

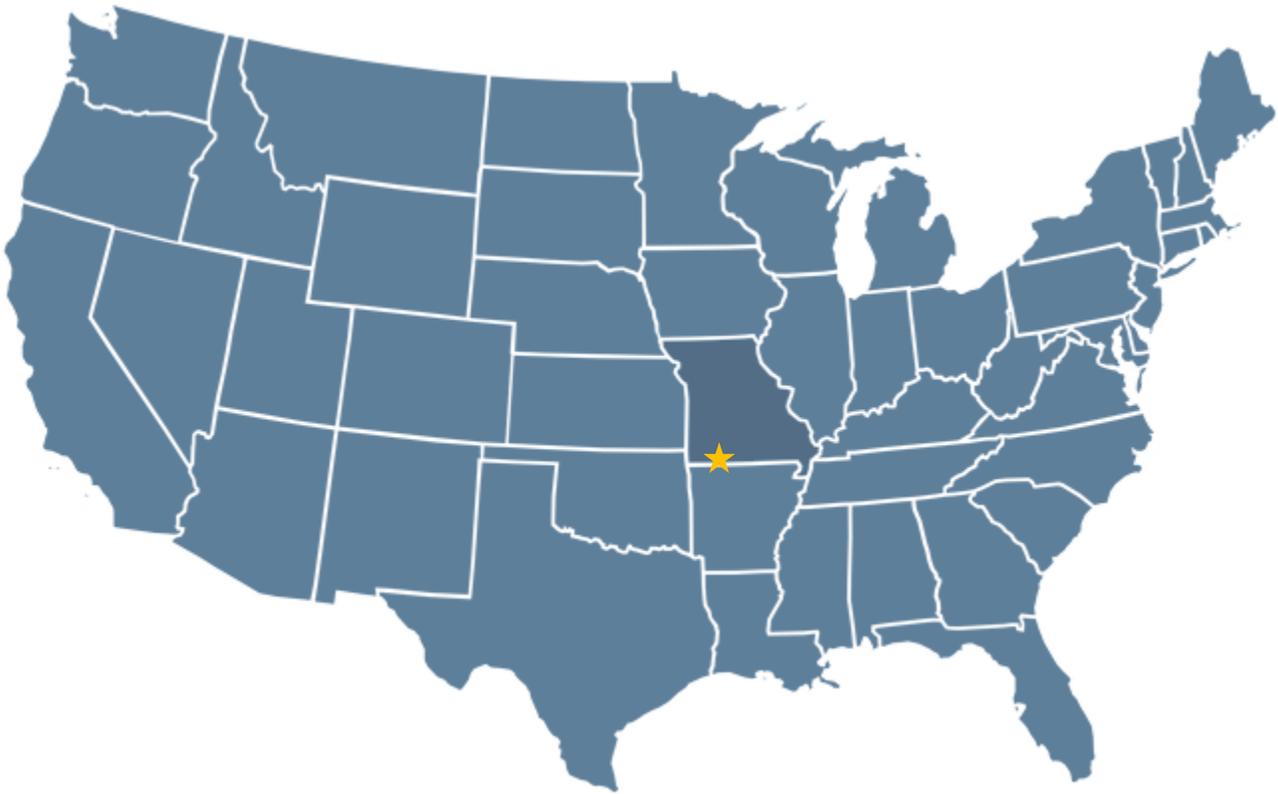
FY 2021
ANNUAL
BUDGET

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Fiscal Year 2021

Operating & Capital Budgets

City of Branson, Missouri



January 1, 2021 – December 31, 2021



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

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2021 Budget Message

Honorable Mayor and Board of Aldermen:

It is my pleasure to present the City of Branson's 2021 operating budget. This balanced budget, in the midst of some difficult times, reflects the cooperation and dedication between city staff, Mayor, Board of Alderman, and citizens in achieving the priorities and needs of our community.

Over the past year the COVID-19 pandemic has challenged our community and organization in unparalleled ways. As our main focus has been on keeping our community safe and healthy, many of our businesses and members of our community have faced economic hardships

due to the historical swing of the unemployment rates, the travel bans, and the stay at home orders that have been put into place across our nation in an effort to prevent the spread of the virus. As a result, city staff came together in April of 2020, to create a short term financial plan to sustain the ongoing operations of the City during this time. We were able to stabilize our financial position



in the short term without causing significant long term effects for every major fund due to our healthy reserves and teamwork approach to the COVID situation.

While we continue to focus on the financial aspects of running a city, 2020 showed us that we are a caring and resilient community. Even with the pandemic, there were several positive developments that occurred in 2020, to include the development of new attractions, businesses and venues.

The driving principles behind the budget are ensuring funds are allocated to meet the priorities established by the community in the Community Plan 2030. The objectives that align with the community priorities are as follows:



Branson's newest attraction, the Aquarium at the Boardwalk opened November 2020.

