

# 2017 Budget

CITY OF BRANSON, MISSOURI



Operating Budget | 5-Year Capital  
Pay/Merit Plan | Employee Insurance Rates | Reserve Policy



“ One reason people resist change is because they focus on what they have to give up, instead of what they have to gain. ”

Rick Godwin

City of  
Branson

Arts, Culture &  
Education

Community  
Character

Economic  
Development

# CONTENTS

- 04 FINANCE DIRECTOR'S NOTE
- 05 ASSUMPTIONS MEMO
- 08 OVERVIEW OF PRIORITY-BASED BUDGETING
- 12 COMMUNITY RESULTS
- 32 REVENUES & EXPENDITURES
- 36 2017 ECONOMIC OUTLOOK SUMMARY
- 37 SECTION 1 - 2017 BUDGET
- 49 ONE TIME EXPENDITURES
- 51 SECTION 2 - FIVE YEAR CAPITAL PROGRAM SUMMARY
- 63 SECTION 3 - 2017 INSURANCE RATES, EMPLOYEE MEDICAL, DENTAL & LIFE INSURANCE
- 69 SECTION 4 - PAY PLAN/MERIT PLAN
- 71 SECTION 5 - RESERVE POLICY

Infrastructure  
&  
Environment

Land Use

Parks, Open  
Space &  
Recreation

Good  
Governance

Tourism

Transportation

Safety,  
Health &  
Socio-  
Economic

# FINANCE

## DIRECTOR'S NOTE



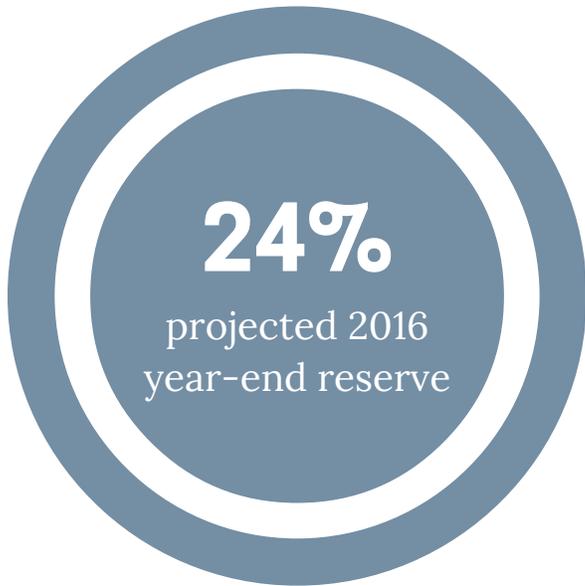
I am pleased to present the 2017 - 2018 Budget. In an effort to streamline the budgeting process with the board's strategic retreat planned for 2017, the Departments of Finance and Administration have completed a biennial budgeting process that allows the board to annually adopt the operating budget, but better allows the city to plan for future budgets. This year presented the Finance Department with many challenges while drafting the budget, however, priority-based budgeting proved an exceedingly valuable tool that provides a "new lens" to balance and present a more fiscally sustainable future for the city. Once again, the cooperation between Mayor Karen Best, City Administrator Bill Malinen, and the city's department heads was vital to the success of this process.

Continued emphasis was placed on ensuring that budgeted items achieved the city's Community Results and Governance Goals. I project FY2016 to end with a 24% reserve, although FY2017 is estimated at the minimum 20% requirement per municipal code. Additionally, no new personnel is budgeted for 2017, so it will be imperative that the city utilize the tools available to reallocate expenses whenever possible to ensure that we provide increased service for programs vital to the community.

**Jamie Rouch**



# FY2016 ASSUMPTIONS & PROJECTIONS



## 01. Sales Tax

3% increase from prior year actuals  
due to historical trend

## 02. Year-End Projections

All departments completed 2016  
year-end projections

## 03. Personnel

3% Merit Increase for 2016  
2% Market Adjustment

## 04. Additional Personnel Changes

- 1 Fire Battalion Chief
- 1 Storm Water Coordinator  
(Engineering/Public Works)
- 3 Police Officers
- 1 Electrician (Utilities)
- 1 Plant Operator (Utilities)
- 2 Maintenance Workers (PW)
- 1 PT Maintenance Worker (Recycle  
Center)
- 1 Communication Specialist
- 1 Maintenance Worker I (Parks)
- 1 CAD Specialist (Engineering)
- 1 Project Manager - 76 (Engineering)



# General Fund

## FY2017 BUDGET

FY17 market adjustment at 2%  
 FY17 raise average at 3%  
 FY17 sales tax increase 1% (conservative)  
 FY17 insurance balanced at 3% increase  
 FY17 legal expenditures at \$260,000  
 FY17 debt service \$418,520

Taney County Partnership	\$10,000
Health Department	\$389,000
Branson Area Festival of Lights	\$25,000
Parks Department subsidy	\$671,000
Housing Authority	\$70,000
Social Service Agencies	\$60,000

No new personnel (many requested)

FY17 Capital	\$375,000
FY 17 One-Time Expenditures	\$360,133



## FY2018 BUDGET

(balanced on assumptions)

1% revenue increase  
 3% total wage increase  
 No insurance increase

No new personnel

Expenditure increase  
 based on priorities

## FY2018 - 2021

balanced only with:

1% revenue increase  
 3% total wage increase  
 No insurance increase

No new personnel

No expenditure increase

# Transportation Fund

## FY2017 BUDGET

FY17 market adjustment at 2%  
 FY17 raise average at 3%

No new personnel

FY17 sales tax increase 1%  
 (conservative)  
 FY17 capital \$400,000

# Transportation Fund (continued)

## FY2018 BUDGET

FY18 raise average at 3%

FY18 sales tax increase 1%  
FY18 capital \$509,000

# Tourism Fund

## FY2017 BUDGET

FY 17 sales tax increase of 1%  
FY17 CID tax at 1%  
FY17 Loan proceeds \$13,200,000  
FY17 marketing contract \$2,169,863  
FY17 debt service \$6,654,033

Spirit of 76 Project \$12,000,000  
Water/sewer \$1,297,000  
Downtown Project \$4,000,000  
other projects \$657,400  
FY17 total capital \$17,954,000

## FY2018 BUDGET

FY 17 sales tax increase of 1%  
FY17 CID tax at 1%

Spirit of 76 Project \$10,000,000  
Water/sewer \$1,430,000  
Downtown Project \$2,180,000  
other projects \$800,000  
FY18 total capital \$14,410,000

# Water/Sewer Fund

## FY2017 BUDGET

FY17 market adjustment at 2%  
FY raises average 3%  
Water rate increase of 12%  
Sewer rate increase of 7%

Equipment \$367,500  
CIP \$657,000  
FY17 total capital \$1,024,500

New Maintenance Worker I (based on rates)

## FY2018 BUDGET

FY raises average 3%  
Water rate increase of 12%  
Sewer rate increase of 7%

# Priority-Based Budgeting

## A brief overview

Priority-Based Budgeting (PBB) is a relatively new approach to local government financial management which emphasizes strategic planning to accomplish the goals and objectives identified by city leaders and members of the community. Many benefits have been achieved in communities that have adopted this style of budgeting, such as: increased transparency, increased community involvement and more accountability. While this process is being adopted by local governments across the nation, the City of Branson is the first organization in the state of Missouri to implement this process. The city chose a multi-year implementation process with the 2016 Annual Operating Budget being the first fully implemented year.

The Departments of Finance and Administration began implementation of PBB in FY2014. Nine Community Results and one Governance Result were identified and defined through collaboration of the Board of Alderman, city staff and members of the community. The following results directly relate to the city's comprehensive Community Plan: **Community Needs: Arts, Culture & Education, Community Character, Economic Development, Infrastructure & Environment, Land Use, Parks & Recreation, Community Needs: Safety, Health & Socioeconomic, Tourism, Transportation & Good Governance.**

A list of programs & services that the city offers was compiled by staff. The programs and services were then evaluated and ranked based on their effectiveness of achieving the community and governance results. Programs that achieved more than one result were ranked higher than those that achieved one or none. The purpose of this practice is to create a budget that more directly focuses on the programs and services that benefit the community.



## THE 5 POLICY QUESTIONS

*a starting point for discussion*

The 5 Policy Questions encourage city leadership to examine city policies and programs for ways that may improve efficiency, reduce organizational "red tape", or provide partnerships with non-profits and other public entities that may decrease the city's responsibility to provide services while improving availability and effectiveness to the public. Ultimately, this discussion leads the city to reducing expenses for programs that fall under one or more of the questions and reallocating those funds to other programs that better achieve our community results.

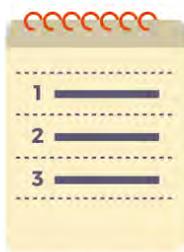
- #1 *Are we over providing to high mandate programs with low relevance?*
- #2 *Are we over providing to our self imposed mandates?*
- #3 *Are there service sharing options with other political organizations?*
- #4 *Are there public-private partnership opportunities?*
- #5 *Are there programs best provided by the private sector?*



# Steps to a brighter financial future

## Branson's path to Priority Based Budgeting

2015 & 2016



#1

### Board of Aldermen set the city's goals

The Board of Aldermen and city staff develop the City's Community Plan 2030 into a list of Community Results that city leadership will work to achieve.



#2

### City staff create an inventory of all programs the city offers

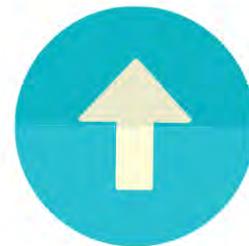
Staff from each city department create an inventory of all programs that each department offers.



#3

### Defining desired results

The Community Results must be defined. This process includes a dialogue between city leadership, staff and community members to define what our goals really mean. This process resulted in 60 definitions to give staff clear direction on how to achieve the results.



#4

### Scoring programs

Departmental staff score each of their department's programs according on its ability to achieve the city's desired results. The more influence a program has a on achieving a result(s), the higher the score.

#5



### Validating the results

The city engages the public to ensure that the identified results meet the public's desired results. Results are also validated through the results of the community survey.

#6



### Peer review

Peer review teams made up of staff from all city departments review the scored programs to ensure consistency.

#7



### Final scoring

Results are integrated, coming up with a final score that reflects board, community and staff input.

#8



### Budget dollars are allocated to each program

Programs are sorted into quartiles based on their final scores. Quartiles 1 & 2 are made up of programs that have scored the highest according to the city's results and therefore receive the most budgeted dollars.

#9



### Preliminary budget proposal drafted

Staff prepares a budget draft to be presented to the Budget & Finance Committee for first review.

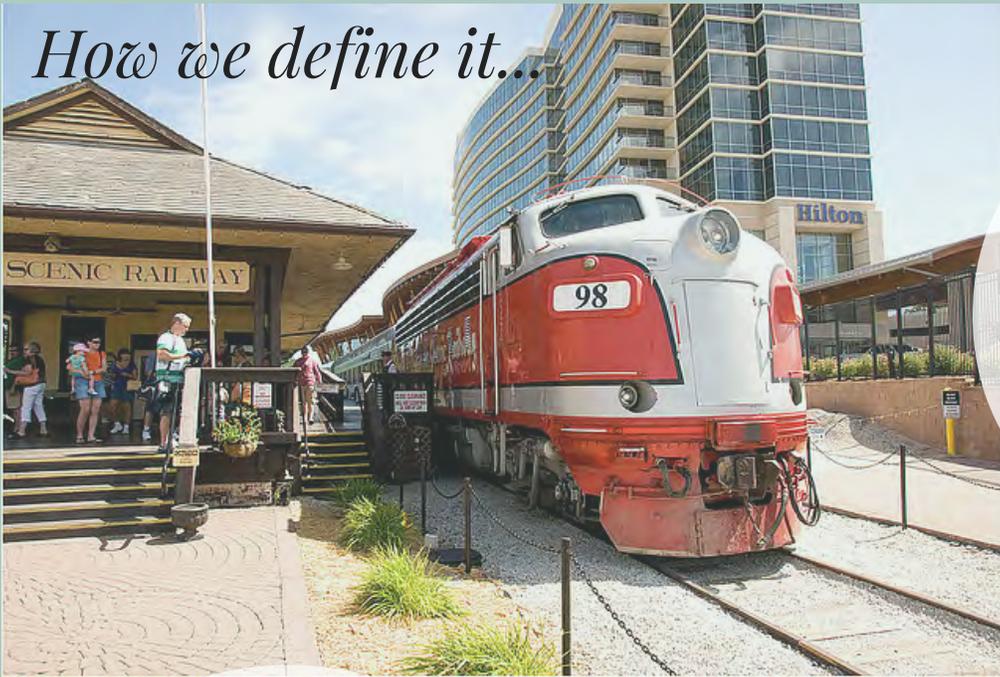
#10



### Budget adoption process

The proposed budget is presented at a special budget meeting. The proposal must then be approved for a first and second reading at two Board of Aldermen meetings.

*How we define it...*



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

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

Community Needs:  
Arts, Culture & Education

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

809 k  
of 2016 budgeted funds meet this result

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



*... how we achieve it*



# 2017 Budget

Continue partnership with Branson Public Schools to offer two resource officers on-site

Continue support of the various festivals held within the city annually

Continue to support the Branson Landing Farmer's Market to provide local produce & other artisan products to the public

The Police Department continues involvement with CAMBIO of the Ozarks to build effective intercultural communication & alliances



# How we define it...



Preserves and revitalizes the historic character of its downtown, ensuring that its buildings are well-maintained and contribute to the scale and quality of the district as a pedestrian-friendly

Community Character

7.6 m

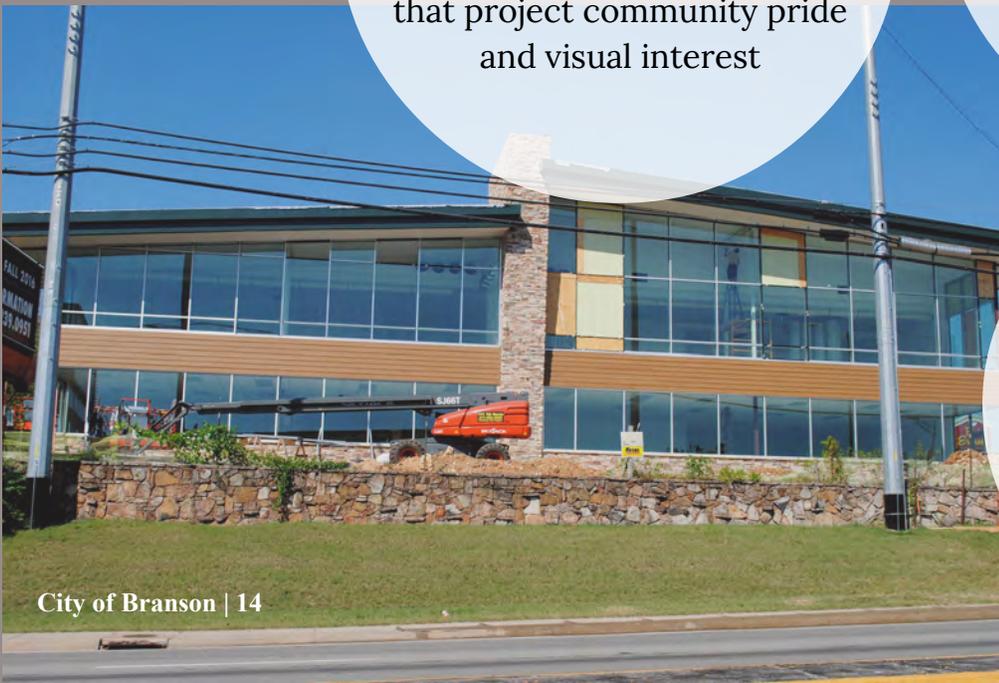
of 2016 budgeted funds meet this result

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

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

Enhances its major corridors within the city with cohesive, attractive, and distinguishing landscape character, signage and other identifying elements that project community pride and visual interest

Offers notable, pronounced gateways into the City with distinguishing landscapes and identifying elements that project community values, leaving a lasting impression on visitors



Sustains and invests in a community of cohesive, diverse, attractive and safe neighborhoods

*... how we achieve it*

# 2017 Budget



Enhance festival & gathering spaces  
Downtown

Construct "Liberty Plaza" with a water feature that will become the signature focal point for Downtown

