

# City of Branson Performance Summary



2015



# City of Branson Community Plan 2030



# METRICS



# What is a Metric?

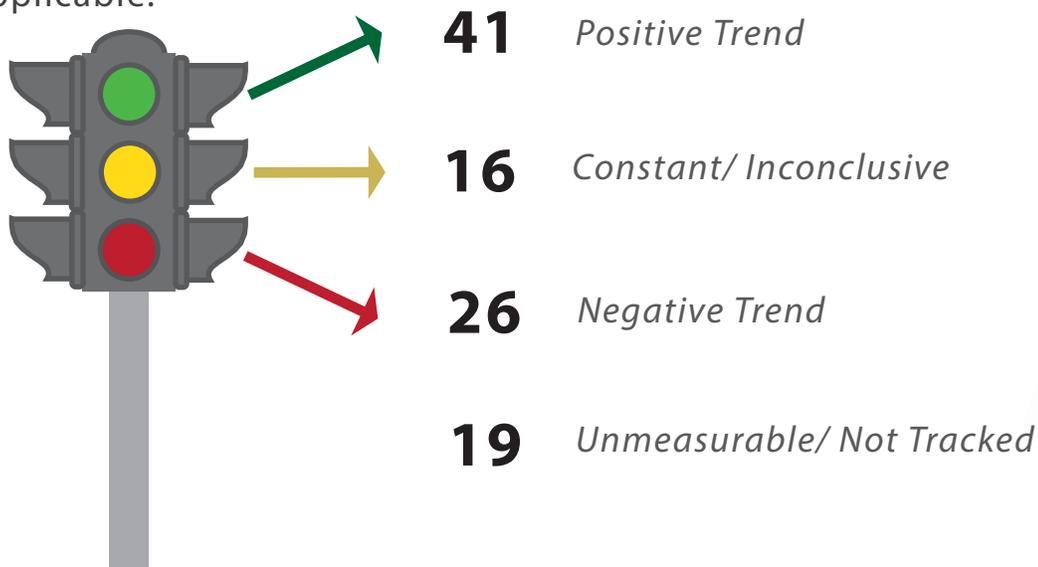
Metrics help the City and community monitor performance and implementation of the Community Plan 2030 over time. They are intended to illustrate success and where attention should be given if conditions are trending in the wrong direction. Each metric is accompanied by a baseline condition, historic performance, and a snapshot of today's condition. The most important factor in evaluating a metric is the predominate direction of the trend over a period of time to best illustrate the community and City's overall performance.

## Example Metric

	Metric	Goal	Status
Positive Trend	4% Tourism Tax Collections	↑ Increase	↑ Increasing
Caution	4% Tourism Tax Collections	↑ Increase	→ Constant or Inconclusive
Negative Trend	4% Tourism Tax Collections	↑ Increase	↓ Decreasing

# How are we doing?

Community Plan 2030 identifies **102 total metrics** for evaluation within the ten section chapters. Overall, 40% of the metrics are trending in the positive direction in correlation with the goal and 25% of the metrics are trending in a negative direction. Additionally, 16% have remained constant and 19% are unmeasurable or no longer applicable.