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

Budget Summary

Below are some of the assumptions and highlights of the FY2021 budget:

Major Capital Expenditures include:

- \$250,000 in new police vehicles

Total One-Time Expenditures:

- General Fund - \$34,000
- Public Safety Fund - \$150,240

The 2021 budget provides the resources necessary to meet the needs of our community over the next year. While rising costs and a significant decrease in our taxes continue to be our long term challenge it is important that we look forward and constantly ask what we do, what does it cost to do what we do and why do we do it. Those questions drive our existing priority-based budgeting tools to maintain a fiscally healthy and stable community.

Table 1 provides a breakdown of operational spending by department. Public Safety includes spending by both the Fire and Police Departments which are funded by the Public Safety Fund and an annual subsidy from the General Fund. Additionally, the Parks Department is funded by a combination of user fees and an annual subsidy from the General Fund. All other departments listed below are funded through the General Fund.

**TABLE 1
OPERATIONAL SPENDING
BY DEPARTMENT**



Economic Outlook & Revenue Growth

The City's FY2021 budget forecast assesses a 22% decrease of sales tax and a 44% decrease in tourism tax from FY2019 receipts. While the Public Safety Sales Tax continues to provide an additional revenue stream to ensure fire and police services, leadership must remain aware that the tax will sunset in 22 years when making budgetary decisions. The failure of a Use Tax also presents a challenge for city leaders as retail sales continue to shift from brick-and-mortar stores to online activities regardless of COVID-19.

Table 2 provides a ten-year history of tax growth for both sales and tourism tax collections. The decrease in tax revenues in 2020 is directly attributable to the COVID-19 pandemic.

Table 2
Tax Growth
10 Year History

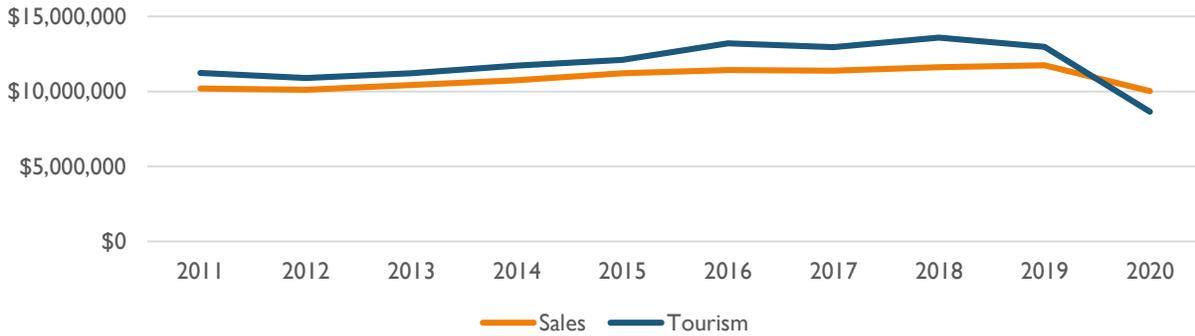


Table 3 shows General Fund revenue collections compared to budget projections.

Table 3 General Fund Revenues 2016 to 2020						
	2016*	2017	2018	2019	2020	2021
Original Budget	19,193,242	19,924,442	20,862,403	20,226,956	20,303,201	17,568,128
Revised Budget						
Projections	19,662,864	20,090,734	19,873,560	20,304,319	14,199,353	
Actuals	18,715,110	19,907,085	20,361,909	20,694,683		

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

Table 4 shows General Fund expenditures compared to budget projections since 2016.

Table 4 General Fund Expenditures 2016 to 2020						
	2016	2017	2018	2019	2020	2021
Original Budget	17,026,406	16,417,627	17,047,014	9,093,892	8,812,844	8,830,930
Revised Budget						
Projections	17,212,957	17,507,318	8,813,342*	8,759,395	8,374,987	
Actuals	15,999,639	16,135,757	8,306,742	7,990,924		

* Public Safety (Fire & Police) Expenditures were transferred to Public Safety Fund

2021 and Beyond

In 2021, the City will:

- Continue to utilize Priority-Based Budgeting to make tax dollars stretch further and find innovative ways to save money.
- Cut programs that are no longer meeting our community goals or needs and reallocate the resources where needed.
- Continue to seek out grants and other funding sources to improve our roadways, water system, public safety, park facilities, and Information Technology Infrastructure.
- Improve and expand Water/Sewer infrastructure to provide for future development.
- Continue to focus on good communication and transparency with our citizens.

FY 2020 holds financial challenges due to the continued uncertainties. It remains vitally important to take inventory of all the programs our City offers and ask the important questions: why do we do what we do and how do the programs we provide impact the overall goals that our community has given us? Despite the constraints, the City may still achieve success by ensuring that programs and services achieve the needs set forth by the community. Current challenges present an opportunity for improved communication to be established between city leadership and the public and to include our residents, businesses and visitors in the decision-making process. While we will meet the financial bottom-line, our job in 2021 and beyond is to ensure that our budgetary and financial decisions continue to make the City of Branson a great place to live, work and visit.