Create a pedestrian friendly and interactive experience along Highway 76

Increase economic vitality for Downtown & Highway 76

Enhance the 76 corridor with a cohesive, attractive & distinguishing landscape



# How we define it...



New Runaway Mountain Coaster on Hwy 165

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

## Economic Development

# 4.0 m

of 2016 budgeted funds meet this result

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

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

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

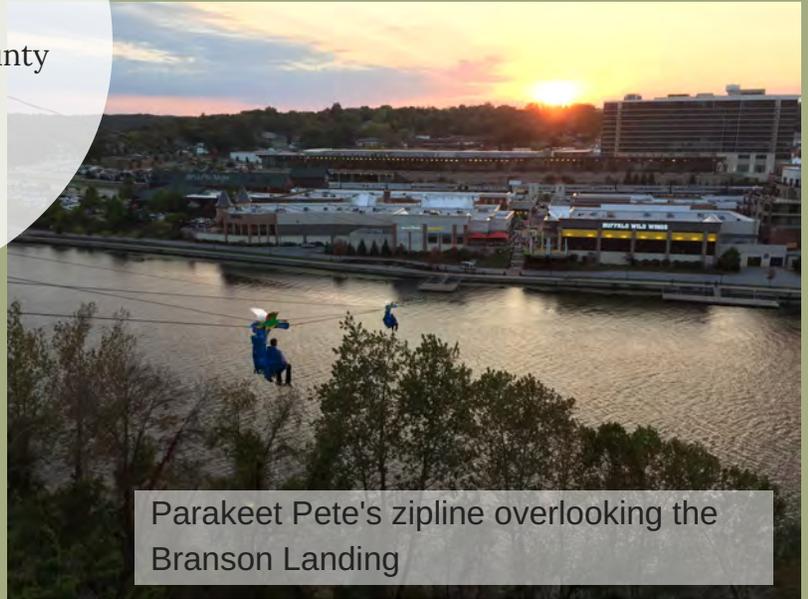


Encourages and maintains a diverse balance of retail, dining, entertainment and business services that support the resident population in order to maintain their quality of life

*... how we achieve it*

**\$10,000**

support to Taney County  
Partnership



Parakeet Pete's zipline overlooking the Branson Landing

# 2017 Budget

Defining the appropriate tax incentives that will encourage the desired development to occur in specific, identified locations

Continue to identify financial benefits for new development to come to Branson

Support the healthcare industry and explore medical tourism as a community engine

Coordinate land use policies with economic development plans to ensure there is alignment in the inventory of parcels that are best suited for redevelopment and new development



Fritz's Adventure under construction on Hwy 76

# How we define it...

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

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

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

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

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

## Infrastructure & Environment

### 15.4 m

of 2016 budgeted funds meet this result

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

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



**\$1,024,500**

FY2107 Water/Sewer  
Fund Capital

Continued compliance  
with MS4 - EPA regulations  
concerning storm water  
runoff



**\$1,297,000**

FY2107 Water/Sewer  
projects funded by  
Tourism Fund

**\$12 million**

budgeted for Highway 76  
improvements including  
duct banks & water/sewer  
line improvements

# 2017 Budget



# How we define it...



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

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

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

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

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

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

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

## Land Use

# 1.6 m

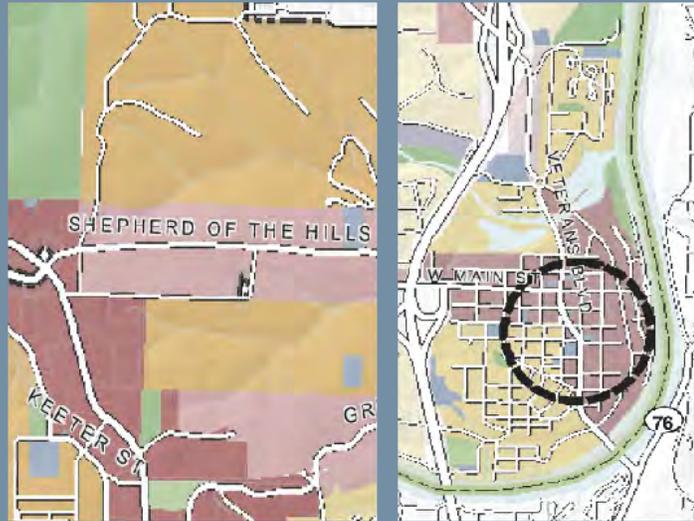
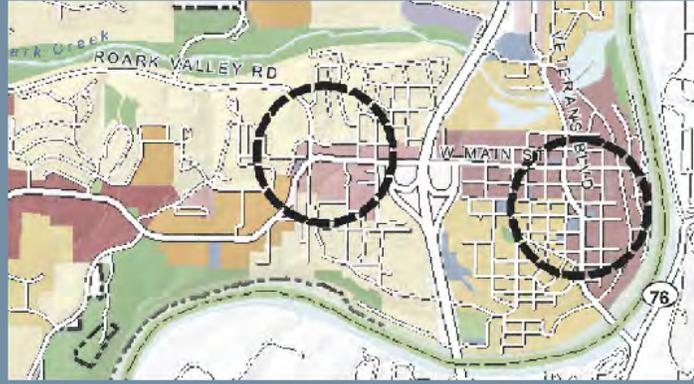
of 2016 budgeted funds meet this result

The city will continue to encourage redevelopment and building re-use opportunities that will increase economic activity

Redevelopment will continue along Highway 76 and the Downtown areas as streetscape projects are underway and completed

Planning & Zoning has created a draft zoning code update in 2016 for public review

*... how we achieve it*



Draft future land use map

# 2017 Budget



Highway 76 Redevelopment

*How we define it...*



# Parks, Open Space & Recreation

1.7 m

of 2016 budgeted funds meet this result

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

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

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

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



# 2017 Budget

Continued  
maintenance on the  
city's trail system



Finding ways to  
reallocated resources  
and funds from less  
used programs to  
better manage Parks  
Fund subsidy from  
General Fund

Expand tournaments  
and programs the  
department hosts by  
including sports such  
as pickleball, disc golf  
& archery

Work on plans to  
redevelop the Historic  
Owens Property lost  
to fire in 2016



# How we define it...

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

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

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

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

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

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

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

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

Community Needs: Safety, Health & Socio-Economic

20.2 m  
of 2016 budgeted funds meet this result



*... how we achieve it*



# 2017 Budget

**\$13,500**  
Self-Rescue gear replacement for Fire Department

**\$70,000**  
Aid to the Branson Housing Authority

**\$60,000**  
social service agency support

**\$389,000**  
Taney County Health Department to provide additional health services to the community

Reallocation of funds from the DARE Program to the K9 Unit

## How we define it...



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

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

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

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

## Tourism

### 1.5 m

of 2016 budgeted funds meet this result

Offers visitor services and facilities that are ethical, informative and clear to tourists

Promotes Branson's Brand that continually expands beyond entertainment and celebrates its outdoor recreation opportunities

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

*... how we achieve it*



# 2017 Budget

The city will continue to encourage the renewal and modernization of theaters and other attractions to provide unique quality and engaging experiences

**\$12 m**

Highway 76 related capital investment in 2017

The city will continue to work with new business opportunities that help to diversify our tourist demographic

**\$4 m**

Downtown Revitalization  
FY2017 budget



**\$2,169,863**

marketing contract with  
the Convention & Visitors  
Bureau

# How we define it...



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

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

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

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



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

## Transportation

3.5 m  
of 2016 budgeted funds meet this result

*... how we achieve it*



76 Project will improve traffic flow & improve the aesthetics of the corridor

Though the 76 Project will be completed over a multi-year period, the ultimate benefit to the city will be a complete streets project that will make the city more pedestrian friendly

Continued annual support of the operations at M. Graham Clark Airport

**2017**  
Budget



# How we define it...

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

## Good Governance

### 13.0 m

of 2016 budgeted funds meet this result

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

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

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

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

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



# 2017 Budget

*... how we achieve it*



**\$1.9 million**  
new ERP system to

Continuing education in  
2017 for Priority Based  
Budgeting

**\$23,500**

New & Replacement  
Toughbooks for the Police  
& Fire Departments for  
emergency and  
operational use

Refinancing of debt in 2016  
& 2017 to result in  
significant cost savings over  
the life of the bonds

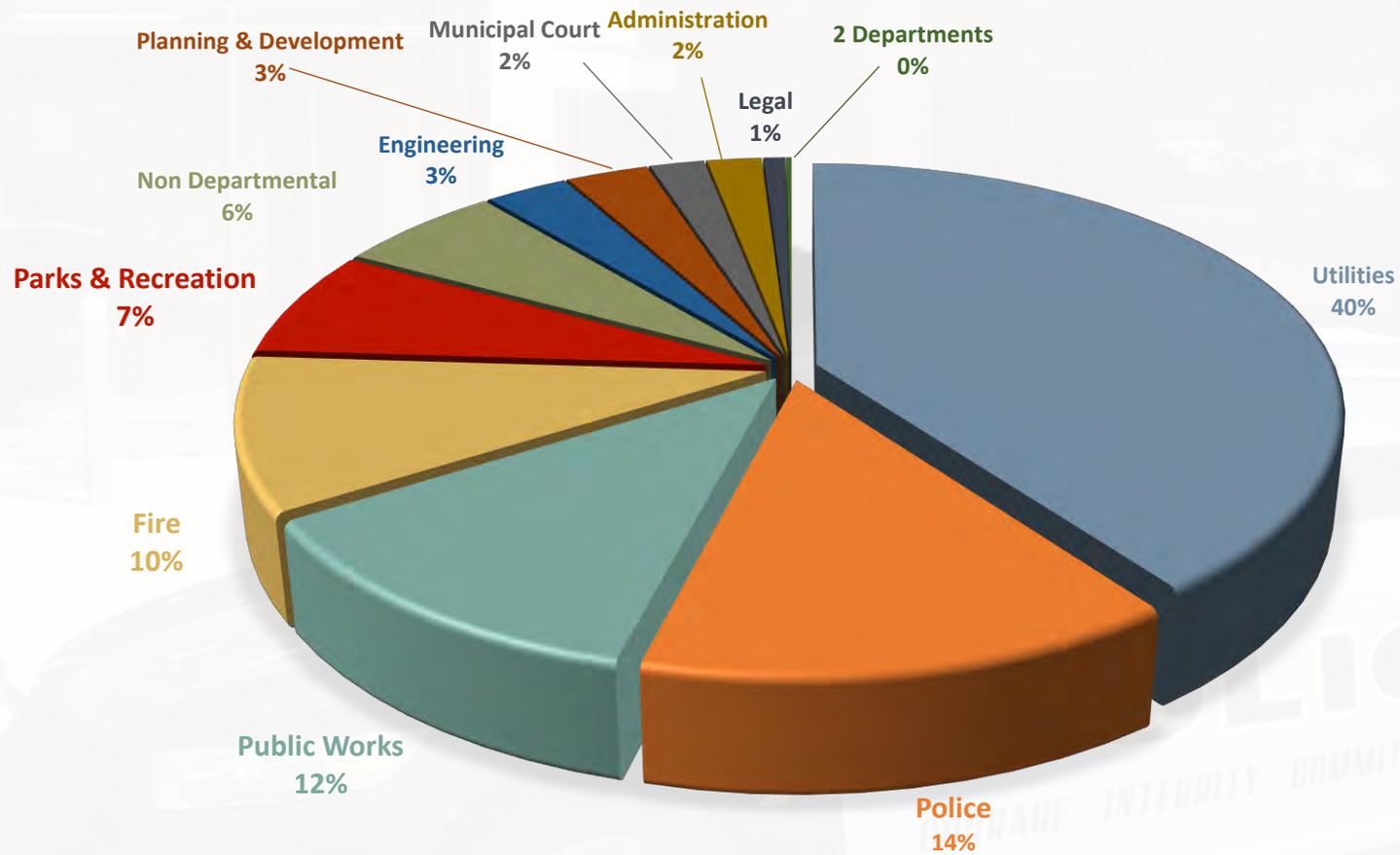
2017  
Strategic Planning  
Retreat

**\$20,200**

Improved communication  
between the city &  
community through  
implementation of a  
newsletter