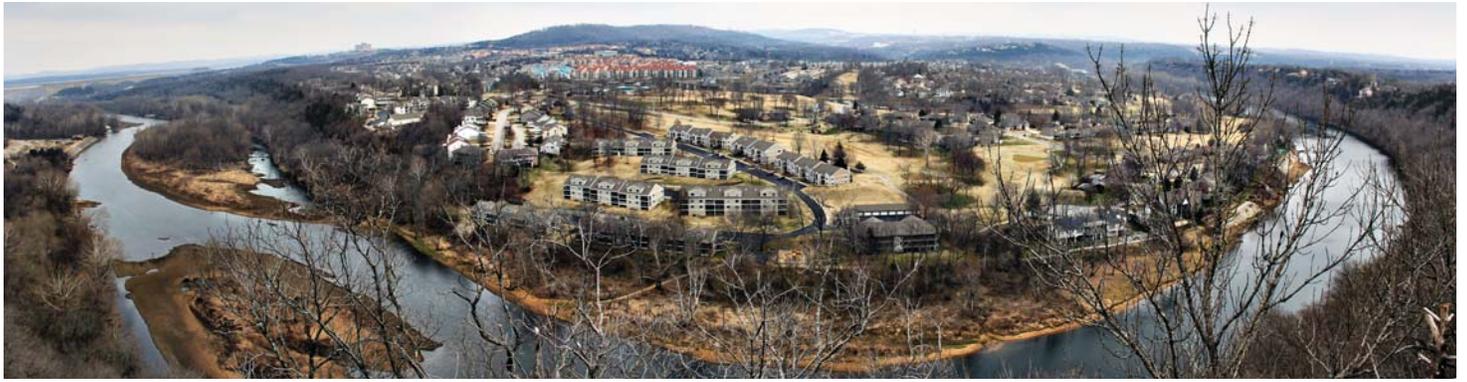
# LAND USE



The predominant land uses in Branson are commercial, planned development and wilderness areas. Branson is primarily an entertainment and commercial market that has a comparatively small permanent resident population. The overall community consensus for growth encourages the City to grow within, before growing outward. Much of the community has expressed the desire to grow at a pace that is economically and environmentally sustainable. The community has also expressed an interest in protecting natural, highly visible sensitive lands from future development.

	Metric	Goal	Status
	Residential Units within 1/4 mile of a park	↑	↑
	Commercial square feet (SF) built on visible hillsides (as defined on Figure 4. highly visible hillsides)	↓	↓
	Commercial SF built on sensitive lands (as defined on Figure 5. sensitive lands)	↓	↓
	Units built on visible hillsides (as defined on Figure 5. sensitive lands)	↓	↓
	Number of acres of vacant land consumed (year by year) within existing City limits	↑	↓
	Number of acres annexed outside City limits (excluding "islands")	↓	↑
	Units built on sensitive lands (as defined on Figure 5. sensitive lands)	↓	↑

# HOUSING



Branson is a tourism-driven community and the local jobs, population and housing stock are largely reflective of this economic situation. Branson is characterized by housing that serves local residents as well as a significant number of vacant units that are primarily seasonal residents/second homes. Additionally, some of Branson’s work force is housed in weekly and monthly rentals within lodging properties which were designed to provide only temporary sleeping accommodations for guests.

Metric	Goal	Status
Building Permits by Type of Residential Units (Market Rate)	→	→
Real Estate Sales Activity (Residential)- Units Sold Per Year	↑	↑
Real Estate Sales Activity (Condo)- Units Sold Per Year	↑	↑
Number of Sustainable Buildings (LEED or similar standards for Branson)	↑	↑
Building Permits by Type/Size of Residential Units (Attainable)	↑	→
Building Permits by Type of Residential Units (Single-Family Homes)	↑	→
Building Permits by Type of Residential Units (Duplex Units)	↑	→
Building Permits by Type of Residential Units (Multi-Family Units)	↑	→
Average Real Estate Sale Price (Residential)	↑	↓
Average Real Estate Sale Price (Condo)	↑	↓
Average Days on the Market (Residential)	↓	↑
Average Days on the Market (Condo)	↓	↑
Change in Median Household Income compared to value of housing	↓	↑
Number of renter occupied housing	↓	↑
Number of owner occupied housing	↑	↓



# TOURISM



The tourism industry in Branson is the backbone of the City’s economy. Its expansion over the last 50 years has created national attention and has made Branson a preferred tourism destination. To maintain the reputation and successful economy, the City must continue to evaluate and strengthen the Branson brand, visitor services and hospitality. A tourism economy needs standard municipal services such as transportation and parking, police and fire protection, health and sanitation, public utilities, and signage, in addition to those services provided by local businesses and civic organizations such as reservations, tour programs, special events, activities and dining.



Metric	Goal	Status
Hotel/Motel Occupancy	↑	↑
Improve people's propensity to return (out of 5)	↑	↑
Average Number of Shows Seen	→	↑
Tourism Visitation	↑	↑
Convention Center Events (Event Days)	↑	↑



Average Length of Stay (Nights)	↑	→
Convention Center Revenue	↑	→



Percent of families	↑	↓
Percent of first time visitors	↑	↓
Spending per Party	↑	↓
Overall guest satisfaction rating (out of 5)	↑	↓

# ECONOMIC DEVELOPMENT



Branson is home to 10,520 people (2010 Census) and hosts millions of visitors annually. Branson serves as the employment center, service center and shopping center for a two county area with over 83,877 year-round residents (2010 Census). Although Branson has a strong tourism economy today, in order to maintain a healthy economic climate long term, it needs to proactively attract other business activity and diversify its economic base. The seasonal nature of the economy creates community, employment and economic challenges for the area. Tourism will always be the top economic generator for the City and it too will have to evolve to accommodate the changing tourist demographic in order to remain on top.

