events provided through the department. In 2019, the Branson Parks and Recreation Department served over 4,000 youth and 1,300 adults in various athletic programs and nearly 5,000 community members through special events. This division of lead by two full-time Recreation Specialists. Also included in this division is the Branson Lakeside RV Park. The RV Park continues to be a very successful and important element of the Parks operation. For 2020, the Lakeside RV Park will see a restroom remodel and other minor facility improvements. The RV Park is managed by one full time Campground Manager and two part time office assistants.

The **Facilities Management Division** is responsible for the use and oversight of recreation facilities and reservations by the community, as well as the pool and concession operation. This division is led by the Parks Business Supervisor. Facilities include the use of the Branson RecPlex, Community Rooms, the Party Room, Aquatic Center, the Dog Park and Community Center. The Branson Community Center serves hundreds of seniors each week through meals and activities. This facility has continued to see significant growth in

recent years due to additional activities being offered through the efforts of the Community Center Coordinator.

The **Maintenance Division** is responsible to oversee all of the maintenance and janitorial needs for the facilities and parks under our care. The City of Branson proudly provides 16 parks for our residents and visitors to enjoy. These parks encompass over 300 acres and include a wide variety of amenities and range from small neighborhood parks to large wilderness areas with trails. Duties include things such as playground, trail, campground, park, landscaping and athletic field maintenance. In 2019, the Park Department added a Landscape Specialist position to assist the department in expanding tree care services and landscape maintenance. The Park Maintenance Department works under the direction of three Maintenance Supervisors, with a full time staff of 11 maintenance workers and seasonal help in spring and summer months.

2019 Strategic Accomplishments

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- ✓ Completed major improvements at the Branson Lakeside RV, which included successfully upgrading the campground software to allow for online RV site reservations to further enhance the guest experience. Other improvements included overlaying the campground roads and upgrading sites to accommodate larger RV's.
- ✓ Completed several major capital maintenance projects, including pool sand blasting and painting, gymnasium floor sanding and refinishing, overlay of the RecPlex waking path and the extension of Sunset Park walking path.
- ✓ Successfully transitioned Eiserman Park to a multi-use facility including features such as a disc golf course and fishing ponds.
- ✓ Continued in our efforts to improve the parks by completing improvement projects, with the assistance of neighborhood grants, in the following parks: Epps, Nygard, Branson North, Stockstill and Murphy Parks.
- ✓ Continued with the tree inventory plan by completing the second phase of tree trimming at through grant funding.

2020 Strategic Objectives

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- Continuation of the trail master plan through the extension of the Roark Creek Trail.

- Complete phase three of the tree inventory plan by completing all tree pruning and trimming at North Beach Park.
- Complete major capital maintenance projects, including Cantwell Park retaining wall rehabilitation and campground shower house sandblasting and repainting.
- Continue in the effort to maintain, improve and beautify parks.
- Continue to build the internal service fund to support ongoing maintenance issues.

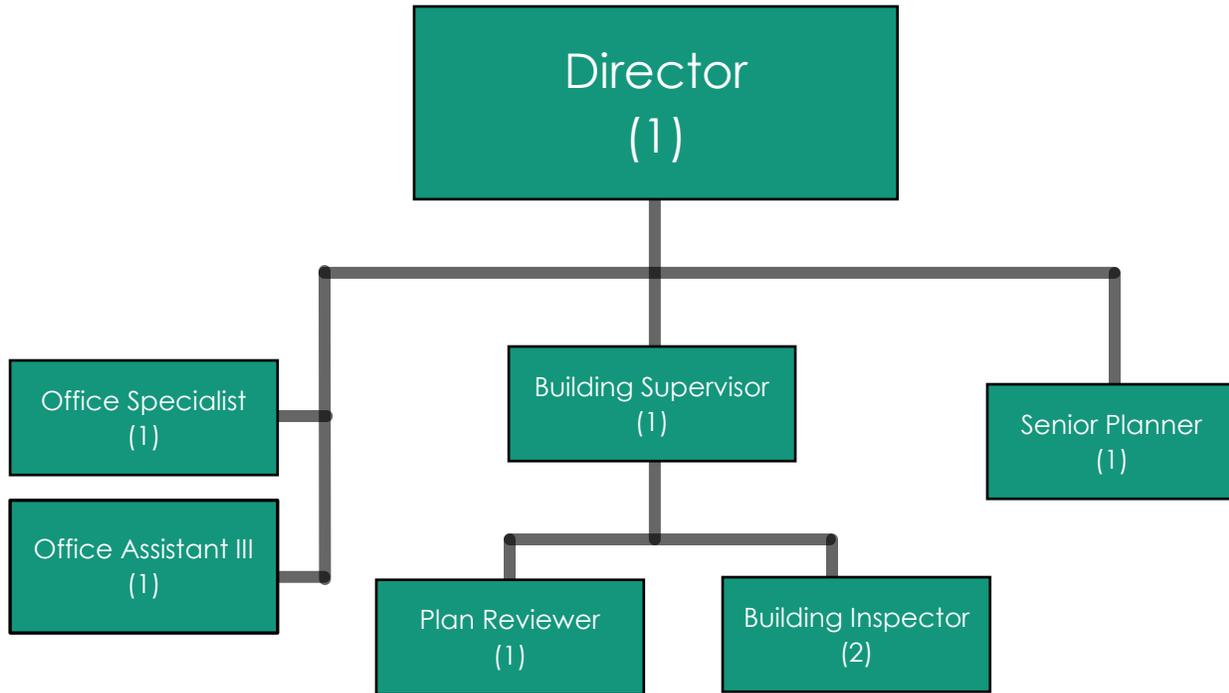
Departmental Expenditures

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Parks & Recreation	2018	2019	2019	2020
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	1,544,531	1,682,831	1,667,544	1,808,688
Contractual Services	652,098	687,266	704,770	718,732
Commodities	255,359	298,590	299,168	351,090
Capital Expenditures	69,772	-	5,800	55,000
Total Parks & Recreation	2,521,760	2,668,687	2,677,282	2,933,510



Planning & Development Department Organizational Chart





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Planning & Development

Overview

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The Planning and Development Department is comprised of three divisions: Planning, Building, 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, or the Board of Adjustment. 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, and with the inspection process later ensuring projects follow the drawings as they were approved. The Building Division is also responsible for the review and inspections of the sign requests.

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, and Building Divisions.

2019 Strategic Accomplishments

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- ✓ Worked with the community and other stakeholders on the successful adoption of a new Sign Code to reinforce the goals and strategies of the Community Plan 2030 and the Spirit of 76 Master Plan.
- ✓ Identified and worked with property owners to resolve code violations/complaints at a rate of 97.1% without having to issue a citation, and 46.9% without having to issue a written notice. Additionally, staff's average response to code violations/complaints was 0.8 days.
- ✓ All involved staff members received at least a 99% positive experience rating for the building permit and inspection process.
- ✓ Awarded Neighborhood Grants to three different neighborhood organizations.
- ✓ Received 24th consecutive designation as a Tree City to continue the City's commitment of being sustainable and demonstrating responsible growth.

2020 Strategic Objectives

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- Provide online and electronic plan submission and payment through Citizenseve to improve applicant and staff efficiencies and transparency.
- Initiate process with community to update the Community Plan 2030.
- Conduct biennial Community and Business Surveys to evaluate the city's services and offerings.
- Provide assistance and support as necessary to the Public Works/Engineering Department during the Transportation Master Plan process and the successful continuation of the 76 Revitalization and the Downtown Streetscape projects.
- Provide assistance and support as 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