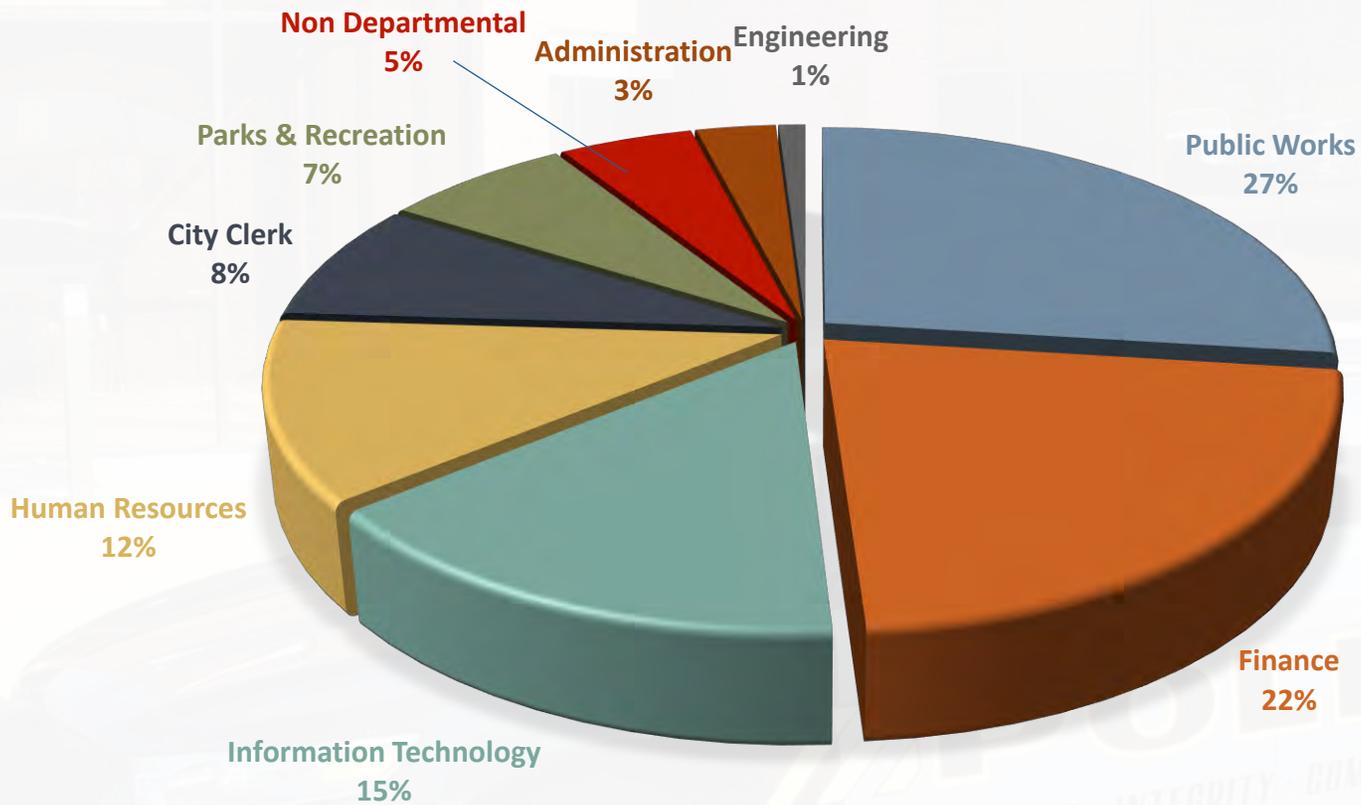
# COMMUNITY PROGRAMS

Community Spending Across Departments



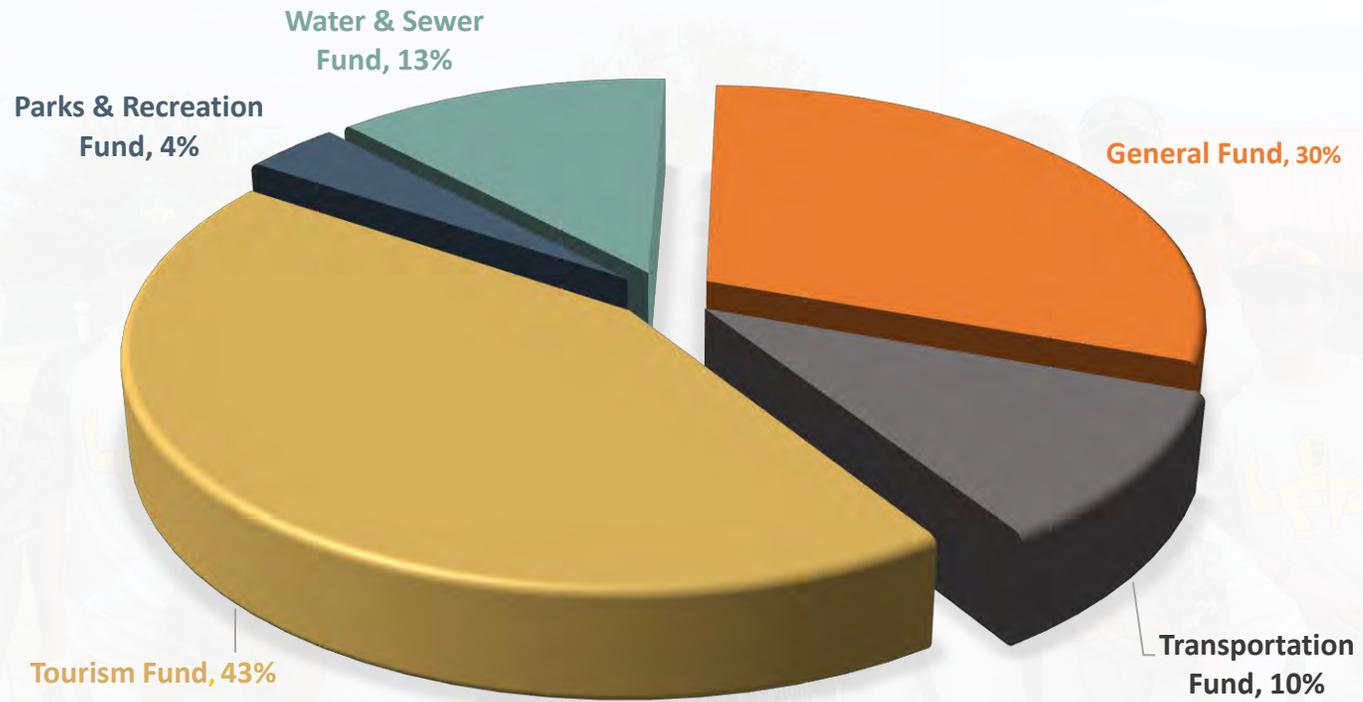
# GOVERNANCE PROGRAMS

Community Spending Across Departments



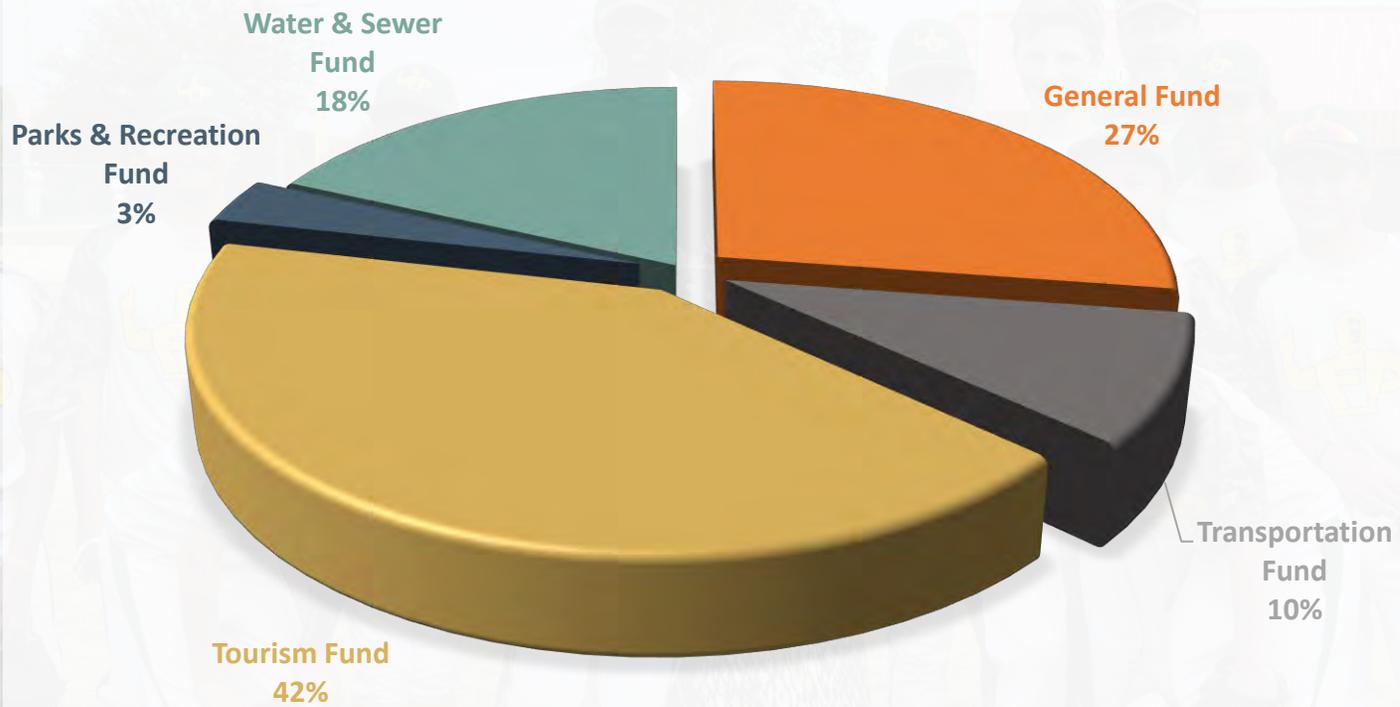
# CITY OF BRANSON

2017 Revenues



# CITY OF BRANSON

## 2017 Expenditures



# ITEMS TO MONITOR FOR 2017

## ➔ Natural Occurrences?



The city experienced flooding in 2011, 2013 and 2015, in addition to the Leap Day tornado in 2012. Natural disasters have a significant impact on the local economy and

are nearly impossible to predict when they may occur. A healthy reserve and monitoring of the budget are essential to minimize the impact on the city's budget.

## ➔ Recession?



While predictions are the next recession will not be as significant as the Great Recession of the late 2000's, many economists are predicting a recession in the nation's

economy beginning in 2017. Eight of the last eleven recessions have either started or overlapped with the first year of a new presidential term.

## ➔ Major Projects



The city is undertaking two large-scale projects in areas of major revenue production at the same time. While the city has been careful to schedule construction

to minimize business interruption, the projects are budgeted to spend \$16,000,000 in FY2017 and amount to approximately 18.5% of the total budgeted expenditures.

**The Economist poll of forecasters, September averages** (previous month's, if changed)

	Real GDP, % change average				Consumer prices % change		Current account % of GDP	
	2016		2017		2016	2017	2016	2017
Argentina	-1.9/-0.2	2.5/4.0	-1.2 (-0.8)	3.0 (2.5)	- (-)	- (-)	-2.3 (-1.6)	-2.2 (-2.0)
Australia	1.9/3.3	2.1/3.2	2.8 (2.7)	2.8 (2.7)	1.3	2.2	-4.4 (-4.5)	-3.9 (-4.1)
Austria	1.1/1.5	1.0/1.6	1.3	1.2	1.0 (1.2)	1.7 (1.9)	2.8 (2.3)	2.9 (2.3)
Belgium	1.1/1.5	0.4/1.6	1.3	1.2 (1.3)	1.8 (1.7)	1.8	1.2 (1.1)	1.3 (1.0)
Brazil	-3.8/-2.8	0.3/2.0	-3.3 (-3.5)	1.1 (1.0)	8.2 (8.0)	5.5 (6.1)	-1.0 (-1.1)	-1.1 (-1.2)
Britain	1.2/1.9	-0.7/1.0	1.6	0.5	0.7	2.4	-5.4 (-5.1)	-4.2 (-3.8)
Canada	1.0/1.4	1.2/2.5	1.2 (1.4)	1.9	1.7	2.0	-3.2 (-2.4)	-2.7 (-2.1)
China	6.4/6.8	5.7/6.7	6.6 (6.5)	6.3	2.0	1.9	2.7	2.5 (2.6)
Denmark	0.5/1.4	0.6/2.1	1.1 (1.2)	1.6 (1.7)	0.8 (0.7)	1.6	6.8 (6.0)	5.8 (6.0)
France	1.2/1.5	0.7/1.4	1.3 (1.4)	1.1	0.3	1.1	-0.5	-0.5
Germany	1.4/2.0	1.0/1.7	1.6 (1.5)	1.2 (1.3)	0.4	1.5	8.4 (8.1)	7.9 (7.6)
India	7.0/8.1	6.1/8.3	7.6 (7.4)	7.6 (7.5)	5.2 (5.1)	5.1	-1.2	-1.6 (-1.5)
Indonesia	4.8/5.2	4.8/5.7	5.0	5.3	3.8 (4.0)	4.5 (4.7)	-2.2 (-2.4)	-2.5 (-2.6)
Italy	0.6/1.0	-0.1/1.2	0.8 (0.9)	0.7 (0.9)	nil	0.9	2.3 (2.1)	2.1 (1.9)
Japan	0.2/0.7	0.1/1.4	0.5	0.8 (0.9)	-0.1	0.7	3.4	3.0 (3.1)
Mexico	1.9/2.6	1.9/3.2	2.1 (2.2)	2.5	2.9 (3.0)	3.3	-3.0	-2.9
Netherlands	1.2/1.8	0.1/2.0	1.5	1.3	0.3	1.2	9.8 (9.9)	9.5 (9.8)
Russia	-2.1/0.5	0.4/2.9	-0.5 (-0.8)	1.4 (1.5)	7.1 (7.2)	5.4 (5.7)	3.3 (2.9)	3.5 (3.2)
South Africa	-0.2/0.8	0.5/1.7	0.3 (0.4)	1.2 (1.3)	6.0 (5.7)	6.1 (5.6)	-4.3 (-3.0)	-4.2 (-3.9)
South Korea	2.3/2.9	2.2/2.9	2.6 (2.5)	2.6	1.0 (1.2)	1.6 (1.7)	7.4 (7.5)	6.7 (6.9)
Spain	2.7/3.2	1.5/2.5	2.9 (2.8)	2.0	-0.4	1.2	1.3	0.9
Sweden	2.8/4.0	1.8/2.6	3.3 (3.5)	2.3 (2.5)	1.0	1.5	5.6 (5.7)	5.4 (5.5)
Switzerland	0.8/1.5	0.9/1.6	1.1 (1.0)	1.4	-0.5	0.4 (0.5)	9.7 (9.2)	9.7 (9.0)
Turkey	2.7/4.0	2.1/3.9	3.2 (3.4)	3.1 (3.3)	7.7 (7.5)	7.6 (7.4)	-4.7	-5.2 (-5.1)
<b>United States</b>	<b>1.1/2.0</b>	<b>1.2/2.5</b>	<b>1.5 (1.7)</b>	<b>2.0</b>	<b>1.3 (1.4)</b>	<b>2.1</b>	<b>-2.6 (-2.5)</b>	<b>-2.8 (-2.6)</b>
Euro area	1.2/1.8	0.7/1.9	1.3	1.2 (1.1)	0.3	1.3 (1.2)	3.2 (3.0)	2.9 (2.6)

Sources: Bank of America, Barclays, BNP Paribas, Citigroup, Commerzbank, Credit Suisse, Decision Economics, Deutsche Bank, EIU, Goldman Sachs, HSBC Securities, ING, Itau BBA, JPMorgan, Morgan Stanley, Nomura, RBS, Royal Bank of Canada, Schroders, Scotiabank, Societe Generale, Standard Chartered, UBS

# 2017 ECONOMIC OUTLOOK

FY2017 budgeted revenues are estimated at a conservative 1% increase compared to projected 2016 revenues. The city's current forecast predicts a growth of 3.0% for Branson sales tax growth and 4.5% for tourism tax for FY2016. FY2017 predicts a growth of 3.3% in sales tax and 3.0% in tourism. Although the city has enjoyed more growth than 1% in recent years, and typically outpaces the national GDP, it's important to exercise caution. In the past several years, the city has experienced uncontrollable events related to the weather that are very likely to affect the city again in the future. Additionally, the volatile 2016 presidential election increases the chances of the first year of the next president's term to mark the beginning of a recession. By conservative budgeting of revenue growth, the city may better respond to any economic uncertainty.

ECONOMIC FORECAST								
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Forecast 2016	Forecast 2017	Forecast 2018	
Branson Sales Tax Growth	-0.8%	3.0%	3.0%	4.4%	3.0%	3.3%	3.3%	
Branson Tourism Tax Growth	-3.0%	2.9%	4.7%	3.1%	4.5%	3.0%	3.0%	
<b>BRANSON AVERAGE</b>	<b>-1.9%</b>	<b>3.0%</b>	<b>3.9%</b>	<b>3.8%</b>	<b>3.8%</b>	<b>3.2%</b>	<b>3.2%</b>	
Kiplinger Report					1.4%	2.0%		
Real U.S. GDP Growth (World Bank)					1.9%	2.2%	2.1%	
June 2016 Federal Reserve Meeting					2.0%	2.0%	2.0%	
Missouri FY17 Budget Document					2.7%	2.7%		
April 2016 Wall Street Journal Econ. Forecast Survey					2.1%	2.3%	2.2%	
<b>NATIONAL GROWTH - AVG. FORECAST OF OTHERS</b>	<b>2.3%</b>	<b>2.2%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>2.0%</b>	<b>2.3%</b>	<b>2.1%</b>	
Branson Compared to National Average	<b>Tornado</b>	<b>0.8%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>1.7%</b>	<b>0.9%</b>	<b>1.1%</b>	

# SECTION 1



# 2017 BUDGET

City of Branson

<b>Combined Statement of Budgeted Revenues and Expenditures - General Fund</b>								
	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>	<b>2019 FORECAST</b>	<b>2020 FORECAST</b>	<b>2021 FORECAST</b>
<b>BEGINNING FUND BALANCE</b>	<b>4,460,682</b>	<b>4,153,021</b>	<b>5,072,727</b>	<b>4,052,979</b>	<b>4,052,979</b>	<b>4,052,979</b>	<b>4,052,978</b>	<b>4,052,978</b>
<b>REVENUES:</b>								
Taxes & Franchise Fees	15,240,014	15,295,553	15,555,631	15,748,119	15,961,510	16,177,908	16,397,356	16,619,898
Licenses and Permits	641,611	685,804	739,504	727,286	745,959	753,418	760,952	768,562
Court Receipts	410,484	450,000	250,000	250,000	252,500	255,025	257,575	260,151
Lease and Rents	1,208,574	1,207,868	1,197,959	1,324,321	1,375,389	1,387,892	1,425,521	1,438,277
Charges for Services	1,116,721	1,394,888	1,354,776	1,576,838	1,618,143	1,660,607	1,702,968	1,746,525
Intergovernmental	18,357	0	199,000	0	0	0	0	0
Interest Income	238,491	80,000	246,177	200,000	232,245	234,567	236,913	239,282
Bond Proceeds	0	0	0	0	0	0	0	0
Misc. Revenue	174,975	79,128	119,817	97,878	98,857	98,452	99,418	100,395
<b>TOTAL REVENUE</b>	<b>19,049,227</b>	<b>19,193,242</b>	<b>19,662,864</b>	<b>19,924,442</b>	<b>20,284,602</b>	<b>20,567,870</b>	<b>20,880,704</b>	<b>21,173,089</b>
<b>EXPENDITURES</b>								
Mayor & Board	60,614	107,231	123,343	151,976	152,726	158,971	159,965	160,969
City Administration	474,483	485,223	410,465	628,604	493,833	508,611	521,248	534,258
Communications	0	0	124,459	139,219	140,668	143,196	145,799	148,480
City Clerk	332,108	369,546	372,421	396,372	411,604	404,583	413,834	423,362
Municipal Court	342,131	363,927	361,219	376,835	381,763	390,302	399,098	408,157
IT	554,573	716,943	724,860	655,490	693,980	704,162	714,650	725,453
Legal	305,785	488,175	346,091	478,025	421,221	424,915	432,372	440,010
Finance	783,890	924,043	916,729	933,499	943,514	964,336	986,400	1,009,125
Human Resources	390,772	601,765	532,088	589,976	613,971	609,790	620,365	631,258
Police	3,770,325	4,508,006	4,237,202	4,107,740	4,159,961	4,276,829	4,397,202	4,521,187
Fire	3,035,851	3,427,278	3,405,204	3,193,904	3,284,529	3,375,171	3,468,531	3,564,693
Public Works	639,531	735,236	720,010	760,260	762,964	775,125	787,651	800,552
Planning & Development	771,982	1,067,754	1,037,914	866,296	857,806	878,302	899,413	921,157
Engineering	571,624	574,400	770,067	812,850	823,807	843,130	863,032	883,532
Debt Service--Principal, Interest & Fiscal Charges	133,612	168,421	372,864	418,520	706,995	698,752	698,752	610,563
Non-Depart.	2,789,592	2,488,457	2,758,021	1,908,060	1,894,870	2,037,793	1,988,843	2,019,481
<b>Operating Expenditures</b>	<b>14,956,873</b>	<b>17,026,406</b>	<b>17,212,957</b>	<b>16,417,627</b>	<b>16,744,213</b>	<b>17,193,968</b>	<b>17,497,156</b>	<b>17,802,236</b>
<b>TOTAL EXPENDITURES</b>	<b>14,956,873</b>	<b>17,026,406</b>	<b>17,212,957</b>	<b>16,417,627</b>	<b>16,744,213</b>	<b>17,193,968</b>	<b>17,497,156</b>	<b>17,802,236</b>
Transfers From Other Funds	140,166	245,631	299,477	257,290	261,926	289,484	297,268	305,286
Transfers To Other Funds	3,620,475	3,543,078	3,769,133	3,764,104	3,802,315	3,663,387	3,680,816	3,676,139
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>5,072,727</b>	<b>3,022,410</b>	<b>4,052,979</b>	<b>4,052,979</b>	<b>4,052,979</b>	<b>4,052,978</b>	<b>4,052,978</b>	<b>4,052,979</b>
<b>Reserve %</b>			<b>24%</b>	<b>25%</b>	<b>24%</b>	<b>24%</b>	<b>23%</b>	<b>23%</b>