Metric	Goal	Status
Hospitality Employment	→	↑
Attractions Employment (retail, entertainment)	→	↑
Professional Employment (health care, finance, technology, legal)	↑	↑
Unemployment Rate (Summer)	↓	↓
Unemployment Rate (Winter)	↓	↓
4% Tourism Tax Collections	↑	↑
1% Sales Tax Collections	↑	↑
TCED Tax Collections	↑	↑
Increase in the Value of New Construction (in millions)	↑	↑
Average Commercial Space Vacancy (Office)	↓	↓
Average Commercial Space Vacancy (Off Highway 76 Commercial)	→	↓
Professional employment as a percentage of total employment	↑	→
Total Employment (Taney County)	↑	↓
Average Commercial Space Vacancy (Highway 76 Commercial)	→	↑



# COMMUNITY CHARACTER



A community's character, its built environment, landscape, streetscape and public realm create the sense of place and an identity for the community. In Branson's case, it makes an impression on the millions of tourists that the City hosts each year. The natural character of Branson and the Ozarks is special and should be preserved long-term in order to maintain its appeal to residents and visitors. Similarly, the built environment needs to continually evolve and get updated for Branson to remain a competitive tourist market and to attract new commercial and neighborhood investment.



## Metric

## Goal Status

Residential Units within 1/4 mile of neighborhood center/commercial (activity center)



Residential Units within 1/4 mile of a park



# PARKS, OPEN SPACE & RECREATION



Parks and recreation play a vital role in the quality of life in Branson. They are an essential element of any healthy and vibrant community, providing individual, social and economic value. Branson’s parks and recreation facilities serve the local residents as well as tourists.

Metric	Goal	Status
Number of Local Youth Teams (Basketball)	↑	↑
Number of Regional/National Tournaments	↑	↑
Economic Impact of Sports Tourism (total attendance x Rate/day)	↑	↑
Households within 1/4 mile of park, open space, or public space	↑	↑
Miles of Trails	↑	↑
Mini Park Land per 1,000 residents (in Acres)	↑	→
Local participation in sports leagues	↑	→
Number of Local Youth Teams (Volleyball)	↑	→
Regional Park Land per 1,000 residents (in Acres)	↑	→
Number of Local Youth Teams (Baseball/Softball)	↑	↓
Community Park Land per 1,000 residents (in Acres)	↑	↓
Neighborhood Park Land per 1,000 residents (in Acres)	↑	↓



# COMMUNITY



The natural character of Branson and the Ozarks is special and should be preserved long-term in order to maintain its appeal to residents and visitors. Similarly, Branson has a strong, proud sense of community today which residents are passionate about preserving and celebrating. Both the natural and built environments need to continually evolve and get updated for Branson to remain a great place to raise a family or retire while still being a competitive tourist market. By being successful in all of these areas, the community will continue to attract new neighborhood and commercial investment.



Metric	Goal	Status
Number of students per classroom teacher ratio	→	→
High School Graduation Rate	↑	↑
Branson Public Schools remains in the top 10% in the State	↓	↓
Branson School District Recognized for "Distinction in performance"	↑	↑
Households within 1/2 mile of fire station	↑	↑
Traffic crash rate	↓	↓
Fire Loss	↓	→
College Enrollment for Branson School District	↑	↓
Crime rate index (Total Part I Crimes Reported)	↓	↑
Emergency response time (min)	↓	↑
Library district is formed	✓	✗
Number of community events (with Special Event Permit)	↑	↓