Stan Dobbins
City Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Branson

Missouri

For the Fiscal Year Beginning

January 1, 2020

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Branson for the annual budget beginning January 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Municipal Officials



Edd Akers
Mayor



Bills Skains
Alderman Ward 1



Larry Milton
Alderman Ward 2



Julia King
Alderman Ward 3



Stanley Dobbins
City Administrator



Bob Simmons
Alderman Ward 1



Jeff Seay
Alderman Ward 2



Jamie Whiteis
Alderman Ward 3

Department Directors

John Manning | Assistant City Administrator

Jamie Rouch | Finance

Keith Francis | Engineering/Public Works

Jan Fischer | Human Resources

Cindy Shook | Parks & Recreation

Mike Ray | Utilities

Jeff Matthews | Police Chief

Ted Martin | Fire Chief

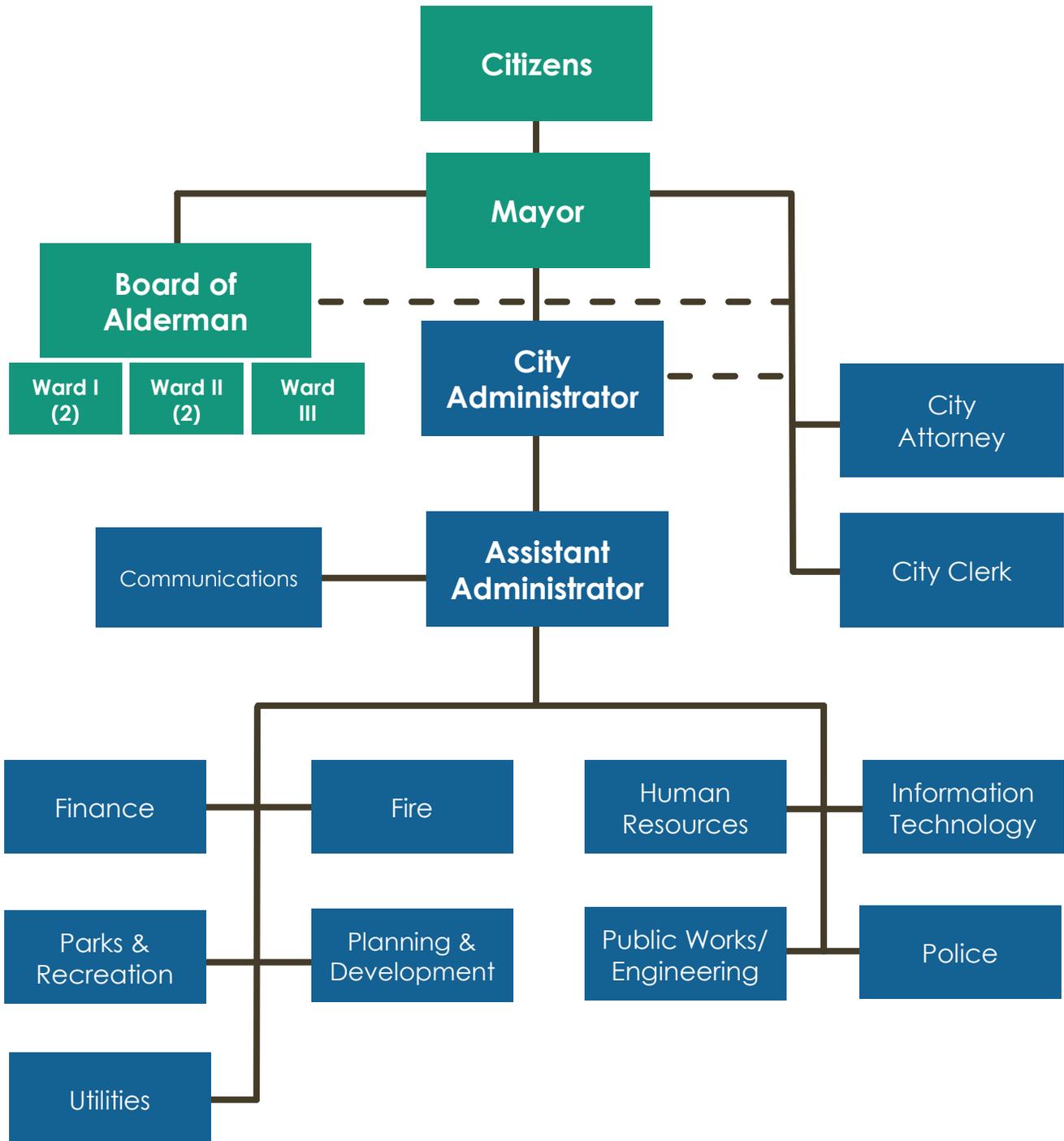
Chad Forster | Information & Technology

Joel Hornickel | Planning & Development

Lisa Westfall | City Clerk/Court Administrator

Chris Lebeck | City Attorney/Legal

Organizational Chart



Statistical & Supplemental Information

History

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

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

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

Government & Organization

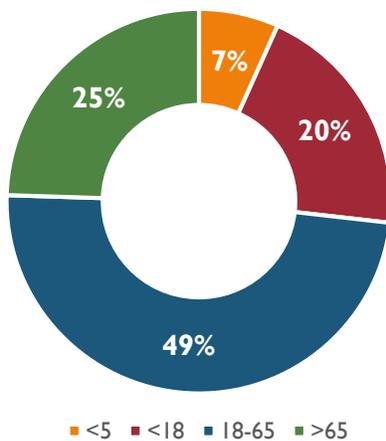