**City of Branson**

**Combined Statement of Budgeted  
Revenues and Expenditures -  
General Fund**

	2015 ACTUAL	2016 BUDGET	2016 PROJECTED	2017 BUDGET	2018 BUDGET	2019 FORECAST	2020 FORECAST	2021 FORECAST
20% MINIMUM RESERVE REQUIREMENT AVAILABLE FOR CAPITAL OUTLAY				3,283,525	3,348,843	3,438,794	3,499,431	3,560,447
Capital Expenditure				769,453	704,136	614,185	553,547	492,532
One Time Expenditure				(375,000)	(330,000)	(366,000)	(352,925)	(317,459)
<b>AVAILABLE FUNDS ABOVE MINIMUM REQUIRED</b>				<b>(360,133)</b>	<b>(280,573)</b>	<b>(234,000)</b>	<b>(193,000)</b>	<b>(172,000)</b>
				34,320	93,563	14,185	7,622	3,073

**City of Branson**

**Combined Statement of Budgeted**

<b>Revenues and Expenditures - Transportation Fund</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>	<b>2019 FORECAST</b>	<b>2020 FORECAST</b>	<b>2021 FORECAST</b>
<b>BEGINNING FUND BALANCE</b>	1,852,595	1,138,446	1,418,608	1,414,720	1,414,720	1,414,720	1,414,720	1,414,720
<b>REVENUES:</b>								
Taxes & Franchise Fees	5,966,036	5,947,447	6,119,262	6,165,305	6,255,681	6,347,393	6,410,866	6,474,975
Misc. Revenue								
<b>TOTAL REVENUE</b>	<b>5,966,036</b>	<b>5,947,447</b>	<b>6,119,262</b>	<b>6,165,305</b>	<b>6,255,681</b>	<b>6,347,393</b>	<b>6,410,866</b>	<b>6,474,975</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>7,818,631</b>	<b>7,085,893</b>	<b>7,537,870</b>	<b>7,580,025</b>	<b>7,670,401</b>	<b>7,762,113</b>	<b>7,825,586</b>	<b>7,889,696</b>
<b>EXPENDITURES:</b>								
Public Works	4,686,190	4,816,292	4,546,564	4,627,664	4,706,874	4,787,308	4,839,390	4,891,994
<b>TOTAL EXPENDITURES</b>	<b>4,686,190</b>	<b>4,816,292</b>	<b>4,546,564</b>	<b>4,627,664</b>	<b>4,706,874</b>	<b>4,787,308</b>	<b>4,839,390</b>	<b>4,891,994</b>
Transfers From Other Funds	766,500	750,000	750,000	800,000	800,000	800,000	800,000	800,000
Transfers To Other Funds	2,480,333	2,292,419	2,326,585	2,337,641	2,348,807	2,360,085	2,371,476	2,382,981
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>1,418,608</b>	<b>727,182</b>	<b>1,414,720</b>	<b>1,414,720</b>	<b>1,414,720</b>	<b>1,414,720</b>	<b>1,414,720</b>	<b>1,414,720</b>
Reserve %			31%	31%	30%	30%	29%	29%
<b>20% MINIMUM RESERVE REQUIREMENT AVAILABLE FOR CAPITAL OUTLAY</b>				925,533	941,375	957,462	967,878	978,399
Capital Expenditure				(450,000)	(309,000)	(454,000)	(446,842)	(436,322)
One Time Expenditure				-	-	-	-	-
<b>AVAILABLE FUNDS ABOVE MINIMUM REQUIRED</b>			-	39,187	164,346	3,258	0	(0)

**City of Branson**

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

	2015 ACTUAL	2016 BUDGET	2016 PROJECTED	2017 BUDGET	2018 BUDGET
<b>BEGINNING FUND BALANCE</b>	<b>2,073,297</b>	<b>2,073,297</b>	<b>672,446</b>	<b>672,446</b>	<b>2,572,446</b>
<b>REVENUES:</b>					
Taxes & Franchise Fees					
Licenses and Permits					
Court Receipts					
Leases and Rents					
Lease Termination					
Charges for Services					
Intergovernmental	-	-	-	-	-
Interest Income					
Misc. Revenue	-	-	-	1,900,000	-
<b>TOTAL REVENUE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,900,000</b>	<b>-</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>2,073,297</b>	<b>2,073,297</b>	<b>672,446</b>	<b>2,572,446</b>	<b>2,572,446</b>
<b>EXPENDITURES:</b>					
Capital Outlay	6,843,694	16,918,972	14,394,000	18,257,400	12,480,000
Debt Service--Principal, Interest & Chg. Non-Departmental					
<b>TOTAL EXPENDITURES</b>	<b>6,843,694</b>	<b>16,918,972</b>	<b>14,394,000</b>	<b>18,257,400</b>	<b>12,480,000</b>
<b>Transfers From Other Funds</b>	<b>5,442,843</b>	<b>16,918,972</b>	<b>14,394,000</b>	<b>18,257,400</b>	<b>12,480,000</b>
<b>Transfers To Other Funds</b>					
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>672,446</b>	<b>2,073,297</b>	<b>672,446</b>	<b>2,572,446</b>	<b>2,572,446</b>

**City of Branson**

<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund BM-160</b>					
	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>556,998</b>	<b>1,192,559</b>	<b>1,535,274</b>	<b>2,659,984</b>	<b>1,909,996</b>
<b>REVENUES:</b>					
Taxes & Franchise Fees	198,106	222,646	208,341	210,424	212,529
Interest Income	18	-	24	-	-
Bond Proceeds					
Misc. Revenue					
<b>TOTAL REVENUE</b>	<b>198,124</b>	<b>222,646</b>	<b>208,365</b>	<b>210,424</b>	<b>212,529</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>755,122</b>	<b>1,415,205</b>	<b>1,743,639</b>	<b>2,870,409</b>	<b>2,122,524</b>
<b>EXPENDITURES:</b>					
Cost of Issue/Advance Refunding	-	-	-	-	-
Debt Service--Principal	1,340,000	1,490,000	1,490,000	1,535,000	1,580,000
Debt Service--Interest & Fiscal Charges	1,481,481	1,441,281	1,441,281	1,396,581	1,350,531
Non-Departmental	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,821,481</b>	<b>2,931,281</b>	<b>2,931,281</b>	<b>2,931,581</b>	<b>2,930,531</b>
<b>Other Fin. Sources--Refunded Bonds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers To Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers From Other Funds</b>	<b>3,601,633</b>	<b>2,327,773</b>	<b>3,847,626</b>	<b>1,971,168</b>	<b>1,973,329</b>
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>1,535,274</b>	<b>811,697</b>	<b>2,659,984</b>	<b>1,909,996</b>	<b>1,165,322</b>

**City of Branson**

<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund-BH 170</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>11,380,553</b>	<b>12,192,966</b>	<b>11,666,218</b>	<b>12,710,228</b>	<b>14,136,541</b>
<b>REVENUES:</b>					
Taxes & Franchise Fees	790,084	792,342	802,888	798,424	792,926
Licenses and Permits					
Court Receipts					
Leases and Rents					
Lease Termination					
Charges for Services					
Intergovernmental	3,231,244	3,256,107	3,275,702	3,308,458	3,341,541
Interest Income	10,112	11,100	12,086	12,206	12,329
Misc. Revenue					
<b>TOTAL REVENUE</b>	<b>4,031,440</b>	<b>4,059,549</b>	<b>4,090,676</b>	<b>4,119,088</b>	<b>4,146,796</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>15,411,993</b>	<b>16,252,515</b>	<b>15,756,894</b>	<b>16,829,316</b>	<b>18,283,337</b>
<b>EXPENDITURES:</b>					
Finance					
Cost of Issue/Advance Refunding					
Debt Service--Principal	2,015,000	1,080,000	1,460,000	1,195,000	1,330,000
Debt Service--Interest & Fiscal Chg	3,133,036	3,077,700	3,006,503	2,931,810	2,861,828
Non-Departmental	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>5,148,036</b>	<b>4,157,700</b>	<b>4,466,503</b>	<b>4,126,810</b>	<b>4,191,828</b>
<b>Other Fin. Sources--Refundings</b>	-	-	-	-	-
<b>Transfers From Other Funds</b>	<b>1,402,261</b>	<b>1,361,323</b>	<b>1,419,837</b>	<b>1,434,035</b>	<b>1,448,376</b>
<b>Transfers To Other Funds</b>					
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>11,666,218</b>	<b>13,456,138</b>	<b>12,710,228</b>	<b>14,136,541</b>	<b>15,539,885</b>

**City of Branson**

<b>Combined Statement of Budgeted Revenues and Expenditures - Parks &amp; Recreation</b>					
	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	358,119	373,322	460,278	389,958	318,542
<b>REVENUES:</b>					
Cigarette Tax	98,325	90,000	100,000	95,000	95,000
Campground	626,083	602,800	629,400	659,400	659,400
Intergovernmental -- Grants/Misc Revenue	0	0	75,950	0	0
Rents & Leases	130,385	129,352	133,352	132,000	133,250
Contributions	79,567	77,500	93,500	80,000	80,000
Pool Admissions	123,228	114,300	114,901	117,900	117,900
Swim Team	11,986	19,750	20,694	20,350	20,350
Ball Programs	139,807	133,200	131,000	132,300	132,300
Golf	49,476	45,000	48,000	46,000	46,000
Tennis Revenue	3,915	4,000	3,250	3,000	3,500
Recreation Center/Tournaments	119,722	119,150	123,100	121,100	121,100
Concessions	185,760	170,000	195,000	195,000	195,000
Day Camp	65,061	63,000	62,500	69,750	69,750
Dog Park	5,926	5,000	5,400	5,000	5,000
Community Center	29,426	26,000	31,000	26,000	26,000
Special Events	7,728	10,000	11,000	12,500	12,500
Cheerleading	1,380	1,700	1,500	0	0
<b>TOTAL REVENUE</b>	<b>1,677,775</b>	<b>1,610,752</b>	<b>1,779,547</b>	<b>1,715,300</b>	<b>1,717,050</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>2,035,894</b>	<b>1,984,074</b>	<b>2,239,825</b>	<b>2,105,258</b>	<b>2,035,592</b>
<b>EXPENDITURES</b>					
Parks & Recreation Administration	314,965	370,009	378,632	378,295	387,362
Recreation Center/Tournaments/Concessions	670,559	716,127	720,725	778,424	784,545
Day Camp	52,980	72,979	69,043	74,316	75,298
Ball Program	175,288	196,519	191,534	195,084	199,101
Campground	303,596	331,762	344,892	338,942	342,240
Park Programs/Parks	424,084	450,244	489,485	464,987	485,425
Community Center	52,491	86,444	74,617	72,100	74,861
Swimming Pool	123,443	136,713	140,397	143,502	138,104
Golf Course	73,946	67,737	76,546	73,028	73,815
Swim Team	23,543	29,908	30,361	32,951	33,226
Dog Park	3,349	3,550	3,554	3,959	4,077
Special Events/Programs	6,204	8,004	8,245	11,664	11,855
Cheerleading	1,077	1,370	1,370	0	0
<b>Operating Expenditures</b>	<b>2,225,525</b>	<b>2,471,366</b>	<b>2,529,401</b>	<b>2,466,251</b>	<b>2,508,910</b>
<b>Capital Expenditures</b>	<b>10</b>	<b>101,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENDITURES</b>	<b>2,225,535</b>	<b>2,572,366</b>	<b>2,529,401</b>	<b>2,466,251</b>	<b>2,508,910</b>
<b>Transfers From Other Funds</b>	<b>649,909</b>	<b>671,000</b>	<b>679,535</b>	<b>679,535</b>	<b>713,535</b>
<b>Transfers To Other Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>460,278</b>	<b>183,708</b>	<b>389,958</b>	<b>318,542</b>	<b>240,218</b>

**City of Branson**

<b>Combined Statement of Budgeted Revenues and Expenditures - Tourism Fund</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>	<b>2021 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>18,547,616</b>	<b>17,651,207</b>	<b>13,842,671</b>	<b>15,018,347</b>	<b>13,602,624</b>	<b>13,682,557</b>	<b>13,895,190</b>	<b>14,117,741</b>
<b>REVENUES:</b>								
Taxes & Franchise Fees	12,108,353	12,190,802	12,471,603	12,596,319	12,722,283	12,849,505	12,978,000	13,107,780
CID Taxes	-	3,114,750	-	3,114,750	4,000,000	4,000,000	4,000,000	4,020,000
Court Receipts								
Leases and Rents								
Lease Termination								
Charges for Services								
Intergovernmental								
Gain/Loss Sale of Asset	(41,985)							
Interest Income	456,622	434,538	434,097	334,538	294,983	295,433	295,887	296,346
Bond Proceeds	-	9,000,000	13,200,000	13,200,000	10,000,000	12,353,125	11,500,000	11,000,000
<b>TOTAL REVENUE</b>	<b>12,522,990</b>	<b>24,740,090</b>	<b>26,105,700</b>	<b>29,245,607</b>	<b>27,017,266</b>	<b>29,498,063</b>	<b>28,773,888</b>	<b>28,424,126</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>31,070,606</b>	<b>42,391,297</b>	<b>39,948,371</b>	<b>44,263,954</b>	<b>40,619,890</b>	<b>43,180,621</b>	<b>42,669,077</b>	<b>42,541,868</b>
<b>EXPENDITURES:</b>								
Tourism	3,249,908	2,513,400	2,576,007	2,546,789	2,577,258	2,608,031	2,639,111	2,670,502
76 Project Maintenance	-	593,234	-	600,000	1,095,148	814,671	951,271	1,657,442
Capital Outlay	-	-	-	-	-	-	-	-
Debt Service--Principal	3,471,166	3,650,124	3,650,124	5,837,696	6,107,717	6,077,101	6,100,263	4,544,783
Debt Service--Interest & Fiscal Chg.	964,753	816,337	816,337	816,337	629,988	498,960	556,212	58,230
<b>TOTAL EXPENDITURES</b>	<b>7,685,827</b>	<b>7,573,095</b>	<b>7,042,468</b>	<b>9,800,822</b>	<b>10,410,111</b>	<b>9,998,763</b>	<b>10,246,857</b>	<b>8,930,957</b>
<b>Transfers From Other Funds</b>								
<b>Transfers To Other Funds</b>	<b>9,542,108</b>	<b>17,838,055</b>	<b>17,887,556</b>	<b>20,860,507</b>	<b>16,527,221</b>	<b>19,286,668</b>	<b>18,304,479</b>	<b>16,238,016</b>
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>13,842,671</b>	<b>16,980,147</b>	<b>15,018,347</b>	<b>13,602,624</b>	<b>13,682,557</b>	<b>13,895,190</b>	<b>14,117,741</b>	<b>17,372,895</b>