# TRANSPORTATION



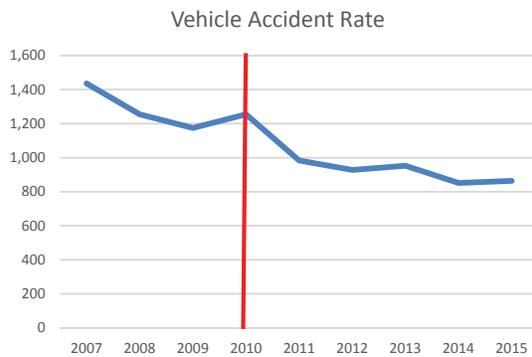
As the community grows, the City of Branson is faced with the challenge of identifying solutions to address long-term transportation issues. The City is auto-dependent and will need to continue to evaluate the existing systems to ensure growth can be accommodated effectively and efficiently. There are opportunities to enhance the transportation network with various alternatives including transit, bicycle and pedestrian accommodations as well as upgrades to the existing road system.



## Metric

Goal Status

Vehicle Accident Rate



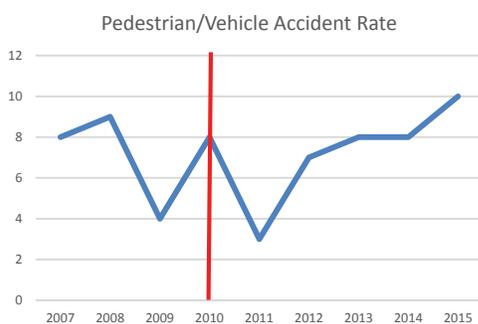
City's Total Fuel Consumption as an indicator of fuel economy and conservation



Mobility/Number of Travel Modes



Pedestrian/Vehicle Accident Rate



# INFRASTRUCTURE & ENVIRONMENT



The City of Branson has gone through a period of considerable growth over the past 20 years and continues to be a growing community. As growth has occurred, the demand on both the existing infrastructure and the area's environmental resources have increased. The City has recognized the importance of being environmental stewards of the land to maintain Branson as a desirable community to live and visit. Similarly, the community understands it must be proactive to ensure that the necessary infrastructure is available, not only to support its residents, but also the many tourists that visit Branson throughout the year.

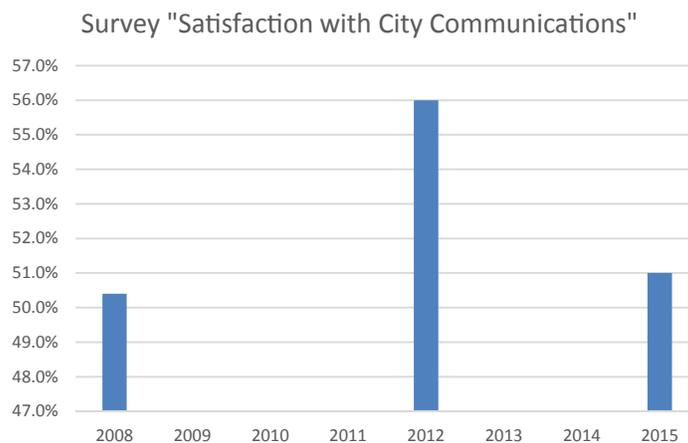
	<b>Metric</b>	<b>Goal</b>	<b>Status</b>
	Water budget profitability (% Water Loss)	↓	↓
	Property (substantially) damaged during flood events	↓	→
	The amount of recycled materials (in tons)	↑	↑
	Water quality readings (number of violations)	↓	↓
	Acres of woodlands or hillsides (protected as open space)	→	→

# GOVERNANCE



The City of Branson may use a number of tools under its powers as a City in order to govern its ongoing growth and development over the next twenty years, and to effectively manage this growth in order to satisfy policies and desires expressed by the community as part of the planning process. The City currently operates as a 4th class city under Missouri law. As a non-charter governmental entity, Branson is subject to state statutes and only has that authority specifically delegated to it by the state statutes.

	Metric	Goal	Status
	Survey "Satisfaction with City Communications"	↑	↓



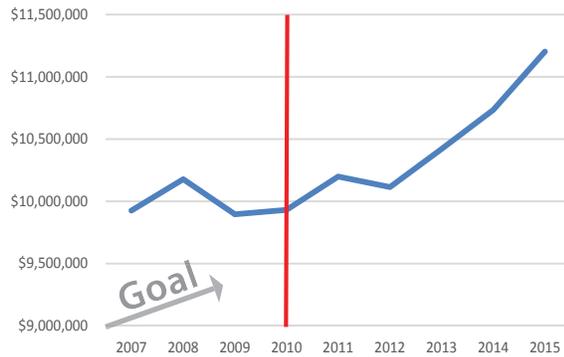
The following metrics are currently unmeasurable or no longer applicable.