The city was organized on April 1, 1912, and is operated as a council/administrator form of government. The governing body of the city is the Board of Aldermen, which is comprised of six members elected by ward (two aldermen per ward), and a Mayor elected at large. The Mayor and Aldermen are each elected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

Community Characteristics

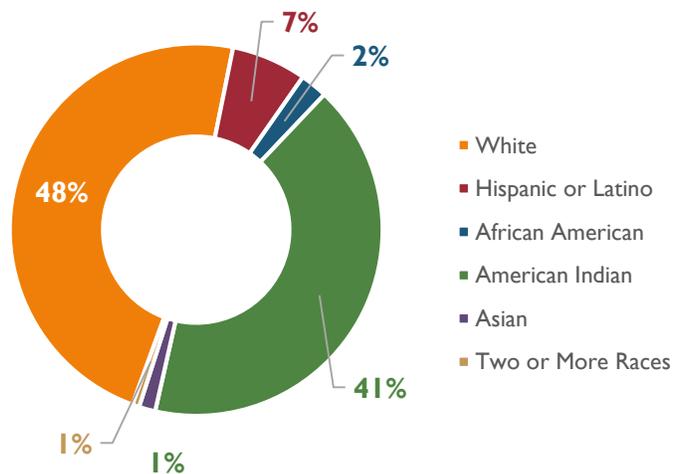
Demographics

The city grew from a population of 6,050 in 2000 to 10,520 in 2010, which is a 74% growth rate. Taney County (51,675) was the 4th fastest-growing county in the State of Missouri during the 2000 – 2010 decade. As of July 1, 2019, the city's population estimate is 11,630 and Taney County's population is estimated at 55,928. Christian County, adjacent to the north and now 86,983, was the fastest growing county in the state with a 141% growth rate between 2000 and 2020 (MERIC) As of the 2010 Census, Taney and Stone Counties are projected to grow from a population of 68,361 in 2000 to 108,387 in 2030. The charts below compare the last three decades of census reports!

City Population by Age



City - Population by Race



Population Branson Micropolitan Area



Major Employers & Workforce

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

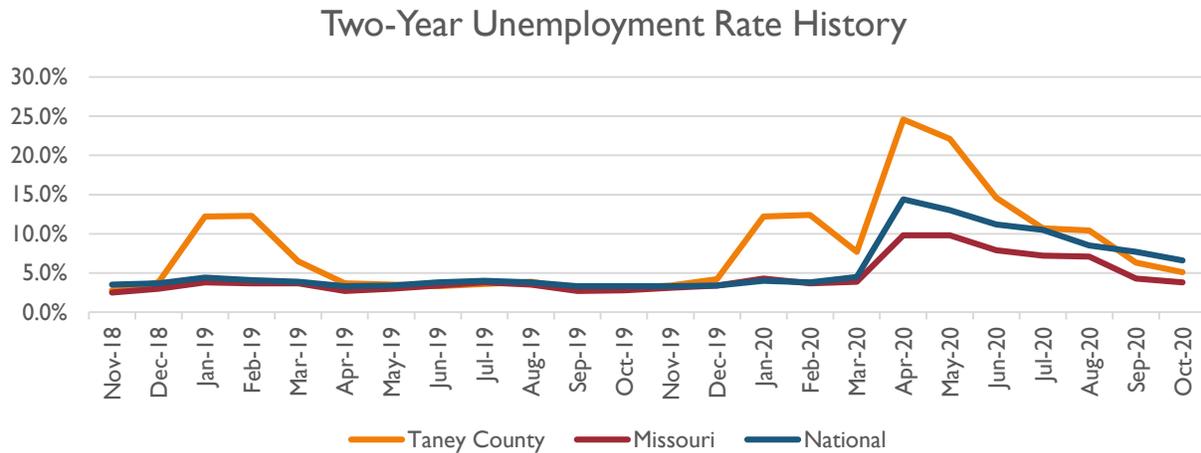
Below are the top ten employers for Branson and the surrounding area:

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

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

Community Statistics

41.9	Median Age
2.2	Average Household Size
\$40,343	Median Household Income
20.1%	Persons below Poverty Level
826	Veterans
89.5%	High School Grad or Higher
20.4%	Bachelor’s Degree or Higher
8,838	Household Units
\$810	Median Monthly Rent
\$152,000	Median House Value
2072	Number of Companies
60.1%	Employed Population over Age 16
20.8	Median Travel Time to Work (in minutes)



Education

Another measure of population growth is the enrollment in local schools. The school district experienced rapid growth in the period from 1990 to 2005, nearly doubling enrollment. Since 2005, enrollment has grown by 42%, to over 4800 studentsⁱⁱⁱ. Branson maintains some of the best test scores in the State of Missouri. The Branson School District consistently achieves higher graduation rates, 96.4% 4-year average compared to the state average of 89.4%^{iv}. Additionally, as of 2019, 58.7% of students attend a post-secondary institution following graduation^v. ACT scores (average 22.6) are slightly better than the state average (20.7)^{vi}. The Branson School District encompasses over 110 square miles in Taney County and includes the City of Branson. The district operates on a more than \$61 million budget as of 2020^{vii}. Four campuses are scattered throughout the district and are home to five elementary schools, one junior high and one high school. The newest school, Buchannan elementary, opened in the fall of 2013.

Branson-Area Colleges & Universities

College of the Ozarks in Point Lookout, MO is a private, Christian liberal-arts college founded in 1906 with an enrollment of approximately 1,500 students. “Hard Work U” is an important local partner in both education and community leadership. The College places #1 in Best Undergraduate Teaching, #1 Best Value Schools, #1 Most Innovative Schools, #1 Top Performers on Social Mobility and #3 in Regional Colleges Midwest (tie) in the 2020 U.S. News Best Colleges^{viii}.

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

Other Area Colleges: Located approximately 45 miles north, Springfield, MO has 12 colleges that include traditional four-year universities, such as Missouri State University (MSU) Drury University and Evangel University. Drury ranks #20 (tie) in Regional Universities Midwest, #23 Best Undergraduate Teaching (tie) and #10 Best Value School^{ix}.

Healthcare

Hospitals & Medical Care

Cox Medical Center Branson (shown below^x) is conveniently located near Highway 65 at 525 Branson Landing Boulevard. The licensed 165-bed hospital first opened its doors in 1950 as a community hospital. Over the years, this hospital has grown in size and has been a major contributor to the Branson/Tri-Lakes area, partnering with CoxHealth in January 2013. The campus includes a hospital, outpatient center, cancer center, helicopter landing pad, emergency and critical care unit, urgent care and a medical office plaza. Cox Medical Center Branson benefits from the philanthropic efforts of Skaggs Foundation, which raises money for hospital and community health projects for the Branson area. More information about Cox Medical Center can be found at coxhealth.com.

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

Taney County Health Department

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

Nursing and Care Facilities

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

Taney County Ambulance District

The Taney County Ambulance District (TCAD) is an emergency medical service (EMS) providing exclusive ambulance transport for Taney County. TCAD encompasses 620 square miles of varying terrain. TCAD responds to over 13,000 requests annually, providing emergency and non-emergency services. On January 15, 2019, TCAD will have completed 43 years of service and has become one of the fastest growing ambulance districts in the State of Missouri. TCAD uses 12 frontline advanced support ambulances and staffs to a peak of 6 ambulances on duty from multiple locations around the county. TCAD also heavily relies on Fly-car units which are fast response vehicles (non-transport) which can get to a call quickly, assess the situation and cancel incoming units or provide additional manpower at the scene. Numerous methods of education are utilized ranging from online self-directed lessons as well as hands-on simulated scenarios. Field personnel maintain numerous certifications such as Basic and Advanced Cardiac Life Support, Pre-hospital Trauma Life Support, and Pediatric Life Support. The communications personnel are all certified as Emergency Medical Dispatchers. This education and training ensures that when you call them for help, they are ready to respond.

Transportation

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

The Branson Airport (BKG) opened in the spring of 2009. Located south of Branson and east of Highway 65, the airport has a 7,140-foot runway to accommodate commercial jets. The airport is served by Frontier and 2020 destinations include Chicago, Dallas and Denver. Additionally, the Taney County Airport, a general aviation airport, is located near the Branson attraction area and adjacent to the College of the Ozarks campus.

The Springfield-Branson National Airport (SGF) is approximately 50 miles from Branson and serves all of southwest Missouri. The airport is served by Allegiant, American Airlines, Delta and United and offers 13 nonstop destinations: Los Angeles, Las Vegas, Orlando, Phoenix, Tampa/St. Petersburg, Destin/Ft. Walton Beach, Charlotte, Chicago, Dallas/Ft. Worth, Atlanta, Denver and Houston.