**City of Branson**

<b>Combined Statement of Budgeted Revenues and Expenditures - Water/Sewer 620</b>					
	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>77,633,538</b>	<b>78,851,572</b>	<b>73,379,330</b>	<b>68,163,154</b>	<b>63,358,022</b>
<b>REVENUES:</b>					
Charges for Services:					
Water	3,134,009	3,176,766	3,401,503	3,778,400	4,215,650
Sewer	4,089,685	4,086,767	4,336,873	4,638,744	4,963,351
Rental Income					
Misc. Revenue	37,202	18,000	69,863	57,500	62,500
Unrealized Gain/(Loss)	(2,520)	-	(2,500)	-	-
Nonoperating Revenues (Expenditures)					
Sewer Capacity Fees					
Interest Income	23,979	15,249	22,516	16,065	17,000
Donated Funds	266,887	-	-	-	-
Intergovernmental	44,902	-	-	-	-
Gain on Disposal of Capital Asset	-	-	-	-	-
Interest Expense	(17)	-	-	-	-
Income (loss) before Transfers					
<b>TOTAL REVENUE</b>	<b>7,594,127</b>	<b>7,296,782</b>	<b>7,828,255</b>	<b>8,490,709</b>	<b>9,258,501</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>85,227,665</b>	<b>86,148,354</b>	<b>81,207,585</b>	<b>76,653,863</b>	<b>72,616,524</b>
<b>EXPENDITURES:</b>					
Operation Expenditures:					
Personal Services	2,733,736	3,244,256	3,196,096	3,396,119	3,490,904
Contractual Services	2,706,404	3,286,177	3,252,555	3,353,069	3,503,614
Commodities	624,569	752,620	677,373	722,965	708,710
Capital	(84,123)	486,785	486,785	367,500	215,000
Depreciation	4,581,561	4,722,811	4,722,622	4,773,188	4,820,920
Operating Income (loss)	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>10,562,147</b>	<b>12,492,649</b>	<b>12,335,431</b>	<b>12,612,841</b>	<b>12,739,148</b>
<b>Transfers From Other Funds</b>	<b>587,588</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers To Other Funds</b>	<b>1,873,776</b>	<b>709,000</b>	<b>709,000</b>	<b>683,000</b>	<b>667,000</b>
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>73,379,330</b>	<b>72,946,705</b>	<b>68,163,154</b>	<b>63,358,022</b>	<b>59,210,375</b>

**City of Branson**

**Combined Statement of Budgeted**

<b>Revenues and Expenditures - Water/Sewer Capital 145 (Tourism)</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2016 PROJECTED</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	<b>4,460,807</b>	<b>4,607,052</b>	<b>6,378,744</b>	<b>5,263,422</b>	<b>5,263,422</b>
<b>REVENUES:</b>					
Charges for Services:					
Water					
Sewer					
Rental Income					
Misc. Revenue					
Bond Proceeds					
Nonoperating Revenues (Expenditures)					
Water Connection Charges	6,391	8,327	61,000	61,610	62,226
Sewer Capacity Fees	-	-	-	-	-
Sewer Connection Charges	108,641	80,000	145,000	146,450	147,915
Interest Income					
Donated Funds					
Intergovernmental	90,198	-	-	3,689,940	542,000
Gain on Disposal of Capital Asset					
Interest Expense					
Income (loss) before Transfers					
<b>TOTAL REVENUE</b>	<b>205,230</b>	<b>88,327</b>	<b>206,000</b>	<b>3,898,000</b>	<b>752,141</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>4,666,037</b>	<b>4,695,379</b>	<b>6,584,744</b>	<b>9,161,422</b>	<b>6,015,563</b>
<b>EXPENDITURES:</b>					
Personal Services					
Contractual Services					
Commodities					
Capital	694,601	3,103,684	2,167,322	5,195,000	2,342,000
Contra Capital Expense	(377,304)	-	-	-	-
Depreciation					
Operating Income (loss)					
<b>TOTAL EXPENDITURES</b>	<b>317,297</b>	<b>3,103,684</b>	<b>2,167,322</b>	<b>5,195,000</b>	<b>2,342,000</b>
<b>Transfers From Other Funds</b>	<b>2,030,004</b>	<b>846,000</b>	<b>846,000</b>	<b>1,297,000</b>	<b>1,589,859</b>
<b>Transfers To Other Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>6,378,744</b>	<b>2,437,695</b>	<b>5,263,422</b>	<b>5,263,422</b>	<b>5,263,422</b>

**City of Branson**

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

	2015	2016	2016	2017	2018
	ACTUAL	BUDGET	PROJECTED	BUDGET	BUDGET
<b>BEGINNING FUND BALANCE</b>	<b>1,000,156</b>	<b>1,000,155</b>	<b>2,163,574</b>	<b>2,163,574</b>	<b>2,163,574</b>
<b>REVENUES:</b>					
Federal Grants	-	-	-	-	-
Grants from Others	-	-	-	24,000	-
Court Receipts					
Leases and Rents					
Lease Termination					
Charges for Services					
Interest Income					
Misc. Revenue					
<b>TOTAL REVENUE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,000</b>	<b>-</b>
<b>TOTAL AVAILABLE FUNDS</b>	<b>1,000,156</b>	<b>1,000,155</b>	<b>2,163,574</b>	<b>2,187,574</b>	<b>2,163,574</b>
<b>EXPENDITURES:</b>					
Personal Services					
Contractual Services					
Commodities					
Capital	1,282,569	659,000	633,964	657,000	1,116,000
Contra Capital	(1,209,803)	-	-	-	-
Debt Service--Principal, Interest & Chg.					
Depreciation					
Operating Income (loss)					
<b>TOTAL EXPENDITURES</b>	<b>72,766</b>	<b>659,000</b>	<b>633,964</b>	<b>657,000</b>	<b>1,116,000</b>
<b>Transfers From Other Funds</b>	<b>1,823,772</b>	<b>659,000</b>	<b>633,964</b>	<b>633,000</b>	<b>616,000</b>
<b>Transfers To Other Funds</b>	<b>587,588</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING UNRESERVED FUND BALANCE</b>	<b>2,163,574</b>	<b>1,000,155</b>	<b>2,163,574</b>	<b>2,163,574</b>	<b>1,663,574</b>

# 2017 INTERNAL ONE TIME EXPENDITURES(FUNDED)

DEPT.	ITEM DESCRIPTION	COST	ACCOUNT NUMBER
<b>PLANNING</b>	OFFICE RENOVATION	7,500	101-6010-560-40.10
	<b>TOTAL PLANNING</b>	<b>7,500</b>	
<b>CLERKS</b>	BRANSON LANDING TRADEMARK	8,000	
	<b>TOTAL CLERKS</b>	<b>8,000</b>	
<b>POLICE</b>	PATROL - STEEL RIFLE GRADE TARGETS (5)	2,000	101-2022-520.40-01
	SOS - SAVAGE MAGAZINE	125	101-2022-520.40-01
	SOS - SHOTGUN BUTTSTOCK AND GRIP	175	101-2022-520.40-01
	SUPPLIES	2,000	101-2022-520.40-01
	SOS - GEAR BAGS	300	101-2022-520.40-01
	SOS - RIFLE CASES (2)	450	101-2022-520.40-01
	CROSSBAND REPEATER	3,500	101-2022-520.40-01
	EVIDENCE - COIN/CHANGE COUNTING MACHINE	250	101-2022-520.40-01
	DETECTIVE - CRIME SCENE BARRIER	640	101-2022-520.40-01
	DETECTIVE - SUBSURFACE EXCAVATION KIT	400	101-2022-520.40-01
	VICE - BINOCULARS (2 SETS)	720	101-2022-520.40-01
	VICE - PISTOL WEAPON LIGHTS	375	101-2022-520.40-01
	VICE - AUDIO RECORDERS	75	101-2022-520.40-01
	VICE - SAFETY GLASSES	120	101-2022-520.40-01
	VICE - NOMEK BALACLAVA	75	101-2022-520.40-01
	VICE - FIBER SCOP/MONITOR	2,200	101-2022-520.40-01
	VICE - ENTRY KIT	738	101-2022-520.40-01
	VICE - STEREO STETHOSCOPE	1,600	101-2022-520.40-01
	MOBILE RADIO REPLACEMENTS (8)	9,000	101-2022-520.40-10
	PATROL - BICYCLE (2)	4,500	101-2022-520.40-10
	PATROL - CLEARING BARREL	1,000	101-2022-520.40-10
	PATROL - PATROL ROOM CHAIRS (6)	1,500	101-2022-520.40-10
	PATROL - FIREARMS LOCKER	1,000	101-2022-520.40-10
	PATROL - TASERS - X2 (12) & DATA DOWNLOAD	3,844	101-2022-520.40-10
	PATROL - LIGHT BAR REPLACEMENT (6)	8,000	101-2022-520.40-10
	SOS - BALLISTIC ENTRY SHIELD	2,500	101-2022-520.40-10
	SOS - HELMET MOUNTED CAMERAS	2,100	101-2022-520.40-10
	SOS - MP5 WEAPON LIGHT	300	101-2022-520.40-10
	SOS - M-4 UPPERS FOR RIFLES (6)	2,450	101-2022-520.40-10
	SOS - OPTICS FOR ENTRY WEAPONS (6)	3,024	101-2022-520.40-10
	SOS - MAGPUL FRONT SIGHTS (6)	280	101-2022-520.40-10
	SOS - M-4 WEAPON LIGHTS (6)	1,200	101-2022-520.40-10
	DISPATCH - DUO PRO VOICE TUBE HEADSETS (6)	628	101-2022-520.40-10
	DISPATCH - XYBIX HEALTH STATIONARY BIKE	800	101-2022-520.40-10
	DISPATCH - CHARS (3)	4,700	101-2022-520.40-10
	DISPATCH - XYBIX LIFT	710	101-2022-520.40-10
	DISPATCH - XYBIX TABLE JACK KIT	525	101-2022-520.40-10
	DISPATCH- XUBIX HAND CONTROL (2)	316	101-2022-520.40-10
	EVIDENCE - METAL SHELVING	1,544	101-2022-520.40-10
	EVIDENCE - STAINLESS STEEL PROCESSING TABLE	730	101-2022-520.40-10
	EVIDENCE - UTILITY CART	219	101-2022-520.40-10
	DETECTIVE - DIGITAL SLR CAMERA	1,550	101-2022-520.40-10
	DETECTIVE - LIVE SPHERICAL CAMERA	1,795	101-2022-520.40-10
	DETECTIVE - SECURE GUN RACK FOR EXPLORER	500	101-2022-520.40-10
	DETECTIVE - COVERT BODY CAMERAS	2,800	101-2022-520.40-10
	VIDEO MONITORS	3,000	101-2022-520.40-10
	PATROL - BICYCLE UNIFORMS & EQUIPMENT	1,200	101-2022-520.40-26
	PATROL - REFLECTIVE TRAFFIC VEST	2,500	101-2022-520.40-26

## 2017 INTERNAL ONE TIME EXPENDITURES(FUNDED)

DEPT.	ITEM DESCRIPTION	COST	ACCOUNT NUMBER
	PATROL - REFLECTIVE PATCH FOR WINTER JACKETS	1,500	101-2022-520.40-26
	SOS - UNIFORMS	700	101-2022-520.40-26
	VICE - BALLISTIC VEST (3)	2,000	101-2022-520.40-26
	VICE - LEG HOLSTERS	525	101-2022-520.40-26
	MONITOR	900	101-2022-520.20-55
	REPEATOR MONITOR	6,310	101-2022-520.20-55
	DETECTIVE - CVSA VOICE STRESS UPGRADE	4,495	101-2022-520.20-55
	DETECTIVE - FACIAL RECOGNITION SOFTWARE	5,745	101-2022-520.20-55
	<b>TOTAL POLICE</b>	<b>102,133</b>	
<b>IT</b>			
	Vmware Upgrade to Enterprise	5,000	101-1014-510.20-70
	Microsoft Licensing (Add required licenses to stay current)	10,000	101-1014-510.20-70
	Additional Drives for SAN	14,000	101-1014-510.40-37
	E-Ticket Printers	6,500	101-1014-510.20-87
	Replacement Toughbooks (QTY 6)	25,500	101-1014-510.20-87
	Replcement Toughbooks (QTY 2)	10,000	101-1014-510.20-88
	Purchase New Toughbooks (QTY 3)	13,500	101-1014-510.20-88
	Disaster Recovery	14,000	101-1014-510.20-99
	<b>TOTAL IT</b>	<b>98,500</b>	
<b>FIRE DEPT.</b>			
	ANNUAL LADDER TESTING	4,500	101-3011-520-20-54
	MEDICAL CALL SUPPPLIES/AED SUPPLIES	15,000	101-3011-520-40-01
	NEW SELF-RESCUE GEAR	13,500	101-3011-520-40-28
	FIRE HOSE	9,000	101-3011-520-40-28
	PERSONAL ESCAPE SYSTEMS	16,000	101-3011-520-40-29
	PERSONAL PROECTECTIVE GEAR	30,000	101-3011-520-40-29
	ANNUAL CALIBRATIONS OF WEATHER STATIONS	1,300	101-3031-520-20-52
	CITY-WIDE "ACTIVE 911" SUBSCRIPTION	2,500	101-3041-520-20-30
	TECHNICAL RESCUE EQUIPMENT	6,500	101-3011-520-40-28
	APPARATUS EQUIPMENT (SAWS/HOOKS/NOZZLES)	10,000	101-3011-520-40-28
	REPLACE BUILDING FURNISHINGS	5,000	101-3041-520-40-10
	FIRE STATION BEDDING REPLACEMENT	18,200	101-3041-520-70-07
	EOC CARPET REPLACEMENT	12,500	101-3041-520-70-07
	<b>TOTAL FIRE</b>	<b>144,000</b>	
	<b>TOTAL ONE TIME EXPENDITURE</b>	<b><u>360,133</u></b>	

**SECTION 2**  
5 Year Capital  
Program Summary

## FIVE YEAR CAPITAL PROGRAM SUMMARY

### FY-2017

#### CAPITAL EXPENDITURES

##### **GENERAL FUND 101**

	<u>PBB</u>	<u>Funding Source</u>	
* Electronic Content Management Software	G	101 Gen Fund	\$ 320,000.00
ERP-Enterprise Resource Planning	T/CC/ED	101 Gen Fund	\$ 1,250,775.00
Intrusion Detection & Prevention System	G	101 Gen Fund	\$ 80,225.00
Server & SAN Infrastructure Hardware	G	101 Gen Fund	\$ 167,000.00
Indoor & Outdoor Wireless Hardware	G	101 Gen Fund	\$ 60,000.00
RecTrac Software Update	Parks	101 Gen Fund	\$ 22,000.00
Police Vehicles Replacement	Safety	101 Gen Fund	\$ 100,000.00
<b>TOTAL</b>			<b>\$ 2,000,000.00</b>

##### **TOURISM FUND 140**

	<u>PBB</u>	<u>Funding Source</u>	
Traffic Signal Improvements	C/T/TR	140 Tourism	\$ 200,000.00
Traffic Signal Upgrades	C/T/TR	140 Tourism	\$ 157,400.00
Transportation Master Plan	CC/T/TR	140 Tourism	\$ 300,000.00
Downtown Reconstruction & Landscaping	CC/T/TR/C/ED/IE	140 Tourism	\$ 4,000,000.00
Hwy. 76 Revitalization	CC/C/ED/IE/P/T/TR	140 Tourism	\$ 11,650,000.00
Materials Reimbursement Agreements	CC/T/TR/C/ED	140 Tourism	\$ 350,000.00
<b>TOTAL</b>			<b>\$ 16,657,400.00</b>

##### **TRANSPORTATION FUND 105**

	<u>PBB</u>	<u>Funding Source</u>	
Equipment Replace Brush Chipper - Unit #88	G/TR	105 Transp	\$ 19,000.00
40 Ton Trailer	G/TR	105 Transp	\$ 18,000.00
* Vehicle Replace Unit #150 - 2002 Ford F350	G/TR	105 Transp	\$ 35,000.00
* Equipment Replace Sickle Mower Unit #261	G/TR/T/C	105 Transp	\$ 20,000.00
Equipment Replace Bobcat Unit #192	G/TR/C	105 Transp	\$ 70,000.00
* Utility Terrain Vehicle	G/C/T/TR	105 Transp	\$ 18,000.00
Zero Turn Radius Mower	G/TR/C	105 Transp	\$ 11,000.00
Sign Shop Trailer Mounted Attenuator	G/TR	105 Transp	\$ 18,000.00
Salt Spreaders	G/TR	105 Transp	\$ 20,000.00
* Equipment Replace Backhoe - Unit #108	G/TR	105 Transp	\$ 96,000.00
Sidewalks	C/TR	105 Transp	\$ 25,000.00
* Stormwater Improvements	C/EI	105 Transp	\$ 100,000.00
<b>TOTAL</b>			<b>\$ 450,000.00</b>