	Metric	Goal
COMMUNITY CHARACTER	Visual Clutter along Highway 76	↓
	Pedestrian Activity along Highway 76	↑
COMMUNITY	Citizens Academy Participation	↑
	Federal, state and local government Dollars Leveraged from Private Donations	↑
	Number of art education classes offered at the K-12 and post-secondary levels	↑
	Number of art pieces displayed in public buildings in Branson	↑
TRANSPORTATION	Average Vehicle Miles Traveled	↓
	Roadway Level of Service	↓
	Roadway Level of Service (Highway 76)	↓
	Pedestrian Activity	↑
INFRASTRUCTURE & ENVIRONMENT	Water Quality	↑
	Capacity to produce potable water and treat sanitary waste	↑
	Water Use per Capita	↓
	Use of energy from renewable sources	↑
	Recaptured revenue through energy efficiency	↑
	Energy Consumption	↓
	Air Quality	↑
	Carbon Emissions	↓
TRANSPORTATION	Charter City status is obtained	☑

# TOP TRENDS

**Positive Trends**

1% Sales Tax Collections



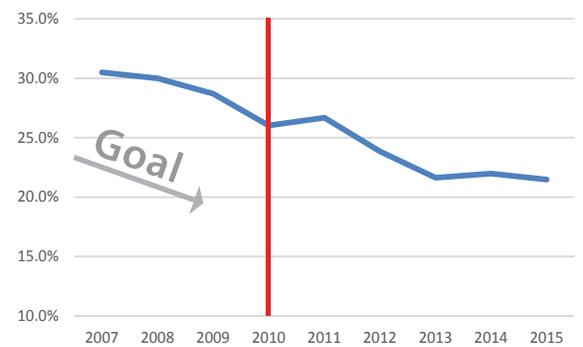
Vehicle Accident Rate



Economic Impact of Sports Tourism

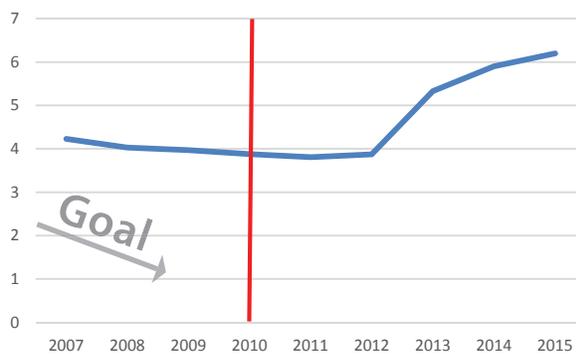


Water Budget Profitability (% Water Loss)

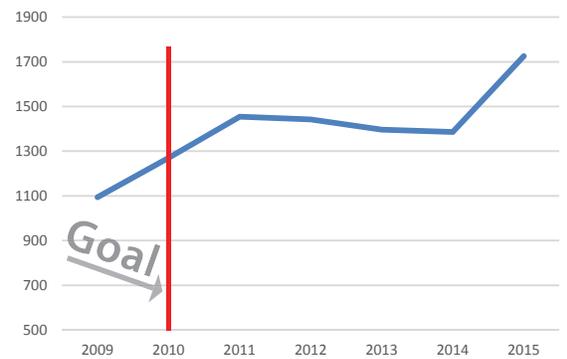


**Negative Trends**

Emergency Response Time (min)



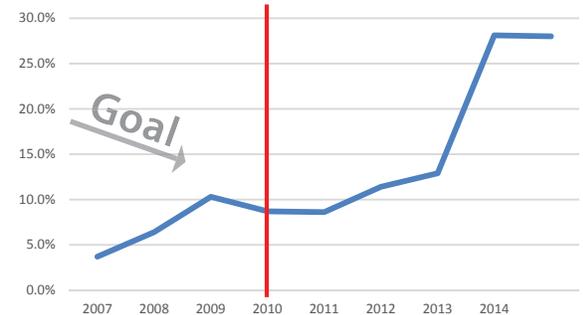
Crime Rate Index (Total Part I Crimes Reported)