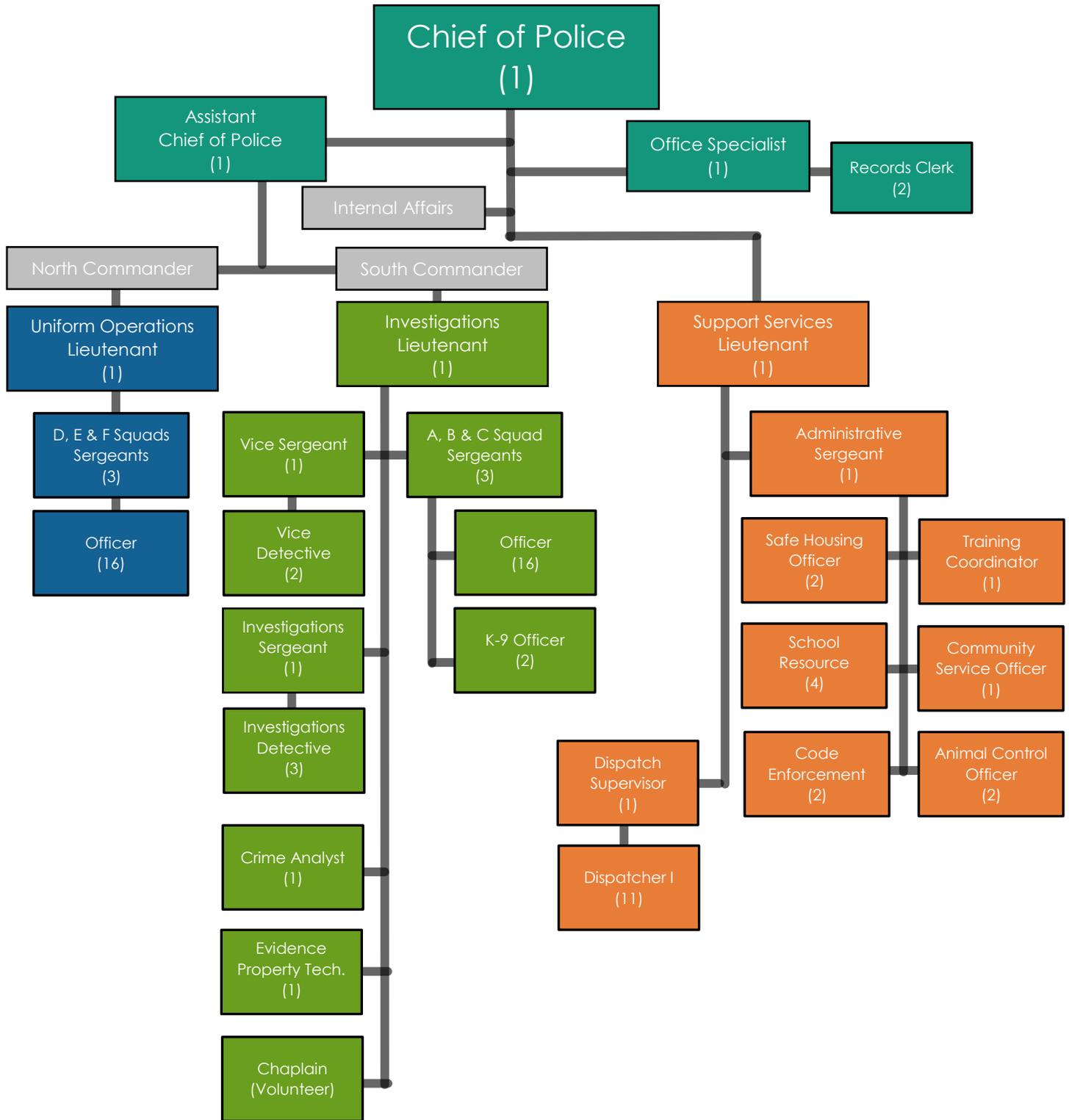
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Planning & Development Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	782,341	828,348	759,268	673,010
Contractual Services	72,691	38,150	156,461	73,150
Commodities	8,046	60,300	21,900	10,300
Capital Expenditures	-	53,507	-	-
Total Planning & Development	863,078	980,305	937,629	756,460



Police Department

Organizational Chart





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Police

Overview

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The Police Department is comprised of two (2) divisions: Field Operations and Support Services. 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, Investigative Unit, School Resource Unit, SWAT, 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
- Partner with Branson Schools and manage all School Resources Officer related duties
- 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

The **Support Services Division** consists of Training - Personnel and Recruiting, Community Services, Animal Control, Code Enforcement, 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
- 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
- Provide services resulting in neat, clean, presentable, and safe premises which meet or exceed the minimum property maintenance code requirements by conducting commercial and residential inspections.
- Enforce city codes to eliminate neighborhoods full of debris, overgrown or littered lots, abandoned or derelict vehicles, and other property maintenance violations that result in keeping Branson neat, clean, and presentable.

2019 Strategic Accomplishments

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- ✓ 5% reduction in 2019 UCR PART I Offenses (14% reduction in 2018 with)
- ✓ Phase II of the new building contract is being negotiated to draft the new building construction plans
- ✓ Patrol was issued all new TAZERS and are no longer sharing them
- ✓ Secured funding for patrol to receive 6 new lease vehicles and two Tahoe for the K9 Unit – the majority of the patrol fleet will be less than 3 years old
- ✓ Secured new SWAT ballistic vests and plate carriers

- ✓ Transitioned to Level IIIA ballistic vests to replace our standard Level IIA issued ballistic vests
- ✓ Secured funding for the 2020 Rifle Program
- ✓ Added eight new officers in patrol and three new dispatchers
- ✓ Launched the crime analysis program and welcomed Kristen Burton
- ✓ Received a much needed reclassification for Dispatch that resulted in a significant pay raise
- ✓ Sworn Officers & Sergeants to receive a significant Good Faith reclassification and pay raise effective January 1st, 2020 (and a promise to seek a competitive pay structure)
- ✓ Patrol and Detectives worked together to arrest/solve many high profile offenses
- ✓ Detectives maintained a high case load despite being short a Detective most of the year
- ✓ Signed two Federal enforcement partnerships (U.S. Secret Service and Alcohol Tobacco and Firearms)
- ✓ Worked with Federal partners on several high profile drug cases and secured Federal Indictments for large drug busts and OD's
- ✓ Continued work with the Prosecuting Attorney to enhance bonds for repeat offenders
- ✓ Added an additional canine handler, (Officer Harvey) and canine, (Cobra) who successfully completed training who are certified in Patrol & Narcotics
- ✓ The majority of employees completed ASHER training
- ✓ Many officers completed Crisis Intervention Training
- ✓ Branson employees and our community raised over \$5,500 for Scott Britton's Family
- ✓ Participated in a successful National Night Out including 16 neighborhood parties
- ✓ Completed the first annual Summer Teen Engagement Program (STEP)
- ✓ Graduated the third Citizens Police Academy Class
- ✓ Formed the Branson Citizens Police Academy Alumni Association
- ✓ BPD issued multiple social media posts that each recorded with over 35,000 engagements
- ✓ Code Enforcement was transferred to the Department in October

2020 Strategic Objectives

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FY2020 Budget

- Realize full authorized staffing
- Focus on employee compensation
- Develop internal In-Service training model
- Operationalize the 2020 Department re-organization
- Implement Department wide succession planning
- Continue Community Engagement initiatives

Departmental Expenditures

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Police				
Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	4,193,503	4,976,726	5,125,512	5,718,003
Contractual Services	237,333	446,024	498,223	459,152
Commodities	202,887	250,187	238,050	251,289
Capital Expenditures	24,088	373,543	1,571,126	750,000
Total Police	4,657,811	6,046,480	7,432,911	7,178,444



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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 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 more than 100 miles of water distribution mains and over 200 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. A new cycle of water meter change-outs will begin in 2020 to update meters that are now reaching 10 years of use or have begun to lose accuracy. Water meters in the City's water system are read monthly through automated meter reading. In 2020 this division also plans to begin enhancing its current water meter radio read capability. In this process the customer and the Utility will have an improved ability to view water usage on a daily basis and receive alerts if water consumption is unusually high. This improvement will provide 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. The Water Distribution crews repair numerous water main breaks which occur each year and make sure fire hydrants are functioning properly. Sewer Collection crews flush and clean sewer mains on a scheduled basis and also utilizes camera recording equipment to inspect the internal condition of sewer mains. A project is planned for 2020 to insert liners into 4,600 feet of existing clay pipe sewer mains in order to keep unwanted groundwater from entering the sewer collection system, thus reducing the potential for sewer back-ups and overflows.

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 bio-solids 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 bio-solid. 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.

2019 Strategic Accomplishments

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- ✓ Completed construction of interim upgrades at the Cooper Creek wastewater plant and sewer lift stations 5 near Alexander Park.
- ✓ Completed engineering for needed equipment upgrades at lift stations 10, 34 and 46.
- ✓ Completed construction of a metal building at the Cooper Creek wastewater plant for storage of the Aqua Dam flood protection system.
- ✓ Installed automatic valve closers within the gas chlorine system at the Cliff Drive water plant which are activated upon a chlorine leak alarm.
- ✓ Advancement in the use of GIS technology for mapping and tracking historical information of water main and sewer main maintenance and repairs.
- ✓ 100% compliance with state and federal regulations of all City water and wastewater treatment, conveyance and distribution systems.

2020 Strategic Objectives

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- Complete subgrade geotechnical survey and begin design for a permanent flood protection system at the Compton Drive Wastewater Treatment facility.
- Perform scheduled sewer main and manhole lining, repairs and replacements within the City's sewer collection system.
- Construction of scheduled improvements at sewer lift station 46.
- Complete engineering of the Dewey Bald Area Water System Improvements and begin construction to include a new water booster station, water tower and associated water mains.
- Begin second 10-year water meter change-out cycle.
- Design water and sewer system improvements to the Spring Creek neighborhood and upgrade of existing force mains at City sewer lift stations #17 & # 21, both located in the lower Fall Creek watershed.

FY2020 Budget

- Construct a sewer main extension in the Harmony Lane area and water main improvements along Pacific Street.
- 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 needed improvements to water main systems in City neighborhoods.