##### **W&S LARGE CAP TOURISM 145**

	<u>PBB</u>	<u>Funding Source</u>	
* Lift Sta. 10 Equipment & Lift Sta. 34 Upgrades	EI	Sewer Sales Tax (SST)	\$ 35,000.00
* Install Pumps & Controls Lift Sta. 46	EI	SST/Tourism	\$ 115,000.00
* Sunset Lift Station Upgrade Construction	EI	SST	\$ 545,000.00
Cooper Creek WWTP Intermediate Imp.	EI	SST/Tourism	\$ 2,700,000.00
Hwy. 76 Water Main Replacements	EI/T	SCC Reserve	\$ 1,800,000.00
<b>TOTAL</b>			<b>\$ 5,195,000.00</b>

##### **W&S OPER CAPITAL EQUIP 620**

	<u>PBB</u>	<u>Funding Source</u>	
Equipment Replace Unit #94 Dump Truck	EI	620 W/S Oper Equip	\$ 120,000.00
TRAC portable sewer jetter	EI	620 W/S Oper Equip	\$ 40,000.00
Heavy Duty Equipment Trailer	EI	620 W/S Oper Equip	\$ 30,000.00
Landscape Rake Attachment	EI	620 W/S Oper Equip	\$ 9,000.00
Trencher Attachment	EI	620 W/S Oper Equip	\$ 13,500.00
Tandem Dump Truck	EI	620 W/S Oper Equip	\$ 155,000.00
<b>TOTAL</b>			<b>\$ 367,500.00</b>

## FIVE YEAR CAPITAL PROGRAM SUMMARY

<b>W&amp;S OPERATING 146</b>	<b>PBB</b>	<b>Funding Source</b>		
Downtown Streetscape Water Main Upgrade	EI	146 W/S Oper Cap	\$	125,000.00
Rebuild of Cooper Creek Aerator Drive	EI	146 W/S Oper Cap	\$	35,000.00
Security Camera for WW Treatment Facilities	EI	146 W/S Oper Cap	\$	35,000.00
Sched. Lift Sta. Pump Rebuilds/Replacements	EI	146 W/S Oper Cap	\$	92,000.00
Water Dist. & Sewer Coll. Mtc. Facilities Design	EI	146/SST	\$	24,000.00
Scheduled Rebuild of Compton Drive Pumps	EI	146 W/S Oper Cap	\$	60,000.00
Replace Cooper Creek Influent VFD	EI	146 W/S Oper Cap	\$	15,000.00
Meadows High Service Valve Replacement	EI	146 W/S Oper Cap	\$	36,000.00
Meadows WTP & Cliff Drive Asphalt Overlay	EI	146 W/S Oper Cap	\$	80,000.00
Pacific Street Water Tower Stairway Repairs	EI	146 W/S Oper Cap	\$	45,000.00
Pacific Street Water Tower HVAC Repairs	EI	146 W/S Oper Cap	\$	30,000.00
Utility Truck Shelter	EI	146 W/S Oper Cap	\$	15,000.00
Replace Well #5 Pump	EI	146 W/S Oper Cap	\$	65,000.00
<b>TOTAL</b>			<b>\$</b>	<b>657,000.00</b>

\* Denotes Prior Nonfunded Requests

<b>FY2017 NONFUNDED REQUESTS</b>	<b>PBB</b>	<b>Funding Source</b>		
* Digital Orthophotography & Digital Mapping	C/G	101 Gen Fund	\$	75,000.00
Trail Improvements	CC/C/P	101 Gen Fund	\$	100,000.00
* Recycle Center Renovation	C	140 Gen Fund	\$	175,000.00
Front Counter Safety Glass	S/G	140 Gen Fund	\$	18,000.00
* Fire Apparatus Fire Sta. #1	C	101 Gen Fund	\$	700,000.00
* Fire Emergency Operations Remodel	S/G	140 Gen Fund	\$	12,500.00
* Command Staff Vehicle Replace Unit #111	C	101 Gen Fund	\$	40,000.00
Fire Apparatus Replace Ladder Truck Unit #126	C	101 Gen Fund	\$	975,000.00
* Fire Outdoor Warning Siren Replacement	C	140 Gen Fund	\$	60,000.00
Fire Bay/Office Addition Fire Sta. #2	C/G	140 Gen Fund	\$	200,000.00
* Clerk - Electronic Content Mgmt Scanning	G	101 Gen Fund	\$	350,000.00
Parks Neighborhood Improvements	P	140 Gen Fund	\$	122,500.00
* Parks Walking Path Sealing RecPlex	P	140 Gen Fund	\$	23,000.00
* Parks Vehicle Replace Unit #134	P/G	101 Gen Fund	\$	40,000.00
* Parks Vehicle Replace Unit #136	P/G	101 Gen Fund	\$	53,000.00
Parks Vehicle Replace Unit #168	P/G	101 Gen Fund	\$	35,000.00
Stockstill Park Playground Replacement	P	140 Gen Fund	\$	150,000.00
Stockstill Parking Lot & Walking Path Seal	P	140 Gen Fund	\$	16,000.00
Tennis Court Imp Phase 3 - Restroom Replace	P	140 Gen Fund	\$	65,000.00
Planning Vehicle Replace Unit #6	G	101 Gen Fund	\$	21,000.00
Police Accident Reconst. Robotic Total Station	C	101 Gen Fund	\$	25,000.00
Police Drone	C	101 Gen Fund	\$	12,000.00
Police Evidence Dryer Cabinet	C	101 Gen Fund	\$	25,606.00
Police Incinerator	C	101 Gen Fund	\$	38,000.00
Police Prisoner Transport Vehicle	C	101 Gen Fund	\$	75,000.00
Police Radio System	C	101 Gen Fund	\$	250,000.00
* City Hall Carpet Replacement	G	140 Gen Fund	\$	220,000.00
* City Hall Generator	G	101 Gen Fund	\$	155,000.00
* MMACC	G/C	140 Gen Fund	\$	25,000.00
* Police Parking Lot for PD Trailers	IE	140 Gen Fund	\$	20,000.00
Compton Garage Renovation & Wash Bay	G/C/TR	105 Transp	\$	200,000.00

## FIVE YEAR CAPITAL PROGRAM SUMMARY

* Facilities Maint. Pole Barn Extension	G/TR	105 Transp	\$	50,000.00
Equipment Replace Front End Loader Unit #68	G/TR/C/T	105 Transp	\$	140,000.00
Equipment Replace Street Sweeper Unit #202	G/TR/C/T	105 Transp	\$	186,000.00
* Cooper Creek Fuel System	EI	146 W/S Oper Cap	\$	140,000.00
			\$	4,792,606.00

\* Denotes Prior 2013-2016 Nonfunded Requests

### REMAINING FY2016 NONFUNDED REQUESTS

	<u>PBB</u>	<u>Funding Source</u>		
Police Flooring Replacement	Governance	140 General Fund	\$	37,500.00
Util - Cooper Creek Capacity Expansion Eng.	Infra/Env	145 Tourism	\$	100,000.00
* Fire - Storage Facility Shop	Governance	140 General Fund	\$	500,000.00
Parks Master Plan	Parks	101 General Fund	\$	70,000.00
Parks - Alexander Park Tennis/Pickleball Court	Parks	140 General Fund	\$	19,000.00
Police - Pass Through Evidence Lockers	Governance	101 General Fund	\$	22,000.00
* New Police Facility		140 General Fund	\$	750,000.00
			\$	1,498,500.00

\* Denotes Prior Nonfunded Requests

### REMAINING FY2015 NONFUNDED REQUESTS

* IT - CopLogic Software Integration	Governance	101 General Fund	\$	11,650.00
* Eng/Fire - Emergency Preemption Repairs	Safety	105 Transportation	\$	20,000.00
* Fire Apparatus Station 3	Governance	101 Gen Fund	\$	650,000.00
PW - Veh. Rep. Unit #170 2002 F250	Governance	105 Transportation	\$	32,000.00
PW - Asphalt Drag Box	Governance	105 Transportation	\$	30,000.00
Police - Police Building Expansion		101 General Fund	\$	500,000.00
PW - Small Bulldozer	Governance	105 Transportation	\$	180,000.00
TOTAL			\$	1,423,650.00

\* Denotes Prior Nonfunded Requests

### REMAINING FY2013 NONFUNDED REQUESTS

Fire - Vehicle Replace Unit #228 - 1997 F150	Governance	101 General Fund	\$	30,000.00
Parks - Community Safe Room	Parks	230 General Fund	\$	195,000.00
Parks - North Beach Park Lighting	Parks	101 General Fund	\$	38,000.00
			\$	263,000.00

### REMAINING FY2012 NONFUNDED REQUESTS

Eng/Recycle Center Bottle Perforator	Infra/Env	101 General Fund	\$	18,000.00
Fire Data Communications Project	Governance	101 General Fund	\$	99,000.00
			\$	117,000.00

## FY-2018

### CAPITAL EXPENDITURES

<b>GENERAL FUND 101</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Vehicle Replace Unit #48 2000 Ford F150	G/C	101 Gen Fund	\$	27,000.00
Fire - Outdoor Warning Siren Replacement	Safety	101 Gen Fund	\$	60,000.00
Parks Sandblasting Pool RecPlex	C/Parks	140 Gen Fund	\$	75,000.00
<b>TOTAL</b>			<b>\$</b>	<b>162,000.00</b>
<b>TOURISM FUND 140</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Downtown Reconstruction & Landscaping	C/T/ED/CC	140 Tourism	\$	2,180,000.00
Hwy. 76 Complete Street	C/T/TR/CC/ED	140 Tourism	\$	9,500,000.00
Materials Reimbursement Agreements	T/TR/C/ED	140 Tourism	\$	500,000.00
<b>TOTAL</b>			<b>\$</b>	<b>12,180,000.00</b>
<b>TRANSPORTATION FUND 105</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
PW - Veh. Replace Unit #98 2001 Ford Expl	G/TR	105 Transp	\$	32,000.00
PW - Veh. Replace Unit #133 2001 Ford F250	G/TR	105 Transp	\$	34,000.00
PW - Equip Replace Unit #173 (backhoe)	G/TR	105 Transp	\$	95,000.00
* PW -Veh.Replace Unit #38 2001 Jeep Cher	G/TR	105 Transp	\$	22,000.00
PW - Veh. Replace Unit #170 2002 Ford F250	G/TR	105 Transp	\$	33,000.00
PW - Equip Replace Unit #290 1999 Tractor	G/TR	105 Transp	\$	48,000.00
Stormwater Improvements	C/TR	105 Transp	\$	20,000.00
PW - Sidewalk Improvements	C/TR	105 Transp	\$	25,000.00
<b>TOTAL</b>			<b>\$</b>	<b>309,000.00</b>
<b>W&amp;S LARGE CAP TOURISM 145</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Lift Station #10 & #34 Upgrade Const.	IE	SST	\$	450,000.00
Lift Sta. #17 Upgrade Engineering	IE	SST	\$	92,000.00
Water Main Repl. Hwy. 76	IE	145/146 SCC	\$	1,800,000.00
<b>TOTAL</b>			<b>\$</b>	<b>2,342,000.00</b>
<b>W&amp;S OPER CAPITAL EQUIP 620</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Veh. Replace Unit #179 2008 Ford F250	IE/G	620 Cap Equip	\$	30,000.00
Veh. Replace Unit #186 2004 Chev Colorado	IE/G	620 Cap Equip	\$	30,000.00
Veh. Replace Unit #227 2007 Ford F150	IE/G	620 Cap Equip	\$	30,000.00
Equip. Replace Air Comp & Jack Hammer	IE/G	620 Cap Equip	\$	25,000.00
Veh. Replace Unit #151 2008 Chev Colorado	IE/G	620 Cap Equip	\$	30,000.00
Veh. Replace Unit #167 2002 Chev 2500	IE/G	620 Cap Equip	\$	35,000.00
Veh. Replace Unit #207 2005 Ford F350	IE/G	620 Cap Equip	\$	35,000.00
<b>TOTAL</b>			<b>\$</b>	<b>215,000.00</b>
<b>W&amp;S OPERATING 146</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Downtown Imp. Water Main Replacements	C/IE/T	146 W/S Oper	\$	125,000.00
Scheduled Lift Sta. #17 Pump Rebuild	IE	146 W/S Oper	\$	36,000.00
Scheduled Lift Station Pump Rebuild & Repl	IE	146 W/S Oper	\$	92,000.00
Water Dist. & Sewer Coll. Mtc. Fac. Const.	IE	146 W/S Oper/SST	\$	500,000.00
Replace Compton Sulfur Dioxide Feeders	IE	146 W/S Oper	\$	38,000.00
Rebuild Cooper Creek Influent Pumps	IE	146 W/S Oper	\$	60,000.00
Rebuild Compton Drive Aerators	IE	146 W/S Oper	\$	60,000.00
Replace Compton Lab Building HVAC	IE	146 W/S Oper	\$	60,000.00
Rebuild Cooper Creek Aerators	IE	146 W/S Oper	\$	35,000.00

Replace Cooper Creek Influent VFD	IE	146 W/S Oper	\$	15,000.00
Seal Cliff Drive Clearwell	IE	146 W/S Oper	\$	30,000.00
Replace Well #10 Pump	IE	146 W/S Oper	\$	65,000.00
TOTAL			\$	1,116,000.00

2018 NONFUNDED REQUESTS

Fire - Apparatus Station #4	G	101 Gen Fund	\$	750,000.00
Trail Improvements	CC/C/P	140 Gen Fund	\$	100,000.00
Fire Mobile Air Cart	Safety	101 Gen Fund	\$	25,000.00
Fire Command Veh. Repl. Unit #271	Safety	101 Gen Fund	\$	42,000.00
Parks Repl. Flooring RecPlex	C/Parks	140 Gen Fund	\$	54,000.00
Parks Repl. Utility Terrain Vehicles	Parks	101 Gen Fund	\$	22,000.00
Parks Veh. Repl/ Unit #152 2008 Ford Ranger	Parks	101 Gen Fund	\$	32,500.00
Parks Veh. Repl. Unit #205 2008 Isuzu	Parks	101 Gen Fund	\$	100,000.00
Parks Sanding/Refinish RecPlex Gym Floor	C/Parks	140 Gen Fund	\$	36,000.00
Parks Equip Repl. Utility Tractor	Parks	101 Gen Fund	\$	26,000.00
Plan Veh. Repl. Unit #162 2002 Ford Explorer	G	101 Gen Fund	\$	21,000.00
Police Law Enforcement Training Software	Safety	101 Gen Fund	\$	37,000.00
Police Moving Target System	Safety	101 Gen Fund	\$	10,000.00
Police Radio System	Safety	101 Gen Fund	\$	250,000.00
Police Vehicles Replacement	Safety	101 Gen Fund	\$	236,000.00
			\$	1,741,500.00

FY-2019

**CAPITAL EXPENDITURES**

**GENERAL FUND 101**

	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
* Fire Station 5	C	140 Gen Fund	\$	1,250,000.00
* Fire - Apparatus Station 5	G	101 Gen Fund	\$	750,000.00
Fire Outdoor Warning Siren Replacement	G	101 Gen Fund	\$	70,000.00
Parks - Cantwell Park Retaining Wall	P	140 Gen Fund	\$	25,000.00
Parks -Comm. Center Roof Replace	P	140 Gen Fund	\$	176,000.00
Parks - Fencing Repl RecPlex Athletic Fields	P	140 Gen Fund	\$	35,000.00
Parks - Repair/Paint Pool Slides	P	140 Gen Fund	\$	32,000.00
Parks -RecPlex Roof Replace	P	140 Gen Fund	\$	200,000.00
Planning Veh. Repl. Unit #189 2004 Chev	G	101 Gen Fund	\$	21,000.00
Police Radio System	C	101 Gen Fund	\$	250,000.00
Police - Vehicle Replace	C	101 Gen Fund	\$	248,000.00
Eng- Trail Improvements	C	140 Gen Fund	\$	100,000.00
<b>TOTAL</b>			\$	<b>3,157,000.00</b>