Number of Owner Occupied Housing Units



Average Commercial Space Vacancy (Highway 76 Commercial)



# City of Branson

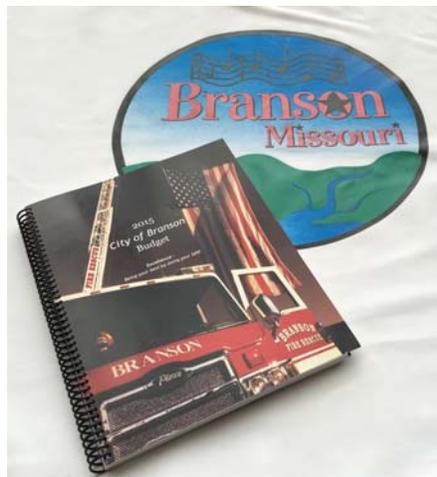
## Performance Indicators



**ICMA**



# COMMUNITY ATTRIBUTES



## Finance

Organizational structure of the procurement function

Procurement practices: Evidence of time/financial savings

Procurement practices: Vendor preferences

Purchase threshold: At least on informal quote is required

Purchase threshold: Formal bidding or competitive negotiation is required

Purchase threshold: Multiple quotes are required

Purchase threshold: Must be approved or solution accepted by elected body

Purchase threshold: Must be made by the central procurement office

Purchase threshold: Written quotes are required

# CULTURE & LEISURE



## Parks and Recreation

Maintenance expenditures per acre

Maintenance expenditures per capita

Survey: Quality of Parks

Survey: Recreational Opportunities

# INTERNAL SERVICES



## Human Resources

HR: Number of applications received

HR: Number of positions filled

HR: Number of qualified applicants

HR: Number of successful applicants still employed 12 months from hire date

**Number of FTEs jurisdiction-wide per 1,000 population**

**Percentage of new full-time employees completing probationary period**

Sick leave hours taken: Total, all employee

Turnover: Number of full-time, permanent employees who left: Total

**Turnover rate: All full-time employees**

## Information Technology

**Expenditures: Information technology personnel and operations per capita**

**Expenditures for IT per endpoint served**

Helpdesk requests resolved: Total requests resolved

**Internal survey: General IT services**

## Finance

**Expenditures, general fund personnel and operations per capita**

Purchasing/credit card purchases: total dollar value

Purchasing/credit card purchases: total transactions

Revenues, General Fund: Property Tax

Revenues, General fund: Sales Tax

# NEIGHBORHOOD SERVICES



## Planning and Development

**Administrative subdivisions: Average calendar days to plan approval**

Development permits:

**Average calendar days from application to issuance: Commercial**

**Average calendar days from application to issuance: Residential**

**Survey: Quality of Permitting Services**

Code cases available for resolution per capita

Percentage of cases resolved through forced compliance

Percentage of cases resolved through voluntary compliance

**Survey: Code violations**

# PUBLIC SAFETY



## Police

Complaints against sworn police personnel: total

Police calls: Calls for service resulting in a unit being dispatched

**Top Priority calls: Average time from dispatch to arrival on scene (in seconds)**

UCR Part I Violent Crimes: Reported

## Fire

**Emergency EMS response time: Percentage 8 Min or under: Dispatch to arrival**

**Emergency Fire response time: Percentage 4 Min or under: Dispatch to arrival**

**Emergency Fire response time: Percentage 8 Min or under: Dispatch to arrival**

EMS: Total BLS and ALS Responses

Expenditure: Total Fire/EMS personnel and operations

**Fire Incidents: Commercial/Industrial per 1,000 occupancies**

Fire Incidents: Commercial and Industrial

Fire Incidents: Total Structure Fires

**Hours Trained Per Firefighter: Sworn FT/Career Staff**

Inspections: Commercial/Industrial occupancies inspected

# PUBLIC WORKS



## Engineering

### Average age heavy duty vehicle

Expenditures – road rehabilitation dollar amount

Expenditures – total vehicle maintenance

Expenditures – gasoline fuel dollar amount

Linear miles streets swept

Recycling tons collected

Total vehicles & off road heavy equipment