Departmental Expenditures

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Utilities Expenditure by Object	2018 Actual	2019 Budget	2019 Projections	2020 Budget
Personnel Services	3,574,790	3,580,074	3,680,841	3,762,721
Contractual Services	3,101,056	3,484,459	3,105,288	3,481,612
Commodities	632,146	753,202	753,898	673,134
Capital Expenditures	(84,314)	301,000	301,000	326,000
Debt Service	17	-	-	-
Depreciation	4,968,680	5,510,575	5,155,101	5,515,959
Transfers	1,341,012	1,786,000	1,341,000	3,714,834
Total Utilities	13,533,387	15,415,310	14,337,128	17,474,260

Capital Program





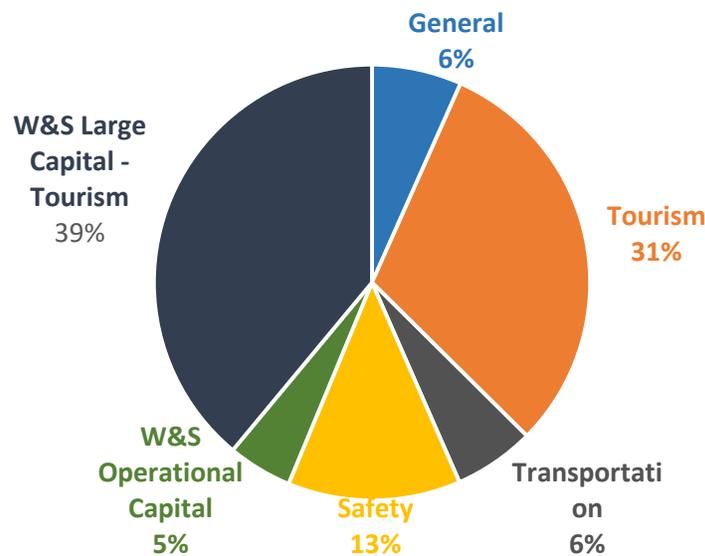
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Capital Budget

The city's capital needs are rapidly changing as growth and changes in other local, regional and state government organizations occur. There are approximately \$1.3 million unfunded General Fund requests in 2020. While capital needs are anticipated in multi-year projections for items such as building upgrades, vehicle replacements and Water/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 2020 budgeted capital expenditures:

2020 Capital Expenditures \$6.8 Million



In 2020, there are \$4,800 of annual ongoing amounts that will be included in future year budgets as a result of approval of capital expenditures. The following pages show the approved 2020 capital expenditure budget. Please note, the first two digits of the program number denote the budget year the item was originally requested. Unapproved capital items automatically roll to the following budget year. Additionally, the "rank" indicates how closely aligned the project is to the city's overall goals. A score of "2" means the project is more closely aligned compared to a program that scores a "4".

FY 2020 Capital Expenditures

Priority-Based Budgeting Abbreviations:

<p>The "rank" indicates how closely aligned each capital project is to our community and governance goals:</p> <ul style="list-style-type: none"> 1 Most Aligned 2 More Aligned 3 Less Aligned 4 Least Aligned 	<p>PBB represents if the program is related to governance (internal) or community (external):</p> <p style="text-align: right;">G – Governance C - Community</p>
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General Fund 101	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
Storage DeDup Appliance						
Information Technology	G	2051	2	140 Gen Fund	45,000	1,200
Project Description: Deduplication appliance for backup datacenter to increase retention on backups and improve recoverability of data. Ransomware attacks on municipal governments are drastically on the rise and this helps to ensure we can restore operations quickly and effectively.						
Intrusion Detection & Prevention Appliance						
Information Technology	G	2050	2	140 Gen Fund	80,000	2,500
Project Description: Implement enhanced security appliance to drastically increase security and threat protection and to adhere to security best practices.						
WIFI Hardware Replacement						
Information Technology	G	2049	2	140 Gen Fund	25,000	1,100
Project Description: Replace existing WiFi access points installed 6 years ago at City Hall & other sites to upgrade from wireless "N" standard to modern "AC" standard.						
Trail Improvements - Roark Creek Trail (phase 1)						
Parks & Recreation	C	1935	2	140 Gen Fund	46,250	-
Project Description: The Roark Creek Trail Phase 4 consists of the unpaved area past the Ledbetter Easement, often referred to as the "Johnson Property". This area has been continually impacted by flooding and a large part of the trail was washed out during the April 2017 flood. Matt Filice is currently working with the property owner to move the trail easement up away from the creek to the edge of the property. When the easement is granted, City staff will begin to clear the new trail easement to create the path. The estimated cost would be to pave the first 900 linear feet of the path with an 8' wide asphalt path. Staff would begin working on clearing in the late summer/early fall, immediately followed by paving.						

Cantwell Park Rehabilitation Project

Parks & Recreation C 2014 2 140 Gen Fund 47,250 -

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.

Replacement Vehicle #205 (trash truck)

Parks & Recreation C 2047 2 230 ISF 55,000 -

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.

Trail Improvements - Roark Creek Trail (phase 2)

Parks & Recreation C 2024 2 140 Gen Fund 55,000 -

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).

New Vehicle (Replacement Unit 162)

Planning & Development C 1939 3 101 ISF 25,000 -

Project Description: Will benefit CPBB Programs #30-53, 55, 57. Unit 162 has been identified on the General Fund Equipment Replacement Schedule as "Unacceptable - Replace". This request is for a Ford Escape or similar, and done as part of the new lease program.

City Hall Boiler Unit

Public Works G 2059 3 140 Gen Fund 30,000 -

Project Description: Replace Chromalox hot water boiler unit that was placed in city hall in 1983 that due to age has reached its capacity. This unit provides heat for the Police Department, the entry to city hall at Finance and a portion of the Finance Department. We have been advised by our HVAC contractor that replacement parts are no longer available for purchase.

Transportation Fund 105	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
Transportation Master Fund						
Public Works	C	2056	1	Transp. 105	300,000	-
Project Description: The city's current Transportation Master Plan was completed in 1990 and pre-dates Branson Landing, Branson Hills, and any new development including the Branson Airport. The Transportation Master Plan was approved in 2017 and a contract approved with TranSystems out of Kansas City, but due to lack of funding was stopped. This plan is a critical component of the Community Plan 2030 and the community surveys. It will provide the needed guidance for planning future street projects including the improvements to Hwy. 76 and Historic Downtown. It will also include the development of an Americans with Disabilities Act (ADA) Master Plan.						
Paint Striper						
Public Works	C	2007	2	Transp. 105	68,000	-
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.						
Traffic Signal Improvements - AIDD Miovision Grant with MODOT						
Public Works	C	2052	2	Transp. 105	41,850	-
Project Description: Intersection improvements were originally prepared as part of Segment 3 and possible gateway improvements. That has since been changed from full intersection improvements to an eastbound right turn lane to turn south on Hwy. 165 from eastbound Hwy. 76 in order to assist in better traffic flow for vehicles turning south on Hwy. 165. Funding will be used from the maintenance dollars from the Highway 76 transfer from MODOT.						
Total Transportation Fund					409,850	-

Public Safety 260	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
Fire and Police Buildings Design						
Police & Fire				140 Public Safety	500,000	-
Project Description: Design for both the new Police Station and Fire Station #4.						
SCBA Replacement						
Fire	C	1903	2	260 Public Safety	75,000	-
Project Description: Replace all self-contained breathing apparatus, air compressor and cascade system.						

Patrol Replacement Vehicles

Police C 2004 2 260 Public Safety 250,000 -
 Project Description: Replacement of patrol cars. Part of leasing program.

Patrol Canine Vehicle

Police C 2065 3 260 Public Safety 50,000 -
 Project Description: Vehicle will serve the second K9 team to be deployed in October 2019.

Total Public Safety Fund 875,000 -

W&S Operational Capital Equipment 620	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
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Replace Unit #212

Utilities C 2039 3 620 W/S Oper. 130,000 -
 Project Description: Scheduled replacement of tank truck vehicle #212 used for transport of liquid biosolids to the Regional Drying facility and various pumping needs in the City wastewater system. This vehicle has reached the end of its optimum use. This vehicle has 64,538 218,119 miles on it and 11 4 on the replacement points.

Additional Sewer Camera Equipment and Trailer

Utilities C 2034 3 620 W/S Oper. 115,000 -
 Project Description: Scheduled addition of second sewer camera equipment system. The planned addition of a second camera system will provide the ability to perform more gravity sewer system inspections and maintenance. Anticipated life span of this equipment is approximately 12 years. With the age of existing equipment at 6 years a second system allows replacement equipment to be staggered every 6 years.

Replace Unit #278

Utilities C 2040 3 620 W/S Oper. 34,000 -
 Project Description: This vehicle will have reached the end of its optimum use. This vehicle currently has 117,696 99,196 miles on it and 15 1 on the replacement points.