**TOURISM FUND 140**

	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Downtown Reconstruction & Landscaping	C/T	140 Tourism	\$	1,500,000.00
Traffic Signal Improvements	C/T/TR	140 Tourism	\$	200,000.00
Hwy. 76 Complete Street	C/T	140 Tourism	\$	12,000,000.00
Materials Reimbursement Agreements	C/T/TR/ED	140 Tourism	\$	353,125.00
<b>TOTAL</b>			\$	<b>14,053,125.00</b>

**TRANSPORTATION FUND 105**

	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Stormwater Improvements	G/TR	105 Transp	\$	75,000.00
PW - Rep. Equip. Unit #169 Grader	G/TR	105 Transp	\$	192,000.00
PW - Rep. Equip. Unit #64 Broce Broom	G/TR	105 Transp	\$	43,000.00
PW - Rep. Veh. Unit #146	G/TR	105 Transp	\$	26,000.00
PW - Rep. Veh. Unit #154	G/TR	105 Transp	\$	42,000.00
PW - Rep. Equip. Unit #175	G/TR	105 Transp	\$	38,000.00
* PW Small Bulldozer	G/TR	105 Transp	\$	180,000.00
PW - Sidewalk Improvements	C/TR	105 Transp	\$	75,000.00
<b>TOTAL</b>			\$	<b>671,000.00</b>

**W&S LARGE CAPITAL TOURISM 145**

	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Construction Lift Sta. #17 Force Main Upgrade	IE	145 Tourism	\$	615,000.00
Lift Sta. #21 Engineering Force Main Upgrade	IE	145 Tourism	\$	90,000.00
Cooper Creek Capacity Expansion Eng.	IE	145 Tourism	\$	2,000,000.00
Water Main Replace Hwy. 76	IE	145 Tourism	\$	1,800,000.00
<b>TOTAL</b>			\$	<b>4,505,000.00</b>

**W&S OPER CAP EQUIP 620**

	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Util - Rep. Generator Unit #63	G/IE	620 Water/Sewer	\$	125,000.00
Util - Veh. Rep. Unit #217	G/IE	620 Water/Sewer	\$	55,000.00
Util - Veh. Rep. Unit #221	G/IE	620 Water/Sewer	\$	30,000.00
Util - Equip. Rep. Unit #83	G/IE	620 Water/Sewer	\$	55,000.00
Util - Equip. Rep. Forklift Unit #135	G/IE	620 Water/Sewer	\$	30,000.00
Util - Veh. Rep. Unit #214	G/IE	620 Water/Sewer	\$	80,000.00
Util - Veh. Rep. Unit #219	G/IE	620 Water/Sewer	\$	30,000.00
Util - Veh. Rep. Unit #160	G/IE	620 Water/Sewer	\$	30,000.00
Util - Veh. Rep. Unit #259	G/IE	620 Water/Sewer	\$	30,000.00
<b>TOTAL</b>			\$	<b>465,000.00</b>

**W&S OPERATING 146**

	<u>PBB</u>	<u>Funding Source</u>		
Water Main Replacements Downtown Imp	IE	145/146 SCC	\$	125,000.00
Scheduled Lift Station #21 Pump Rebuild	IE	146 Water/Sewer	\$	36,000.00
Scheduled Lift Station Pump Rebuild	IE	146 Water/Sewer	\$	92,000.00
Sewer Collection System Rehab	IE	146 Water/Sewer	\$	350,000.00
Wastewater Conveyance Study Update	IE	146 Water/Sewer	\$	50,000.00
Asphalt Overlay Cooper Creek WWTP	IE	146 Water/Sewer	\$	100,000.00
Scheduled Rep of Odor Control Blowers	IE	146 Water/Sewer	\$	50,000.00
Replace Compton Effluent Generator	IE	146 Water/Sewer	\$	90,000.00
Rebuild Cooper Creek Aerators	IE	146 Water/Sewer	\$	35,000.00
Water Master Plan Update	IE	146 Water/Sewer	\$	50,000.00
Cliff Drive Intake Pumps	IE	146 Water/Sewer	\$	60,000.00
Install Cliff Drive HVAC	IE	146 Water/Sewer	\$	15,000.00
Meadows Flouride Building	IE	146 Water/Sewer	\$	110,000.00
Replace Well #3 Pump	IE	146 Water/Sewer	\$	67,000.00
<b>TOTAL</b>			\$	<b>1,230,000.00</b>

## FY-2020

### CAPITAL EXPENDITURES

<b>GENERAL FUND 101</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>	
Fire Operations Support Rescue Squad	Safety	101 Gen Fund	\$ 400,000.00
Fire - Outdoor Warning Siren Rep.	Safety	101 Gen Fund	\$ 70,000.00
Parks - Fencing Improvements Phase 2	Parks	140 Gen Fund	\$ 30,000.00
Parks - HVAC Replace RecPlex	Parks	140 Gen Fund	\$ 40,000.00
Parks - Veh. Repl. Unit #200	Parks	101 Gen Fund	\$ 30,000.00
Parks - Veh. Repl. Unit #201	Parks	101 Gen Fund	\$ 30,000.00
Parks - Veh. Repl. Unit #255	Parks	101 Gen Fund	\$ 40,000.00
Parks Sandblast Campground Shower House	Parks	140 Gen Fund	\$ 16,000.00
Planning Veh. Repl. Unit #226	G	101 Gen Fund	\$ 21,000.00
Police Radio System	Safety	101 Gen Fund	\$ 250,000.00
Police - Vehicle Replace	Safety	101 Gen Fund	\$ 260,000.00
Eng - Trail Improvements	C	140 Gen Fund	\$ 100,000.00
<b>TOTAL</b>			<b>\$ 1,287,000.00</b>

<b>TOURISM FUND 140</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>	
Downtown Reconstruction & Landscaping	C/TR/T/ED/CC	140 Tourism	\$ 1,250,000.00
Hwy. 76 Revitalization	C/TR/T/ED/CC	140 Tourism	\$ 11,200,000.00
Materials Reimbursement Agreements	CC/T/ED	140 Tourism	\$ 300,000.00
<b>TOTAL</b>			<b>\$ 12,750,000.00</b>

<b>TRANSPORTATION FUND 105</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>	
PW - Veh. Repl. Unit #86	G/TR	105 Transportation	\$ 55,000.00
PW - Veh. Rep. Unit #156	G/TR	105 Transportation	\$ 42,000.00
PW - Stormwater Improvement	C/TR	105 Transportation	\$ 20,000.00
PW - Veh. Rep. Unit #166	G/TR	105 Transp	\$ 80,000.00
PW - Veh. Repl. Unit #199	G/TR	105 Transp	\$ 26,000.00
Sidewalk Improvements	C/TR	105 Transportation	\$ 75,000.00
<b>TOTAL</b>			<b>\$ 298,000.00</b>

<b>W&amp;S LARGE CAP TOURISM 145</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>	
Lift Sta. #21 Force Main Upgrade Const	IE	145 Tourism	\$ 600,000.00
Gravity Sewer Extension Lift Sta. #14 Eng	IE	145 Tourism	\$ 90,000.00
Cooper Creek Sewer Plant Expansion Eng	IE	145 Tourism	\$ 2,000,000.00
Water Main Replacements Hwy. 76	IE/T	145 Tourism	\$ 1,800,000.00
<b>TOTAL</b>			<b>\$ 4,490,000.00</b>

<b>W&amp;S OPER CAP EQUIP 620</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>	
Util - Replace Portable Generator Unit #107	G/IE	620 Water/Sewer	\$ 75,000.00
Util - Equip Rep. Unit #184	G/IE	620 Water/Sewer	\$ 150,000.00
Util - Equip Rep. Unit #212	G/IE	620 Water/Sewer	\$ 130,000.00
Util - Rep. Veh. Unit #179	G/IE	620 Water/Sewer	\$ 30,000.00
<b>TOTAL</b>			<b>\$ 385,000.00</b>

<b>W&amp;S OPERATING 146</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>	
Water Main Replacements Downtown Imp	IE	146 Water/Sewer	\$ 125,000.00
Sched. Lift Sta. #17 Pump Rebuild	IE	146 Water/Sewer	\$ 36,000.00
Sched. Lift Sta. Pump Rebuild/Replace	IE	146 Water/Sewer	\$ 94,000.00

Scheduled SCADA Water Trtmt Monitoring	IE	146 Water/Sewer	\$	44,000.00
Sewer Collection System Rehabilitation	IE	146 Water/Sewer	\$	350,000.00
Asphalt Overlay Cooper Creek & Compton	IE	146 Water/Sewer	\$	70,000.00
Sched. Rebuild Compton Drive Effluent Pumps	IE	146 Water/Sewer	\$	60,000.00
Scheduled Rebuild Compton Drive Aerators	IE	146 Water/Sewer	\$	60,000.00
Rebuild Cooper Creek Aerators	IE	146 Water/Sewer	\$	35,000.00
Pacific St. Water Tower HVAC Units	IE	146 Water/Sewer	\$	50,000.00
Water Meter Replacement	IE	146 Water/Sewer	\$	200,000.00
Seal Cliff Drive Clear Well	IE	146 Water/Sewer	\$	30,000.00
Replace Well #12 Pump	IE	146 Water/Sewer	\$	68,000.00
<b>TOTAL</b>			<b>\$</b>	<b>1,222,000.00</b>

## FY-2021

### CAPITAL EXPENDITURES

<b>GENERAL FUND 101</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Eng. Digital Orthophotography & Digital Mapping	G	101 General Fund	\$	82,500.00
* Fire Storage Facility Shop	Safety	140 General Fund	\$	500,000.00
Fire Outdoor Warning Siren Replacement	G	101 General Fund	\$	75,000.00
Parks Fencing Improvements Phase 3	Parks	140 General Fund	\$	35,000.00
* Parks - North Beach Park Lighting	Parks	140 General Fund	\$	50,000.00
Parks Replace Reel Mower RecPlex	Parks	101 General Fund	\$	65,000.00
Planning - Veh. Rep. Unit #153	G	101 General Fund	\$	21,000.00
Police Radio System	Safety	101 General Fund	\$	250,000.00
Police - Vehicle Replace	Safety	101 General Fund	\$	273,000.00
Eng - Trail Improvements	C	140 General Fund	\$	100,000.00
<b>TOTAL</b>			<b>\$</b>	<b>1,451,500.00</b>

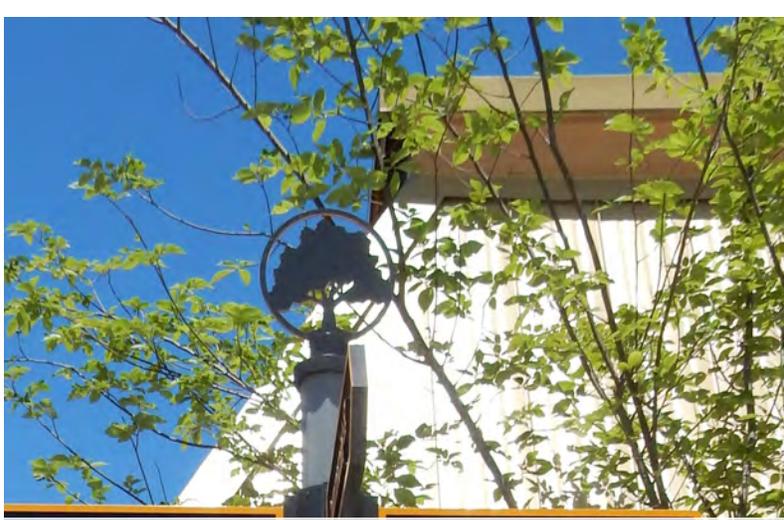
<b>TOURISM FUND 140</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Downtown Reconstruction	C/TR/T/ED/CC	140 Tourism Fund	\$	500,000.00
Hwy. 76 Revitalization	C/TR/T/ED/CC	140 Tourism Fund	\$	10,700,000.00
Materials Reimbursement Agreements	C/CC/T/TR/ED	140 Tourism Fund	\$	300,000.00
Traffic Signal Improvements	C/T/TR	140 Tourism Fund	\$	200,000.00
<b>TOTAL</b>			<b>\$</b>	<b>11,700,000.00</b>

<b>TRANSPORTATION FUND 105</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Stormwater Improvements	G/TR	105 Transportation	\$	75,000.00
PW - Veh. Rep. Unit #220	G/TR	105 Transportation	\$	29,000.00
PW - Sidewalk Improvements	C/TR	105 Transportation	\$	75,000.00
PW - Veh. Rep. Unit #223	G/TR	105 Transportation	\$	85,000.00
<b>TOTAL</b>			<b>\$</b>	<b>264,000.00</b>

<b>W&amp;S LARGE CAP TOURISM 145</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Gravity Sewer Ext. Lift Sta. #14 Const	IE	145 Tourism	\$	600,000.00
Gravity Sewer Ext. to Lift Sta. #13 Engineering	IE	145 Tourism	\$	94,000.00
Cooper Creek Capacity Expansion Const	IE	145 Tourism	\$	2,300,000.00
Water Main Replacements Hwy. 76	IE/T	145 Tourism	\$	1,800,000.00
<b>TOTAL</b>			<b>\$</b>	<b>4,794,000.00</b>

<b>W&amp;S OPER CAP EQUIP 620</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Util. Veh. Replace Unit #278	G/IE	620 Water/Sewer	\$	31,000.00
Util - Sewer Camera Equipment & Trailer	G/IE	620 Water/Sewer	\$	95,000.00
Util - Veh. Replace Unit #291	G/IE	620 Water/Sewer	\$	50,000.00
<b>TOTAL</b>			<b>\$</b>	<b>176,000.00</b>

<b>W&amp;S OPERATING 146</b>	<b><u>PBB</u></b>	<b><u>Funding Source</u></b>		
Water Main Replacements Downtown Imp	IE	146 Water/Sewer	\$	125,000.00
Sched. Lift Sta. #21 Pump Rebuild	IE	146 Water/Sewer	\$	36,000.00
Sched. Lift Sta. Pump Rebuild/Replace	IE	146 Water/Sewer	\$	94,000.00
Sewer Collection & System Rehab	IE	146 Water/Sewer	\$	350,000.00
Rebuild Compton Drive Return Pumps	IE	146 Water/Sewer	\$	60,000.00
Water Meter Replacement	IE	146 Water/Sewer	\$	200,000.00
Rebuild Meadows WTP Filter Walls	IE	146 Water/Sewer	\$	85,000.00
Rebuild Meadows WTP High Service Pump	IE	146 Water/Sewer	\$	140,000.00
Replace Well #11 Pump	IE	146 Water/Sewer	\$	69,000.00
<b>TOTAL</b>			<b>\$</b>	<b>1,159,000.00</b>



Pacific St

Pacific St

# LOOKING FORWARD

The city is moving into an exciting new era of opportunity and growth. The implementation of priority-based budgeting could not have occurred at a better time to ensure that our growth is met with a fiscally sustainable government to respond to and augment the city's future. It is imperative that the city continue to monitor our established priorities to ensure that our budget meets the demands of our residents and businesses. We will achieve this through ensuring our programs and services accomplish our community results and governance goals; remain connected to our residents, visitors and businesses; and that our elected officials and staff keep an open line of communication.