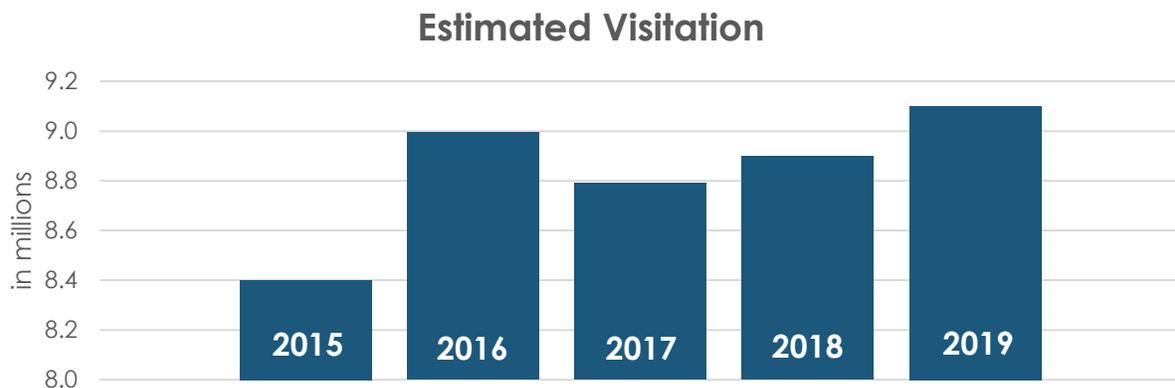
The city has taken the lead in solving one of its major concerns – traffic – during its rapid growth as a tourism destination. Since 1991, over \$80 million has been spent on new and reconstructed roads. This network of roads, designated as color-coded routes, has been designed to work in conjunction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

Tourism

In 2019, Branson ranked #19 in the U.S. News and World Reports “Best Cheap Vacations in the U.S. List”. Additionally, the organization ranked Branson #5 Best Places to Visit in June; #13 Best Cheap Family Vacations; and #20 Best Family Vacations in the USA.

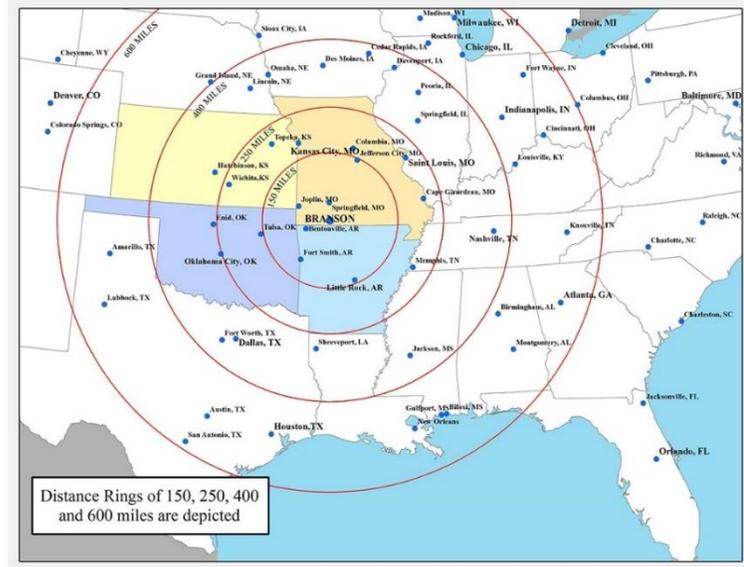
The city currently has a marketing contract with the Branson Lakes Area Chamber of Commerce and Convention & Visitors Bureau (CVB) paid for through revenues collected through the city's tourism tax. The CVB is responsible for marketing Branson through television, magazines, social media and other advertising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

Below is a graph of Branson's estimated annual visitation levels according to the Convention & Visitors Bureau's research^{xi}:



Distances to Major Metro Areas

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



Lakes & Outdoor Activities

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

A variety of golf courses are available in the city or are located in close proximity. Courses include Thousand Hills, Pointe Royale & Branson Hills inside city limits. A short drive away are Buffalo Ridge Springs, Buffalo Ridge, Top of the Rock and Ledgestone. Beginning in 2014, Top of the Rock and Buffalo Ridge golf courses hosted a PGA sponsored championship, Bass Pro Shops Legends of Golf Tournament. The tournaments have been hosted each year, ending with the 2018 tour and ahead of the opening of the opening of Payne's Valley Golf course in 2020. The use of the Top of the Rock course marked the first time that a PGA TOUR sanctioned event was hosted on a Par-3 course in official competition.