Replace Unit #221

Utilities C 2031 3 620 W/S Oper. 34,000 -
 Project Description: Unit 221, 2006 Ford Ranger is currently utilized by Lift Stations Maintenance personnel. This vehicle currently has 64,538 75,991 miles on it and 11 1 on the replacement points. Scheduled replacement.

Replace Unit #110

Utilities C 2031 3 620 W/S Oper. 13,000 -
 This utility vehicle will have reached the end of its optimum use. This vehicle currently has 4,832 5051.5 hours on it.

Total W&S Operational Capital Equipment 326,000 -

W&S Large Capital Tourism 145	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
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**Compton Drive Flood Protection Final Design
Compton Drive Flood Protection Subgrade Analysis**

Utilities C 2035 2 145 Tourism Tax 500,000 -
 Project Description: Funding for engineering of the Compton Drive Wastewater Plant flood protection system. With numerous extreme flood events over the last decade it has been determined the Compton facility is at extreme risk of flood damage up to complete inundation. Replacement of the Compton Drive Wastewater Plant would be in excess of 80 million if completely destroyed by flood waters. Excessive environmental damage would also occur while the facility is off line due to improper treatment of sewage.

WT Chlorine Leak Scrubber

Utilities C 2035 2 145 Tourism Tax 250,000 -
 Project Description: The Meadows Water Treatment Plant has 1 ton gas chlorine containers for the process of disinfection in water. If one of the 1 ton chlorine containers would have a substantial leak, the chlorine scrubber system would contain all of the chlorine safely and have less, if not any, impact on the public.

Water Mains Hwy. 76 Complete Streets

Utilities C 2041 2 145 Tourism 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 C 2026 2 145 Tourism Tax 90,000 -
 Project Description: Engineering for replacement of force main. Existing PVC pipe is improperly bedded causing frequent pipe breakage and large sanitary sewer spills.

WD/SC Maintenance Facility - Building #2 Engineering

Utilities C 1946 3 145 Tourism Tax 24,000 -
 Project Description: This project will be engineering 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.

Lift Station #10 & #34 Upgrade - Construction

Utilities	C	1940	3	145 Tourism Tax	451,000	-
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Project Description: Part of this project is a re-budget from 2019. 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 require 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 couple 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.

Install Pumps & Controls Lift Station #46

Utilities	C	2018	3	145 Tourism Tax	130,000	-
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Project Description: Item is a re-budget.

W&S Large Capital Tourism 145 Total					2,390,000	-
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Five-Year Capital Summary

The table below shows departmental requests for capital items through 2024. Items highlighted in green for FY20 are approved for the current year budget. These are projections only for future year capital:

Five-Year Future Capital Requests

FY2020 Approved capital items are highlighted in green.

General Fund

Dept.	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Costs
Administration								
	Office Furniture - Desk	5,000	-	-	-	-	5,000	-
	<i>Subtotal Administration</i>	5,000	-	-	-	-	5,000	-
Engineering								
	Plotter for GIS	35,000	-	-	-	-	35,000	1,500
	<i>Subtotal Engineering</i>	35,000	-	-	-	-	35,000	1,500
Human Resources								
	Ford Explorer	25,000	-	-	-	-	25,000	-
	<i>Subtotal Human Resources</i>	25,000	-	-	-	-	25,000	-
Information Technology								
	WIFI Hardware Replacement	25,000	-	-	-	-	25,000	1,100
	Storage DeDup Appliance	45,000	-	-	-	-	45,000	1,200
	Audio-Visual (AV) Support	50,000	-	-	-	-	50,000	3,400
	Intrusion Detection & Prevention Appliance	80,000	-	-	-	-	80,000	2,500
	<i>Subtotal Information Technology</i>	200,000	-	-	-	-	200,000	8,200
Parks & Recreation								
	Hydraulic Dump Trailer	7,000	-	-	-	-	7,000	-
	Campground Site Improvements	15,750	-	-	-	-	15,750	-
	Sandblast/Repaint Campground Shower House	21,000	-	-	-	-	21,000	-
	Replacement UTV	24,750	-	-	-	-	24,750	-

FY2020 Budget

Dept.	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Costs
	Replace Vehicle #255 - 2008 Ford Escape	35,000					35,000	-
	Replace Vehicle #152 - 2008 Ford Ranger	36,000					36,000	-
	Cantwell Park Rehabilitation Project	47,250					47,250	-
	Replace Roof at Community Center	52,500					52,500	-
	Replacement Vehicle #205 (trash truck)	55,000					55,000	-
	Replacement Flooring at the RecPlex	62,500					62,500	-
	Roark Creek Trail Extension	101,250		100,000	60,000		261,250	-
	Turf Baseball Infields	730,000					730,000	-
	Athletic Field Lighting Replacement		22,000				22,000	-
	Replacement Vehicle #200: 2005 Dodge Dakota		26,000				26,000	-
	Fencing Improvement Phase 3		30,000				30,000	-
	Trail Improvements		45,000				45,000	-
	Replacement RecPlex Mower		70,000				70,000	-
	Eiserman Park Playground		75,000				75,000	-
	Replacement of HVAC Unit-Gym		80,000				80,000	-
	Replacement Mower #270			9,000			9,000	-
	Stockstill Parking Lot and Walking Path Reseal			20,000			20,000	-
	Campground Wi-Fi			30,000			30,000	-
	North Beach Park Lighting			50,000			50,000	-
	Parnell Park Improvements			75,000			75,000	-
	Replace Roof at RecPlex			200,000			200,000	-
	Caudill Park Improvements				45,000		45,000	-
Subtotal Parks & Recreation		1,188,000	348,000	484,000	105,000	-	2,125,000	-
Planning & Development								
	Replace Unit 162 - Ford Escape	25,000					25,000	-
	Vehicle Replacement (Unity #189): 2004 Chevy Colorado		25,000				25,000	-
Subtotal Planning & Development		25,000	25,000	-	-	-	50,000	-

Dept.	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Costs
Public Works								
	Larger Capacity 24/7 Recycle Trailers	23,000					23,000	-
	City Hall Boiler Unit	30,000					30,000	-
	Replace Unit #48 - 2000 Ford F150	38,000					38,000	-
	Replace Unit #88 - Olathe Brush Chipper	70,000					70,000	-
	Remove & Install City Hall Carpeting			220,000			220,000	-
	<i>Subtotal Public Works</i>	161,000	-	220,000	-	-	381,000	-
	Total General Fund	1,614,000	373,000	704,000	105,000	-	2,911,000	9,700

Transportation Fund

Public Works

	Paint Striper	68,000					68,000	-
	Bucket Truck	85,000					85,000	-
	Celtic Bridge Replacement	150,000					150,000	-
	Housing Project Parking Lot	175,000					175,000	-
	Storm Water Utility Study	195,000					195,000	-
	Transportation Master Plan	300,000					300,000	-
	Highway 165 & Highway 76 Intersection Improvements	600,000					600,000	-
	Replace Unit #199 - 2005 Chevy Trailblazer		35,000				35,000	-
	Asphalt Paver		45,000				45,000	-
	Replace Unit #150 - 2002 Ford F350		45,000				45,000	-
	Small Bulldozer		180,000				180,000	-
	Replace Unit #175 - 2008 Ford F350			35,000			35,000	-
	Replace Unit #220 - 2006 Chevy Trailblazer			35,000			35,000	-
	Replace Unit #88 - Olathe Brush Chipper			40,000			40,000	-
	Replace Unit #154 - 2008 Ford F350			45,000			45,000	-
	Replace Unit #86 - 2000 Dodge 3500			60,000			60,000	-

Dept	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Cost
	Replace Unit #166 - 2002 Chevy C7500			85,000			85,000	-
	Replace Unit #108 - 1994 John Deere 510D Backhoe			105,000			105,000	-
	Replace Unit #173 - 2002 John Deere 410G			105,000			105,000	-
	Replace Unit #68 - 1997 John Deere 544H			145,000			145,000	-
	Replace Unit #109 - Goosen Bale Chopper				9,500		9,500	-
	Replace Unit #194 - Ingersol Rand Compressor				25,000		25,000	-
	Replace Unit #156 - 2008 Ford F350				45,000		45,000	-
	Replace Unit #223 - 2009 Freightliner Combo Vac Truck				110,000		110,000	-
					350,000		350,000	-
	<i>Subtotal Public Works</i>	1,573,000	305,000	655,000	539,500	-	3,072,500	-
	Total Transportation Fund	1,573,000	305,000	655,000	539,500	-	3,072,500	-

Water/Sewer Capital 145 (Tourism)

Utilities

Water Distribution and Sewer Collection Maintenance Facilities – Building 2	24,000	500,000					524,000	-
Force Main Upgrade – Lift Station Force Main #21 - Engineering & Construction	90,000		600,000				690,000	-
Meadows Water Treatment Chlorine Leak Scrubber	250,000						250,000	-
Compton Drive Wastewater Plant flood protection	500,000	500,000	533,000	533,000	533,000		2,599,000	-
Water Main Replacement – Highway 76 Complete Streets Project	945,000	945,000	945,000	945,000	945,000		4,725,000	-
Compton Drive Flood Protection Subgrade Analysis	270,000						270,000	-
Lift Station #10 & #34 Upgrade-Construction	451,000						451,000	-
Install Pumps & Controls Lift Station 46	130,000						130,000	-