# SECTION 3

## 2017 Insurance Rates Employee Medical, Dental & Life Insurance

## 2017 MONTHLY INSURANCE RATES

Effective 01/01/2017

### BLUE PREFERRED PLUS PPO

	TIER 1	TIER 2	TIER 3
<b>SINGLE</b>			
PREMIUM	\$ 608.87	\$ 608.87	\$ 608.87
CITY SHARE	<u>\$ 608.87</u>	<u>\$ 517.54</u>	<u>\$ 426.21</u>
EMPLOYEE SHARE	\$ -	\$ 91.33	\$ 182.66
<b>EMPLOYEE/SPOUSE</b>			
PREMIUM	\$ 1,215.44	\$ 1,215.44	\$ 1,215.44
CITY SHARE	<u>\$ 1,016.79</u>	<u>\$ 925.46</u>	<u>\$ 834.13</u>
EMPLOYEE SHARE	\$ 198.65	\$ 289.98	\$ 381.31
<b>EMPLOYEE/CHILD(REN)</b>			
PREMIUM	\$ 1,063.74	\$ 1,063.74	\$ 1,063.74
CITY SHARE	<u>\$ 914.77</u>	<u>\$ 823.44</u>	<u>\$ 732.11</u>
EMPLOYEE SHARE	\$ 148.97	\$ 240.30	\$ 331.63
<b>EMPLOYEE/FAMILY</b>			
PREMIUM	\$ 1,670.33	\$ 1,670.33	\$ 1,670.33
CITY SHARE	<u>\$ 1,322.70</u>	<u>\$ 1,231.37</u>	<u>\$ 1,140.04</u>
EMPLOYEE SHARE	\$ 347.63	\$ 438.96	\$ 530.29

### PPO BLUE PREFERRED SELECT HIGH DEDUCTIBLE PLUS HEALTH SAVINGS ACCOUNT

	TIER 1	TIER 2	TIER 3
<b>SINGLE</b>			
PREMIUM	\$ 554.33	\$ 554.33	\$ 554.33
CITY SHARE	<u>\$ 554.33</u>	<u>\$ 471.18</u>	<u>\$ 388.03</u>
EMPLOYEE SHARE	\$ -	\$ 83.15	\$ 166.30
<b>CITY CONTRIBUTION TO EMPLOYEE HSA</b>	<b>\$ 54.54</b>	<b>\$ 46.36</b>	<b>\$ 38.18</b>
<b>EMPLOYEE/SPOUSE</b>			
PREMIUM	\$ 1,106.57	\$ 1,106.57	\$ 1,106.57
CITY SHARE	<u>\$ 925.71</u>	<u>\$ 842.56</u>	<u>\$ 759.41</u>
EMPLOYEE SHARE	\$ 180.86	\$ 264.01	\$ 347.16
<b>CITY CONTRIBUTION TO EMPLOYEE HSA</b>	<b>\$ 91.08</b>	<b>\$ 82.90</b>	<b>\$ 74.71</b>
<b>EMPLOYEE/CHILD(REN)</b>			
PREMIUM	\$ 968.46	\$ 968.46	\$ 968.46
CITY SHARE	<u>\$ 832.83</u>	<u>\$ 749.68</u>	<u>\$ 666.53</u>
EMPLOYEE SHARE	\$ 135.63	\$ 218.78	\$ 301.93
<b>CITY CONTRIBUTION TO EMPLOYEE HSA</b>	<b>\$ 81.94</b>	<b>\$ 73.76</b>	<b>\$ 65.58</b>
<b>EMPLOYEE/FAMILY</b>			
PREMIUM	\$ 1,520.70	\$ 1,520.70	\$ 1,520.70
CITY SHARE	<u>\$ 1,204.21</u>	<u>\$ 1,121.06</u>	<u>\$ 1,037.91</u>
EMPLOYEE SHARE	\$ 316.49	\$ 399.64	\$ 482.79
<b>CITY CONTRIBUTION TO EMPLOYEE HSA</b>	<b>\$ 118.49</b>	<b>\$ 110.31</b>	<b>\$ 102.13</b>

## 2017 MONTHLY INSURANCE RATES

Effective 01/01/2017

### DELTA DENTAL

#### **SINGLE**

PREMIUM	\$36.82
CITY SHARE	<u>\$36.82</u>
EMPLOYEE SHARE	\$0.00

#### **EMPLOYEE/SPOUSE**

PREMIUM	\$73.62
CITY SHARE	<u>\$36.82</u>
EMPLOYEE SHARE	\$36.80

#### **EMPLOYEE/CHILD(REN)**

PREMIUM	\$81.46
CITY SHARE	<u>\$36.82</u>
EMPLOYEE SHARE	\$44.64

#### **EMPLOYEE/FAMILY**

PREMIUM	\$109.98
CITY SHARE	<u>\$36.82</u>
EMPLOYEE SHARE	\$73.16

### ANTHEM BASIC GROUP TERM LIFE/AD&D INSURANCE

THE CITY OF BRANSON PROVIDES ALL FULL-TIME EMPLOYEES WITH BASIC GROUP TERM LIFE INSURANCE AT ONE-TIMES THEIR ANNUAL SALARY, ROUNDED UP TO THE NEXT THOUSAND, UP TO \$100,000. RATE IS .169 PER \$1,000.00 OF COVERAGE FOR LIFE AND .02 PER \$1,000 OF COVERAGE FOR AD&D. ENTIRE PREMIUM IS PAID BY THE CITY OF BRANSON.

### ANTHEM OPTIONAL GROUP TERM LIFE/AD&D INSURANCE

OPTIONAL EMPLOYEE AND DEPENDENT COVERAGE IS AVAILABLE. RATES ARE BASED ON AGE BRACKET AND AMOUNT OF COVERAGE ELECTED. PREMIUMS ARE PAID BY THE EMPLOYEE.

#### ANTHEM BLUE VIEW VISION (Premiums are paid by the Employee)

EMPLOYEE ONLY	\$8.59
EMPLOYEE + SPOUSE	\$15.03
EMPLOYEE + CHILD(REN)	\$16.32
EMPLOYEE + FAMILY	24.91

#### VISION CARE DIRECT (Premiums are paid by the Employee)

EMPLOYEE ONLY	\$11.00
EMPLOYEE + ONE	\$17.62
EMPLOYEE + CHILDREN	\$20.32
EMPLOYEE + FAMILY	\$34.56

### AFLAC

VARIOUS SUPPLEMENTAL PLANS ARE AVAILABLE. PREMIUMS ARE PAID BY THE EMPLOYEE.

**Medical Insurance:** The City of Branson has expanded its insurance offering to employees and subscribers for 2017. As in the past, it will again offer the traditional Anthem Blue Preferred Select PPO plan, as well as offering a new Anthem Preferred Select High Deductible plan with an associated Health Savings Account (HSA). The new plan rates reflect an increase of 3.5% in costs over 2016 rates, which include all applicable fees associated with the Patient Protection and Affordable Care Act.

Employees will continue to receive 100% of the employee portion of their 2017 medical insurance premiums paid by the City of Branson if they participated in the Health & Wellness Incentive Program and were not tobacco users in 2016 (Tier 1).

Employees who did not participate in the Health & Wellness Incentive Program or who used tobacco products in 2016, will pay 15% of the employee portion of their 2017 medical insurance premium (Tier 2).

Employees who used tobacco and did not participate in the Health & Wellness Plan in 2016 will pay 30% the employee portion of their 2017 health insurance premium (Tier 3).

The Health & Wellness Incentive Program for 2018 will be overhauled from the 2017 program. The new plan will incorporate using benefits provided under insurance to help keep employees healthy, and progress will be tracked online versus having to submit checklists to Human Resources on a quarterly basis as employees have done in the past several years.

As has been past practice, the City will assume new employees hired in the current plan year will be at Tier 1 during the balance of that year, and will need to satisfy requirements of the Health & Wellness Plan to determine their tier level for the following year.

Employees subscribing to the City's medical insurance plans – regardless of the plan they choose – will receive equivalent benefits from the City, in accordance with their respective Tiers.

As has also been past practice, the City will pay 67.25% of the employees' dependent portion of the 2017 health insurance premium while employees pick up 32.75%. The City on average pays more than 80% of the medical insurance premium for all its employees/subscribers/dependents.

## **Medical Insurance Plans**

### ***Traditional Anthem Blue Preferred Select PPO plan***

The primary elements of the traditional PPO plan continuing for 2017 are for in-network use:

- *Deductible*: \$0 deductible for employee only/\$0 deductible for employee plus dependents
- *Coinsurance*: Remain the same amount/percentages as in 2016, dependent upon the type of health care cost
- *Maximum out of pocket*: remains the same as 2016
- *Prescription drug benefit*: remains the same as 2016
- *Urgent Care*: remains the same as 2016
- *Routine exams*: Remain the same as in 2016, including “well woman” or “well man” checkups, and eye examinations and are covered at no cost to the employee

There will be minor modifications for the traditional PPO plan for 2016 from what was offered in 2016. The in-network changes are:

- *Office Visits*: **from \$25 to \$30**
- *Emergency Room Visits*: **from \$250 to \$300**

### ***New Anthem Preferred Select High Deductible plan with Health Savings Account***

A new paradigm will be in play for employee/subscriber medical coverage in 2017 with the advent of a high deductible insurance plan coupled with a health savings account. It involves an insurance plan with a \$2,600 deductible used in conjunction with a bank account in which the City will (and optionally the employee can) deposit money pre-tax into the HSA for the employee to pay medical expenses. Once deposited, the money belongs to the employee. He or she can then use money from the HSA to pay medical expenses up to the deductible, and after the deductible is met, insurance will cover 100% of in-network expenses.

This plan will be particularly beneficial to those for whom the benefits of the traditional plan often go unused. If the employee has a year where he or she has few to no medical claims (outside of those covered 100% under provisions of the Affordable Care Act), he or she will have money HSA money left over to use for future medical expenses.

The new Anthem Preferred Select High Deductible plan with Health Savings Account allows the City to pay a lower cost for the insurance, and then use the balance paid for such plan in comparison of what would have been paid for the traditional plan to fund a health savings account for employees. Additionally, the employee pays a lower premium for dependent coverage in comparison to the traditional PPO plan.

Funds kept in health savings accounts can be used for any health-related expenses for the employee and his/her dependents, and the money in the account remains available and does not expire or go away until it is used.

Under this plan, the employee will pay the full cost of standard claims from the HSA until the deductible is met. The use of HSA funds are specific to medical expenses as defined by the Internal Revenue Service, and employees/subscribers will want to closely review their past medical expenses to see if this plan best fits their needs prior to making their elections.

The primary elements of the High Deductible Health Savings plan for 2017 are for in-network use:

- *Deductible: \$2,600 deductible for employee only/\$5,200 deductible for employee plus dependents*
- *Coinsurance: No coinsurance*
- *Maximum out of pocket: \$2,600 for employee only/\$10,000 for employee plus dependents*
- *Prescription drug benefit: 100% after deductible*
- *Urgent Care: 100% after deductible*
- *Routine exams: No deductible or costs for office visits coded under provisions prescribed under the Affordable Care Act, including “well woman” or “well man” checkups, and for City employees/subscribers, eye examinations*

**Dental Insurance:** 2016 Delta Dental insurance rates will not increase in 2017.

**Life Insurance:** Anthem Basic Life Insurance rates, paid by the City, will remain the same as 2016. Optional Employee Life Insurance rates will also remain flat.

# SECTION 4

## Pay Plan/ Merit Plan

## MERIT MATRIX

RATING	6.00–5.50	5.49–5.00	4.99–4.50	4.49–4.00	3.99–3.50	3.49–3.00	2.99–0.00
INCREASE	5.00%	4.50%	4.00%	3.50%	3.00%	2.50%	0.00%

# SECTION 5

Reserve

Policy

## Section 5. Reserves

It is important for the financial stability of the City to maintain reserve funds for unanticipated or extraordinary expenditures, revenue shortfalls or unforeseen emergencies, as well as to provide adequate working capital for current operating needs so as to avoid short-term borrowing.

When determining the appropriate level of reserve balance to retain in each fund, the City used factors such as diversity and volatility of the revenues and expenditures (i.e., a higher level of reserves may be needed if significant revenue sources are subject to unpredictable fluctuations, which is the case with the City's main source of revenue-sales tax), potential drain upon general fund resources from other funds and commitments as well as the availability of resources in other funds, credit-rating implications, economic realities, and GFOA guidelines to set the City's minimum fund balance requirement. The GFOA (Government Finance Officers Association) recommends a minimum fund balance of no less than 2 months of regular operating expenditures (16.7%).

The City will maintain total reserves for the General Fund that includes an Operating Reserve and a Contingency Reserve. The City will also maintain an Operating Reserve for the Recreation Fund and the Water & Sewer Fund. The total of the Operating Reserves for all three funds should be a minimum of 20 percent.

The City will also maintain a \$125,000 Revenue Shortfall Reserve in the Tourism Marketing Fund. This amount provides a reasonable level of assurance that the City can continue to reimburse the amount budgeted for marketing expenditures under the current contractual obligation if revenues are insufficient to cover these expenditures during times of revenue shortfalls.

All other funds, including Special Revenue Funds, Debt Service Funds and Capital Projects Funds, do not have a fund balance requirement. Fund balances in these funds are dictated by revenue sources and are equal to a schedule of expenditures and capital projects.

An Operating Reserve will be budgeted in order to provide sufficient funds to meet the cash flow needs of the current operating budget. The Operating Reserve establishes a target amount in order to provide a reasonable level of assurance that day-to-day operations can continue if revenues are insufficient to cover expenditures during times of funding shortfalls (an emergency basis). The City's Contingency Reserve accumulates funds to be expended only when certain specific circumstances or conditions exist that were not anticipated and are not expected to occur routinely.

## **Policy Statement**

1. Per Branson Code Sec. 2-426 - Operating Reserve funds, the City will maintain fund balances in the General Fund, Recreation Fund, and the Water Fund at a level which will avoid issuing short-term debt to meet the cash flow needs of the current operating budget. An Operating Reserve fund balance shall be composed of a minimum General Fund and Water Sewer Fund balance of 20% of the operating expenditures of the current adopted budget (established per Ordinance). The Parks & Recreation Fund shall be composed of a minimum Fund balance of 10% (established per Ordinance).
2. Actual approval of the Contingency Reserve balance each fiscal year is through the advisement of the Board of Aldermen and then through the final adoption of the budget.
3. Funds in any of the Reserves cannot be used without specific direction from the Board of Aldermen.
4. Funds in all of the Reserves will be replenished as described below.
5. The Board of Aldermen will annually review the adequacy of all reserve balances.

## **Use, Withdrawal and Replenishment Requirements**

Operating Reserves may be used for emergency purposes resulting from the following: adverse impact on expenditures from a natural disaster such as flooding or tornado; unexpected loss or reduction of a key revenue source; price changes mandated by another governmental entity; volatility in certain special program funding; unexpected lawsuit liability.

Possible uses for the Contingency Reserves are as follows: 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 (non-reoccurring expenditures); unanticipated land acquisitions; one-time unanticipated capital costs; debt reduction. This money cannot be used to fund new programs or positions not included in the current year budget that will have an ongoing effect on future budgets.

A withdrawal from the any of the reserve funds requires a majority approval by the Board of Aldermen through a resolution.

The City may choose to use part of the 20% Operating Reserves any time throughout the fiscal year, but only once the City Administrator has determined that no other viable source of funds are available for operations or that all expenditures have been reduced to necessity and only upon a majority vote of the Board of Aldermen. Should the Operating Reserve fall below the anticipated reserve level as stated in this Policy, the City Administrator will bring forward a

plan as part of the subsequent fiscal year budget to the Finance Committee and ultimately the Board of Aldermen to replenish said reserve in a reasonable timeframe.

### **Administrative Responsibilities**

The Finance Director shall be responsible for monitoring and reporting the City's various reserves to the Finance Committee on at least a quarterly basis. The City Administrator is directed to make recommendations to the Finance Committee and the Board of Aldermen on the use of reserve funds both as an element of the annual operating budget submission and from time to time throughout the year as needs may arise.

The Finance Director shall annually submit a report to the Finance Committee outlining the status of the City's various components of the Fund Balance of each fund. This report shall be submitted within thirty days of the receipt of the annual financial audit.



# Our Ozark Mountain Legacy

**FAMILY:** We honor families by offering environments and entertainment enjoyable for the whole family.  
We constantly reinforce a culture of character.  
We protect the health and safety of all children.

**FAITH:** We recognize a strong faith is a common thread throughout Ozark Mountain Country.

**FRIENDS:** We treat each other with respect and honesty.  
We celebrate making new friends and keeping old ones.  
We provide a unique destination that offers a fun place to live, vacation, and grow closer together.  
We take pride in serving and meeting the needs of others and listening to opportunities to constantly improve.

**FLAG:** We are a community that upholds our Godly American Heritage unashamedly honoring our Country and Flag, our Christian origins and our Veterans.

**FUTURE:** We work together to continually improve our community and the quality of life for all who live, work or play in Ozark Mountain Country.  
We actively and relentlessly protect and enhance our natural beauty, resources, and environment.  
We foster an entrepreneurial culture and encourage all leaders to be committed to make this area a great place to work.  
We place a high priority of ensuring quality of education to prepare our future generations to Pass It On!

## CITY OF BRANSON, MISSOURI



*The City of Branson (population 10,520; with millions of visitors annually and growing) is located in southwest Missouri, 35 miles south of Springfield within the heart of the Ozark Hills. Branson serves as the job, service and shopping center for a two-county area with 80,000 year-round residents. Branson is surrounded by three prize winning fishing lakes - Lake Taneycomo, Table Rock Lake and Bull Shoals Lake.*

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

*[www.bransonmo.gov](http://www.bransonmo.gov)  
110 W. Maddux, Branson, MO 65616*