Dept	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Cost
	Gravity Sewer Extension – Lift Station #14 - Construction		90,000		600,000		690,000	-
	Water Meter Replacement		165,000	165,000	165,000	165,000	660,000	-
	Force Main - Lift Station #17 - Construction		615,000				615,000	-
	Cooper Creek – Intermediate Upgrades UV/Odor Control Systems		1,800,000				1,800,000	-
	Lift Station #13 Upgrade - Engineering			94,000			94,000	-
	Downtown Streetscape Project – Water Main Upgrades			125,000	125,000		250,000	-
	Waterline Rehab - Neighborhoods			500,000	500,000	500,000	1,500,000	-
	Cooper Creek Capacity Expansion			1,500,000	1,500,000	2,200,000	5,200,000	-
	New Cellular Scada Monitoring				44,000		44,000	-
	Lift Station #39 Upgrade – Construction/Engineering				60,000		60,000	-
	Meadows Intake Pumps and Valves				160,000		160,000	-
	Lift Station #24 Upgrade – construction/eng					68,000	68,000	-
	Intermediate Upgrades - Cooper Creek roof Replacement					280,000	280,000	-
	Gravity sewer extension – lift station #13 – Engineer/ Constr.					625,000	625,000	-
	Subtotal Utilities	2,660,000	4,615,000	4,462,000	4,632,000	5,316,000	21,685,000	-

Water Sewer Capital 146 (Operational)

Utilities

Rebuild Lift Station #17 Pump	32,000						32,000	-
Ground Water Well Service Plan	35,000	35,000	35,000	35,000	35,000	35,000	175,000	-
Rebuild/Replace Cooper Creek aerators	40,000			40,000			80,000	-

FY2020 Budget

Dept.	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Cost
	Cliff Drive water plant clearwell sealing	45,000					45,000	-
	Demolition of Concrete tanks – Lift Station #31 & #36	50,000					50,000	-
	Rebuild Compton Drive Effluent Pumps	60,000					60,000	-
	Wastewater Conveyance Study Update	60,000					60,000	-
	Water Master Plan Update	60,000					60,000	-
	Scheduled Lift Station Pump Rebuilds/Replacement	100,000	100,000	132,000	100,000	100,000	532,000	-
	Advanced Metering Infrastructure (AMI) System	165,000					165,000	-
	Sewer Collection Rehabilitation	350,000	350,000	350,000	350,000	350,000	1,750,000	-
	Asphalt seal for Meadows and Cliff Water Treatment plant		7,000			7,000	14,000	-
	Rebuild four Compton Drive Aeration Blowers		30,000				30,000	-
	Scheduled Lift Station 21 Pump Rebuild		32,000			32,000	64,000	-
	Rebuild Compton Drive return pumps		52,000				52,000	-
	Rebuild Meadows Filter Walls		85,000				85,000	-
	Rebuild Meadows High Service Pump		120,000				120,000	-
	Rebuild/Replacement Compton Drive Aerators			35,000			35,000	-
	Asphalt Overlay for Cooper Creek Wastewater Treatment Plant			50,000			50,000	-
	Rebuild 3 Cooper Creek Influent Pumps			70,000			70,000	-
	Rebuild Cliff Drive High Service Pump			90,000			90,000	-
	Meadows Water Treatment Roof Replacement			250,000			250,000	-
	Replacement Compton Drive Influent VFD's				20,000		20,000	-
	Scheduled lift station 17 pump rebuild				32,000		32,000	-

Dept.	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Cost
	Rebuild 3 Compton Drive Influent Pumps				52,000		52,000	-
	Asphalt Seal for Cooper Creek Wastewater Treatment Plant					7,000	7,000	-
	Replace Unit #358 1997 Stewart Stevenson 6X6 Flusher Truck					10,000	10,000	-
	Replace Unit #346A – 2015 Skid Steer brush Cutter Attachment					12,000	12,000	-
	Replace Compton VFD's					20,000	20,000	-
	Replace Compton Drive chlorine feeders					40,000	40,000	-
	Rebuild Cooper Creek Return Pumps					45,000	45,000	-
	Replace Unit #211 – 2005 6" Godwin Pump					56,000	56,000	-
	Replace Unit #346 – 2015 Skid Steer					70,000	70,000	-
	Replace Unit #148 – 2001 Portable Generator					75,000	75,000	-
	<i>Subtotal Utilities</i>	997,000	811,000	1,012,000	629,000	859,000	4,308,000	-

Public Safety Fund

Public Safety Fund								
Fire								
	Command Staff Vehicle Replacement	55,000					55,000	-
	Outdoor Warning Siren Replacement	60,000					60,000	-
	SCBA replacement	75,000					75,000	-
	Outdoor Warning Siren System Replacement	500,000					500,000	-
	Replace Unit #224 - Fire Engine	800,000					800,000	-
	Fire Apparatus (new purchase)	800,000					800,000	-
	<i>Subtotal Fire</i>	2,290,000	-	-	-	-	2,290,000	-
Police								
	Animal Control Vehicle	30,360					30,360	-

Dept.	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Cost
Vice Unit HazMat Lab Safety	Equipment	31,543					31,543	-
Trunarc Drug Identification	Instrument	34,000					34,000	-
	CSI Evidence Vehicle	40,000					40,000	-
	Drone	42,000					42,000	-
	Patrol Canine Vehicle	50,000					50,000	-
	Patrol Replacement Vehicles	250,000	125,000	125,000	125,000	125,000	750,000	-
	<i>Subtotal Police</i>	477,903	125,000	125,000	125,000	125,000	977,903	-
Non-Departmental								
Police & Fire Stations Design	& Construction	500,000	280,000	-	-	-	780,000	1,473,040
	<i>Total Non Departmental</i>	500,000	280,000	-	-	-	780,000	1,473,040
	Total Public Safety Fund	3,267,903	405,000	125,000	125,000	125,000	4,047,903	1,473,040

Water/Sewer Capital 620

Utilities								
	Replacement of Utility Vehicle Unit #110	13,000					13,000	-
	Replacement of Vehicle Unit #221: 2006 Ford Ranger	34,000					34,000	-
	Replacement Vehicle Unit #278: 2011 Ford Ranger	34,000					34,000	-
	Sewer Camera Equipment and Trailer System	115,000					115,000	-
	Scheduled Replacement – Tank Truck #212	130,000					130,000	-
	Vehicle Replacement - #328		22,000				22,000	-
	Replacement and Reuse of Vehicle Unit #197		35,000				35,000	-
	Replacement Vehicle Unit #179		36,000				36,000	-
	Vehicle Replacement - #291		50,000				50,000	-
	Scheduled Replacement – Dump Truck - #214		100,000				100,000	-
	Replace Compton Drive Backup Generator		190,000				190,000	-
	Vehicle Replacement - #297			38,000			38,000	-
	Vehicle Replacement - #302			50,000			50,000	-

Dept.	Project Name	2020	2021	2022	2023	2024	5-Year Total	Ongoing Operation Cost
	Vehicle Replacement - #296: Vac Truck Blower/Truck			410,000			410,000	-
	Vehicle Replacement - #310: 2013 Chevy 1500 Pickup				36,000		36,000	-
	Vehicle Replacement - #319				36,000		36,000	-
	Vehicle Replacement - #320: 2013 Ford F150 Four Door				36,000		36,000	-
	Vehicle Replacement - #303: 2012 Ford F350 Utility Truck				58,000		58,000	-
	Replace Unit #147 – 2000 Portable Generator				75,000		75,000	-
	Vehicle Replacement - #294: 2012 International Flatbed Dump truck				105,100		105,100	-
	Vehicle Replacement - #276: Replacement of 2012 International				132,000		132,000	-
	<i>Subtotal Utilities</i>	326,000	433,000	498,000	478,100	-	1,735,100	-



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



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				
	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
BEGINNING FUND BALANCE	5,887,877	4,548,828	5,493,560	5,357,107
REVENUES:				
Taxes & Franchise Fees	15,864,139	15,865,569	15,853,425	15,983,432
Licenses and Permits	947,127	802,758	971,926	988,340
Court Receipts	177,172	210,000	182,422	185,000
Lease and Rents	1,544,418	1,543,390	1,529,924	1,504,658
Charges for Services	1,551,841	1,499,280	1,337,877	1,367,485
Intergovernmental	0	0	0	0
Interest Income	187,378	235,000	300,000	231,252
Bond Proceeds	0	0	0	0
Misc. Revenue	89,834	70,959	128,745	43,034
TOTAL REVENUE	20,361,909	20,226,956	20,304,319	20,303,201
EXPENDITURES				
Mayor & Board	123,644	147,715	138,595	143,164
City Administration	408,733	391,860	542,087	593,072
Communications	86,338	99,156	93,921	103,906
City Clerk	412,112	434,435	424,464	452,989
Municipal Court	342,216	399,072	373,909	394,001
IT	681,160	643,939	628,794	703,221
Legal	387,845	511,610	372,831	364,366
Finance	954,760	1,041,201	1,029,962	1,116,626
Human Resources	515,233	610,894	636,246	632,684
Police	0	0	0	0
Fire	0	0	0	0
Public Works	734,072	795,425	753,447	738,948
Planning & Development	863,078	980,305	937,629	756,460
Engineering	692,296	880,645	839,689	784,039
Debt Service--Principal, Interest & Fiscal Charges	293,359	269,065	269,065	111,757
Non-Depart.	1,811,896	1,888,571	1,718,755	1,867,610
Operating Expenditures	8,306,742	9,093,892	8,759,395	8,762,844
TOTAL EXPENDITURES	8,306,742	9,093,892	8,759,395	8,762,844
Transfers From Other Funds	215,035	186,540	123,587	137,905
Transfers To Other Funds	12,664,519	11,760,026	4,157,187	4,030,485
Transfer to Public Safety Fund		0	7,647,777	7,647,777
ENDING UNRESERVED FUND BALANCE	5,493,560	4,108,406	5,357,107	5,357,107
30% RESERVE AVAILABLE FOR CAPITAL OUTLAY			2,627,818	2,628,853
Capital Expenditure			(375,000)	(399,500)
Internal Service Fund			(300,000)	(300,000)
One Time Expenditure			(144,500)	(125,000)
AVAILABLE FUNDS ABOVE MINIMUM REQUIRED			1,909,788	1,903,753

City of Branson				
Combined Statement of Budgeted				
Revenues and Expenditures - Transportation Fund	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
BEGINNING FUND BALANCE	1,859,409	1,382,155	2,104,452	2,490,478
REVENUES:				
Taxes & Franchise Fees	6,813,550	6,266,142	6,727,094	6,787,693
Misc. Revenue				
TOTAL REVENUE	6,813,550	6,266,142	6,727,094	6,787,693
TOTAL AVAILABLE FUNDS	8,672,959	7,648,297	8,831,546	9,278,170
EXPENDITURES:				
Public Works	4,118,267	3,973,281	3,868,207	4,763,613
TOTAL EXPENDITURES	4,118,267	3,973,281	3,868,207	4,763,613
Transfers From Other Funds	10,502	50,000	50,000	330,000
Transfers To Other Funds	2,460,742	2,372,861	2,522,861	2,354,080
ENDING UNRESERVED FUND BALANCE	2,104,452	1,352,155	2,490,478	2,490,478
20% MINIMUM RESERVE REQUIREMENT AVAILABLE FOR CAPITAL OUTLAY				952,723
Capital Expenditure				1,537,756
Internal Service Fund Transfer				(409,850)
One Time Expenditure				(150,000)
One Time Expenditure				-
AVAILABLE FUNDS ABOVE MINIMUM REQUIRED			-	977,906

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Tourism Fund				
	2018	2019	2019	2020
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	10,545,299	11,562,957	12,374,986	13,855,391
REVENUES:				
Taxes & Franchise Fees	13,421,835	13,727,486	13,029,499	13,159,794
CID Taxes	-	-	-	-
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
Intergovernmental				
Gain/Loss Sale of Asset	12,724			
Interest Income	180,182	102,104	193,078	161,420
Bond Proceeds	-	-	-	-
Miscellaneous	90,000	180,000	180,000	180,000
TOTAL REVENUE	13,704,741	14,009,590	13,402,577	13,501,214
TOTAL AVAILABLE FUNDS	24,250,040	25,572,547	25,777,563	27,356,605
EXPENDITURES:				
Tourism	3,397,493	3,684,541	3,734,541	3,095,874
76 Project Maintenance	-	-	-	-
Cost of Issuance	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service--Principal	4,404,793	4,365,000	4,368,500	2,980,500
Debt Service--Interest & Fiscal Chg.	823,092	692,011	665,010	535,919
TOTAL EXPENDITURES	8,625,378	8,741,552	8,768,051	6,612,293
Transfers From Other Funds				
Transfers To Other Funds	3,249,676	3,389,764	3,154,121	7,393,015
ENDING UNRESERVED FUND BALANCE	12,374,986	13,441,231	13,855,391	13,351,297

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Public Safety Fund				
	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
BEGINNING FUND BALANCE	143,449	1,033,178	3,651,613	2,722,798
REVENUES:				
Taxes	4,583,113	5,782,527	5,672,550	5,729,275
Licenses and Permits	25,015	26,594	27,479	26,845
Intergovernmental	343,563	723,826	85,853	-
Interest Income	12,693	9,000	44,467	9,000
Bond Proceeds	-	-	-	-
Misc. Revenue	15,533	8,289	16,275	8,372
TOTAL REVENUE	4,979,917	6,550,236	5,846,624	5,773,493
EXPENDITURES				
Police	4,657,811	6,046,480	7,432,911	6,402,925
Fire	3,734,147	6,233,729	6,421,282	4,355,153
Non-Depart.	1,802,572	1,469,840	372,396	1,473,040
Operating Expenditures	10,194,530	13,750,049	14,226,589	12,231,117
TOTAL EXPENDITURES	10,194,530	13,750,049	14,226,589	12,231,117
Transfers From Other Funds	8,722,777	7,647,777	7,697,649	7,811,494
Transfers To Other Funds	0	0	246,500	750,000
ENDING UNRESERVED FUND BALANCE	3,651,613	1,481,142	2,722,798	3,326,667
20% RESERVE				2,446,223
AVAILABLE FOR CAPITAL OUTLAY				880,444
Capital Expenditure				(775,000)
One Time Expenditure				(120,020)
AVAILABLE FUNDS ABOVE RECOMMENDED RESERVE				(14,576)

City of Branson				
Combined Statement of Budgeted				
Revenues and Expenditures -	2018	2019	2019	2020
Capital Projects - 140	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	338,098	338,098	921,824	1,157,845
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	338,098	338,098	921,824	1,157,845
EXPENDITURES:				
Capital Outlay	297,676	662,493	662,493	3,527,371
Debt Service--Principal, Interest & Chg.				
Non-Departmental				
TOTAL EXPENDITURES	297,676	662,493	662,493	3,527,371
Transfers From Other Funds	881,402	662,493	898,514	3,291,352
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	921,824	338,098	1,157,845	921,826

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund BM-160				
	2018	2019	2019	2020
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	2,837,248	2,725,357	2,620,837	2,295,081
REVENUES:				
Taxes & Franchise Fees	81,937	500	3,666	1,000
Interest Income				
Bond Proceeds				
Misc. Revenue				
TOTAL REVENUE	81,937	500	3,666	1,000
TOTAL AVAILABLE FUNDS	2,919,185	2,725,857	2,624,503	2,296,081
EXPENDITURES:				
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	1,580,000	1,630,000	1,630,000	1,710,000
Debt Service--Interest & Fiscal Charges	1,350,531	1,303,131	1,303,131	1,221,631
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	2,930,531	2,933,131	2,933,131	2,931,631
Other Fin. Sources--Refunded Bonds	-	-	-	-
Transfers To Other Funds	0	0	0	0
Transfers From Other Funds	2,632,183	1,930,540	2,603,709	1,964,680
ENDING UNRESERVED FUND BALANCE	2,620,837	1,723,266	2,295,081	1,329,130

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund-BL 165/171				
	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
BEGINNING FUND BALANCE	14,641,136	14,620,833	14,635,463	14,778,584
REVENUES:				
Taxes & Franchise Fees	2,788,194	2,815,353	2,824,270	2,866,031
Licenses and Permits				
Court Receipts				
Leases and Rents	455,000	455,000	455,000	455,000
Lease Termination Charges for Services				
Intergovernmental	3,405,846	3,379,392	3,511,436	3,564,106
Interest Income	448,405	395,000	446,922	410,000
Unrealized Gain/(Loss)	(25,048)	-	-	-
TOTAL REVENUE	7,072,397	7,044,745	7,237,628	7,295,137
TOTAL AVAILABLE FUNDS	21,713,533	21,665,578	21,873,091	22,073,721
EXPENDITURES:				
Finance	-	3,000	-	3,000
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	4,500,000	4,915,000	4,915,000	12,405,000
Debt Service--Interest & Fiscal Chg	4,794,713	4,564,400	4,564,400	4,132,113
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	9,294,713	9,482,400	9,479,400	16,540,113
Other Fin. Sources--Refundings	-	-	-	-
Transfers From Other Funds	3,110,996	2,999,978	3,249,027	3,061,598
Transfers To Other Funds	894,353	-	864,134	-
ENDING UNRESERVED FUND BALANCE	14,635,463	15,183,156	14,778,584	8,595,206

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund-BH 170				
	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
BEGINNING FUND BALANCE	7,843,879	9,078,511	8,145,171	9,357,462
REVENUES:				
Taxes & Franchise Fees	776,074	781,763	781,775	789,233
Licenses and Permits				
Bond/Loan Issuance	-	-	-	-
Leases and Rents				
Lease Termination				
Charges for Services				
Intergovernmental	3,392,926	3,410,421	3,502,424	3,537,448
Interest Income	125,726	55,000	179,831	100,000
Misc. Revenue				
TOTAL REVENUE	4,294,726	4,247,184	4,464,030	4,426,681
TOTAL AVAILABLE FUNDS	12,138,605	13,325,695	12,609,201	13,784,143
EXPENDITURES:				
Finance				
Cost of Issue/Advance Refunding	(7,513)	-	-	-
Debt Service--Principal	2,830,000	1,985,000	2,580,000	2,045,000
Debt Service--Interest & Fiscal Chg	2,651,139	2,170,230	2,131,817	2,053,759
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	5,473,626	4,155,230	4,711,817	4,098,759
Other Fin. Sources--Refundings	-	-	-	-
Transfers From Other Funds	1,480,192	1,482,913	1,460,078	1,474,679
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	8,145,171	10,653,378	9,357,462	11,160,063

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Parks & Recreation				
	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
BEGINNING FUND BALANCE	348,098	528,038	507,834	523,073
REVENUES:				
Cigarette Tax	70,611	70,000	70,000	70,000
Campground	800,971	794,900	809,331	830,875
Intergovernmental -- Grants/Misc Revenue	82,955	0	17,970	0
Rents & Leases	136,849	136,646	138,443	138,145
Contributions	64,688	65,000	69,000	65,000
Pool Admissions	118,668	118,600	105,826	123,900
Swim Team	18,668	18,800	12,660	19,700
Ball Programs	149,829	135,300	140,200	135,580
Golf	15,108	0	0	0
Tennis Revenue	2,135	1,500	2,000	1,500
Recreation Center/Tournaments	110,818	127,500	140,050	128,160
Concessions	188,903	195,000	175,000	198,250
Day Camp	62,948	69,000	69,000	74,400
Dog Park	6,206	5,500	6,500	5,500
Community Center	29,306	26,000	31,600	26,000
Special Events	12,833	14,500	14,500	11,500
Cheerleading	0	0	0	0
TOTAL REVENUE	1,871,496	1,778,246	1,802,080	1,828,510
TOTAL AVAILABLE FUNDS	2,219,594	2,306,284	2,309,914	2,351,583
EXPENDITURES				
Parks & Recreation Administration	389,990	445,384	395,501	418,954
Recreation Center/Tournaments/Concessions	720,168	789,737	779,400	825,213
Day Camp	66,952	78,710	73,536	84,037
Ball Program	150,347	164,541	160,336	163,150
Campground	355,843	371,012	363,804	366,306
Park Programs/Parks	541,775	533,711	617,602	717,387
Liberty Plaza	11,406	4,700	8,700	9,100
Community Center	71,579	79,485	85,208	90,027
Swimming Pool	134,172	140,912	139,200	153,617
Golf Course	37,280	7,253	0	0
Swim Team	23,918	31,805	27,688	28,401
Dog Park	4,528	5,160	3,769	5,312
Special Events/Programs	13,802	16,277	16,739	17,006
Cheerleading	0	0	0	0
Operating Expenditures	2,521,760	2,668,687	2,671,482	2,878,510
Capital Expenditures	0	0	5,800	55,000
TOTAL EXPENDITURES	2,521,760	2,668,687	2,677,282	2,933,510
Transfers From Other Funds	810,000	890,441	890,441	1,050,000
Transfers To Internal Service Funds	0	0	0	100,000
ENDING UNRESERVED FUND BALANCE	507,834	528,038	523,073	368,073

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - COMBINED Water/Sewer 620 Operations, 145 and 146 Capital				
	2018	2019	2019	2020
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	78,041,785	4,184,676	6,551,973	71,957,625
REVENUES:				
Charges for Services:				
Water	4,009,243	3,983,952	4,045,544	3,971,021
Sewer	4,598,702	4,678,772	4,984,960	4,972,170
Rental Income				
Misc. Revenue	203,497	71,631	71,346	69,000
Unrealized Gain/(Loss)	17,027	-	-	-
Non-operating Revenues (Expenditures)				
Water Connection Charges (145 Fund)	59,482	40,659	86,598	87,464
Sewer Capacity Fees				
Sewer Connection Charges (145 Fund)	301,885	259,766	324,833	328,081
Interest Income	11,951	11,000	65,000	25,000
Donated Funds	35,065	-	-	-
Intergovernmental	1,071,537	641,575	294,500	500,000
Gain on Disposal of Capital Asset	(18,809)	-	-	-
Income (loss) before Transfers				
TOTAL REVENUE	10,289,580	9,687,355	9,872,781	9,952,736
TOTAL AVAILABLE FUNDS	88,331,365	83,872,030	86,424,754	81,910,361
EXPENDITURES:				
Operation Expenditures:				
Personal Services	3,574,790	3,580,074	3,680,841	3,762,721
Contractual Services	3,101,073	3,484,459	3,105,288	3,481,612
Commodities	632,146	753,202	753,898	673,134
Capital	2,362,066	2,859,597	1,834,000	6,350,834
Contra Capital Expense	(2,366,552)	-	-	-
Depreciation	4,968,680	5,510,575	5,155,101	5,515,959
Operating Income (loss)	-	-	-	-
TOTAL EXPENDITURES	2,272,203	16,187,907	14,529,129	19,784,259
Transfers From Other Funds	2,360,217	1,036,000	1,403,000	6,024,834
Transfers To Other Funds	1,867,406	1,786,000	1,341,000	3,714,834
ENDING UNRESERVED FUND BALANCE	76,551,973	66,934,123	71,957,625	64,436,102

Strategic Plan





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.

Strategic Plan



Strategic Plan 2019-2022

"Where Values Are The Difference"

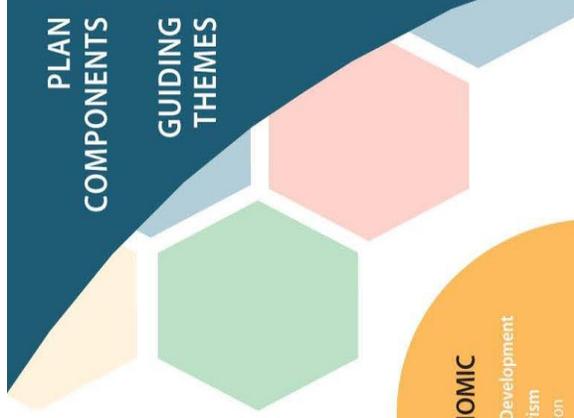


INTRODUCTION

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
<p>LAND USE</p> <p>HOUSING</p> <p>TOURISM</p> <p>ECONOMIC DEVELOPMENT</p> <p>COMMUNITY CHARACTER</p> <p>PARKS, OPEN SPACE & RECREATION</p> <p>COMMUNITY</p> <p>TRANSPORTATION</p> <p>INFRASTRUCTURE & ENVIRONMENT</p> <p>GOVERNANCE</p>	<p>COMMUNITY CHARACTER</p> <p>COMMUNITY NEEDS: ARTS, CULTURE & EDUCATION</p> <p>COMMUNITY NEEDS: SAFETY, HEALTH & SOCIO-ECONOMIC</p> <p>ECONOMIC DEVELOPMENT</p> <p>INFRASTRUCTURE & ENVIRONMENT</p> <p>LAND USE</p> <p>PARKS, OPEN SPACE & RECREATION</p> <p>TOURISM</p> <p>TRANSPORTATION</p> <p>GOOD GOVERNANCE</p>
<p>MISSION</p> <p>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.</p>	<p>CITY VALUES</p> <p><i>Vision - Planning for the future and encouraging growth</i></p> <p><i>Leadership - Exhibiting a positive example in leading others toward achievement</i></p> <p><i>Service/Courtesy - Responding to others with respect and a helpful attitude</i></p> <p><i>Sustainability - Reducing waste today for a better tomorrow</i></p> <p><i>Excellence - Being the best by doing your best</i></p> <p><i>Safety - Maintaining an environment free from harm</i></p> <p><i>Teamwork/Cooperation - Less me, more we: working towards a common goal</i></p> <p><i>Volunteerism (Involvement) - Making a personal commitment to helping others</i></p> <p><i>Stewardship - Wise and cost efficient utilization of all resources</i></p> <p><i>Open Communication/Transparency - Open sharing of information between employees, citizens and visitors</i></p> <p><i>Integrity - Doing the right thing, even when no one is looking</i></p> <p><i>Accountability - Accepting responsibility for all your actions</i></p>

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

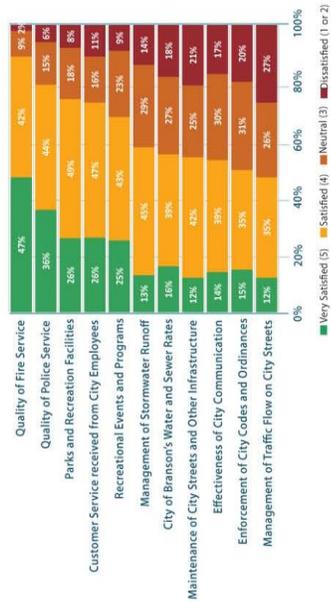
The survey was distributed in the winter of 2016 by ETC Institute. The survey was mailed to residents with the option of also completing the survey by phone. The survey was returned by 523 households with a 95% level of confidence.

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:

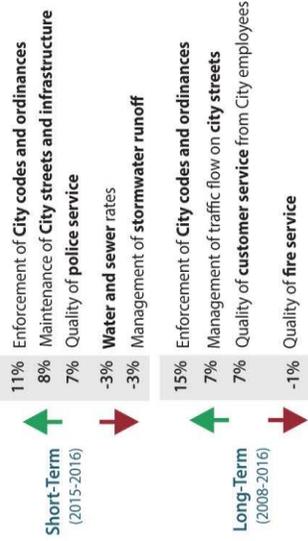
- Management of traffic flow on City streets
- Enforcement of City codes and ordinances
- Effectiveness of City communication with the public
- Maintenance of City streets and infrastructure

Overall Satisfaction with City Services by Major Category



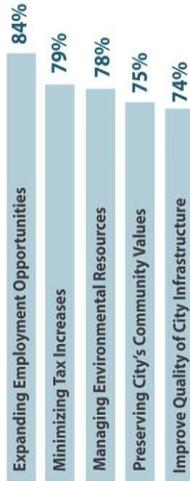
Trends

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

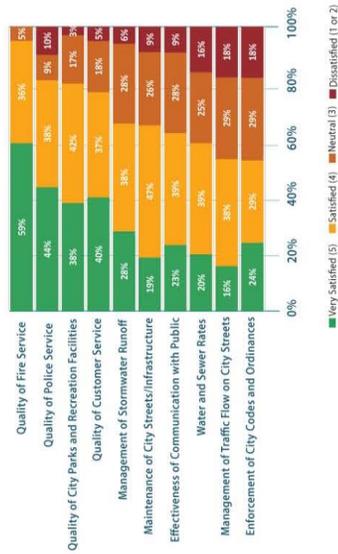
The survey was distributed in the winter of 2016 by ETC Institute. The survey was sent to a random sample of 200 businesses with a 95% level of confidence to gather objective feedback from the business community regarding the quality of city services.

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



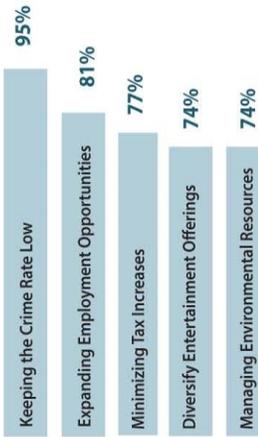
Trends

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 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 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 selected 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

TOPIC		STRATEGIC ACTION ITEM		COMMUNITY PLAN 2030		PRIORITY BASED BUDGETING		PROGRAM # QUARTILE		DEPARTMENTS	
Economic Development	Complete the Highway 76 Revitalization Project	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.	CC-3: 76 Country Blvd. 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	586	1	Engineering & Public Works	Planning & Development				
		Complete the Downtown Streetscape Project	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.	CC-2: Downtown. Preserves and revitalizes the historic character of the downtown, ensuring that its buildings are well-maintained and contribute to the scale and quality of the district as a pedestrian-friendly destination point.	585	1	Engineering & Public Works	Planning & Development			
		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	LU-5: Development Codes & Regulations. Development codes and zoning regulations will encourage high quality, new development and redevelopment.	Economic Development: Stimulates economic growth through well-planned, sustainable development, redevelopment and revitalization of the community	3	1	Engineering & Public Works	Planning & Development			
	Create educational opportunities that support the expansion of creative entrepreneurs	ED-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.	Economic Development: Partners 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	593	1	Administration	Taney County Partnership				
	Tourism	Explore expanding the City's false advertising ordinance to further regulate ticket sales operations at off premise contacts (OPCs)	T-5: Visitor Services & Facilities. Branson's visitor services and facilities will be ethical, informative and clear for tourists.	Tourism. Offers visitor services and facilities that are ethical, informative and clear to tourists	216	2	Police	Planning & Development			

ECONOMIC

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	356	1	Engineering & Public Works	

TOPIC

STRATEGIC ACTION ITEM

COMMUNITY PLAN 2030

PRIORITY BASED BUDGETING

PROGRAM # QUARTILE

DEPARTMENTS

TOPIC	STRATEGIC ACTION ITEM	COMMUNITY PLAN 2030	PRIORITY BASED BUDGETING	PROGRAM # QUARTILE	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.	Parks, Open Space & Recreation. 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	627	1	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.	Parks, Open Space & Recreation. Develops an extensive, connected open space network that reinforces its resident's quality of life	356	1	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.	Parks, Open Space & Recreation. 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	89	1	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.	Parks, Open Space & Recreation. 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	174	1	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.	Parks, Open Space & Recreation. 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	174	1	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.	Parks, Open Space & Recreation. 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	173	2	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.	Infrastructure and Environment. 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	366	1	Utilities Administration

ENVIRONMENT

TOPIC		STRATEGIC ACTION ITEM		COMMUNITY PLAN 2030		PRIORITY BASED BUDGETING		PROGRAM / QUARTILE		DEPARTMENTS	
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 Centralize all city records including electronic, paper and those stored in third party software to ensure transparency and good governance cannot be overstated. Strengthen internal planning for less last minute emergencies 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 Implementation of Laserfiche throughout departments as a tool for maintaining and managing records, and efficient electronic document workflows Develop a succession plan and program, and business continuation plan Achieve a 30% reserve 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-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance. G-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance. G-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance. G-3: Transparency. Branson will maintain open, transparent communication with the community and will encourage greater informed participation in local governance. ED-4: Financial Sustainability. The City will strive to balance the desired service levels with changing costs and revenues. 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. Provides responsive and accountable leadership, advances City interests through regional partnerships and facilitates timely and effective two-way communication and community engagement Good Governance. Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and responsiveness in all operations Good Governance. Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and responsiveness in all operations Good Governance. Protects, manages, optimizes and invests in its human, financial, physical and technology resources Good Governance. Protects, manages, optimizes and invests in its human, financial, physical and technology resources Good Governance. Attracts, motivates, develops and retains a high-quality, engaged and productive workforce Good Governance. Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity, innovation and responsiveness in all operations Good Governance. Protects, manages, optimizes and invests in its human, financial, physical and technology resources	9063 9063 9113 9129 9063 9128 9031 9028	3 3 3 2 3 3 1	City Clerk City Clerk Administration Administration City Clerk Administration Administration Finance Finance Public Works	Administration				
								Strategic Planning			
								Finance			

GOVERNANCE

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 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.

Major Department – The major operating departments within the city, including: Administration, City Clerk/Municipal Court, Engineering & Public Works, Finance, Fire, Human Resources, Information Technology, Legal, Parks & Recreation, Planning & Development, and Utilities.

Major Fund – according to the Governmental Accounting Standards Board, funds whose revenues, expenditures/expenses, assets, or liabilities (including extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

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.

MODOT – Missouri Department of Transportation.

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.

PBB – Priority-Based Budgeting.

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.

TCAD – Taney County Ambulance District

TCHD – Taney County Health Department

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.

End Notes

ⁱ <https://meric.mo.gov/data/economic/local-area-unemployment-statistics/laus>

ⁱⁱ <https://apps.dese.mo.gov/MCDS/home.aspx>

ⁱⁱⁱ Finance Data and Statistics Summary for All Districts / Charters. <https://apps.dese.mo.gov/MCDS/home.aspx>

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

^v <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>

^{vi} <https://apps.dese.mo.gov/ASBR/PublicView.aspx>

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

^{viii} <https://www.usnews.com/best-colleges/drury-university-2461/overall-rankings>

^{ix} https://coxhealth-prod-2.s3.amazonaws.com/images/14706895_1232881303399719_6941338188988_915638_o.original.jpg

^x 2018 Year-End Marketing Report. Branson Convention & Visitors Bureau. Presented to the Branson Board of Aldermen Meeting on March 12, 2019. <http://bransonmo.gov/AgendaCenter/ViewFile/Agenda/03122019-1418>

^{xi} <https://www.tripadvisor.com/TravelersChoice-Attractions-cAmusementParks-g191>

^{xii} <https://www.silverdollarcity.com/theme-park/2020>