Shows

The 36 theaters in Branson host more than 100 shows throughout the day. For more than 50 years, live shows have drawn tourists from around the country. A wide variety of world-class shows are available to suit any visitor. Our shows operate nearly year-round,

beginning with Hot Winter Fun in January and February, then onto the main season from March through October. Beginning on November 1, the city transitions into the Christmas season, offering variety of Christmas-themed shows.

Attractions

The city hosts a variety of attractions for visitors; hiking trails, zip-lines, museums, and an unlimited list of other amusements are available. The Branson-area is home to Silver Dollar City, an 1880's themed amusement park with modern attractions, was ranked #14 on the 2020 Travelers' Choice Top 25 Amusement Parks – United States by tripadvisor.com^{xii}. Mystic River Falls opened in summer of 2020 and offers a nearly half-mile river ride and a plunge of over six stories^{xiii}. Also opening in 2020, are two new attractions in the City's Entertainment and Theater District: WonderWorks and Aquarium at the Boardwalk.

Shopping

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

Events

Being centrally located in the United States makes Branson a great place for rallies, conventions and reunions. With annual events that include Veteran's Week, Law Enforcement Recognition Week, Autumn Daze and the Adoration Parade, tourists can find lots of reasons to return to the area. The city-owned Branson Convention Center located next to the Branson Landing development is a world-class facility hosting numerous large and small-scale events each year. The



convention center boasts 220,000 square feet of usable space, including a 47,125 square foot exhibit hall that attaches to a 22,703 square foot ballroom. The center can be used

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

Community Services

Parks & Recreation

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



Lakeside Forest Wilderness Area

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

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

Community Center

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

Police Protection & Service

The Branson Police Department (BPD) serves the community 24 hours a day in all areas of investigation, patrol, traffic communication, school resource officers (SRO) and

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

Fire Protection

Branson Fire Department provides fire-rescue services supported by 39 full-time firefighters operating out of three fire stations located throughout the city. Daily staffing consists of 11 fire personnel on 24 hour shifts, four chief officers, and a fire marshal. Services include fire suppression, rescue/extrication, emergency medical response, hazardous materials response, fire investigation, fire & life safety education, fire code inspections & enforcement, emergency management and disaster preparedness, and fire-rescue training. The Fire Department is also supported by community volunteers in a Community Emergency Response Team (CERT), and reserve firefighter programs. Fire-rescue services are provided for the City of Branson covering just over 21 square miles and 10,500 residents (2010 Census), and hosting approximately eight million visitors annually. This provides a unique opportunity to provide fire- rescue services to a small town with big city challenges.



Libraries

The Taneyhills Community Library, a non-tax supported facility, is supported by fund-raising efforts of the Friends of the Taneyhills Library through the used book store, thrift shop and voluntary contributions from area residents. There are over 52,000 volumes, including books, audio books and movies on the shelves.

The College of the Ozarks' Lyons Memorial Library is a vital part of the four-year liberal arts college education program. Its shelves are filled with a variety of reference, educational, religious and entertainment books. Both offer library cards to local residents.

Utilities

Electric & Natural Gas

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

Telecommunications

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

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

Water & Sewer

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



sewer pump stations used to convey wastewater over the hilly terrain and to the wastewater treatment facilities.

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

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

City Financial Structure, Policy & Process

Description of Funds and Fund Types

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

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

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

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

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

Governmental Funds

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

General Fund

The general fund is the city's primary operating fund. Within it are nearly all operating departments: Administration, Information Technology, Human Resources, Finance, City Clerk/Municipal Court, Legal, Planning & Zoning, Engineering and part of Public Works. Additionally, the general fund includes transfers out to other funds, such as Parks and Recreation and Public Safety. This fund is used to account for most of the

day-to-day operations of the city, which are financed from sales and property taxes and other general revenues.

Special Revenue Funds

Special revenue funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses. The city has the following special revenue funds:

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

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

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

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

Debt Service Funds

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

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

Capital Project Funds

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

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

Proprietary Funds

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

Enterprise Funds

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

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

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

Internal Service Funds

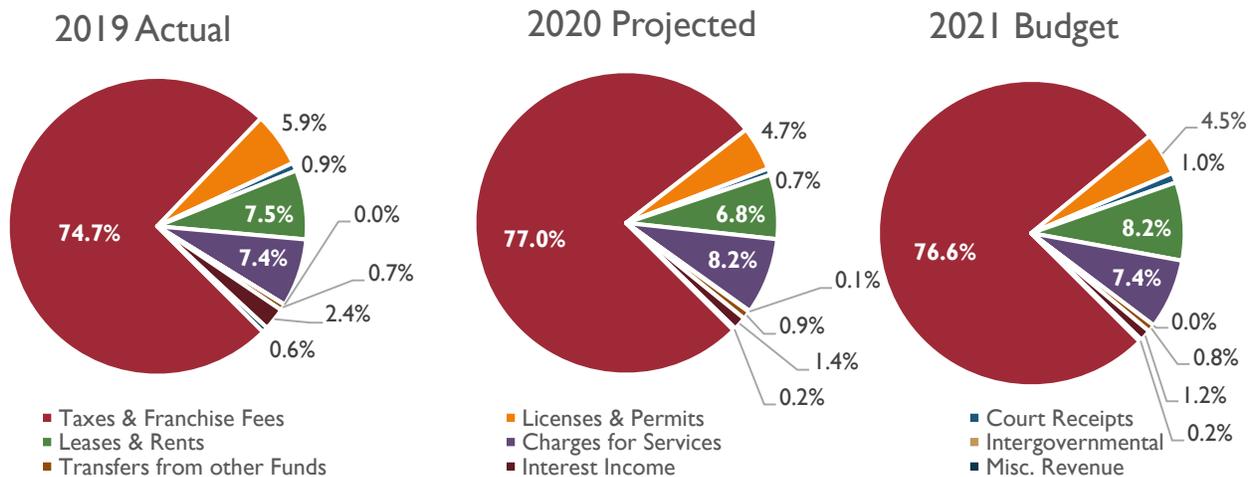
Various city departments currently use internal service funds as an avenue to save dollars for upcoming/expected capital projects such as heating and air units.

Sources of Revenue

In the budget process, one of the first steps is to estimate the projected revenues for the current year (in this case 2020). The city chooses to use projected revenues as it provides a more accurate value than simply estimating based on previously budgeted numbers. To calculate projected revenues, the city utilizes various sources and develops an economic forecast to determine projected revenues. Typically, the city estimates revenue growth at a modest 1% increase over current year projections. The unusual economic conditions stemming from the pandemic, however, have complicated revenue forecasting. For fiscal year 2021, revenues were forecasted using FY2019 actual revenues while anticipating a decrease in activity (see budget message).

Taxes make up the largest portion of the city's revenues, followed by Leases & Rents which include leased property on West 76 Country Boulevard, telecommunication locations on city property and other properties located throughout the city. Licenses & permits include fees charged for business and liquor licensing, as well as various permits required by the city (building, planning & zoning, etc.). Intergovernmental revenues include any amounts of money the city receives from other governmental entities, such as grants or monies from intergovernmental agreements. The "other" category includes administrative fees and one-time amounts.

General Fund Revenues

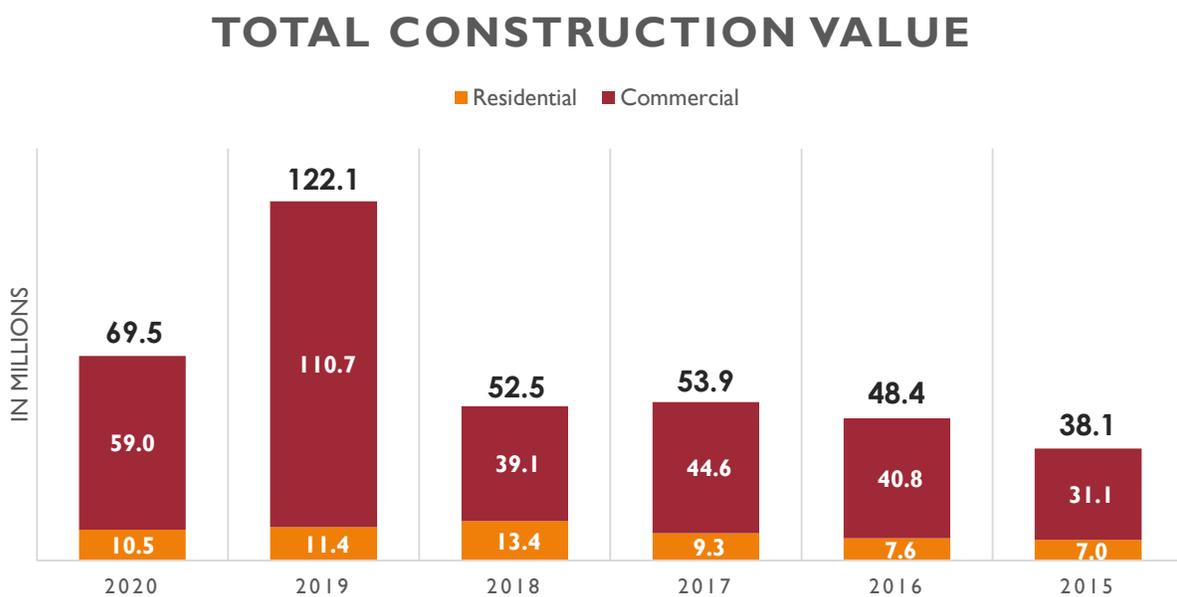


Construction Growth & Building Permits

The city experienced dramatic growth in tourism and related construction starting in 1990. Then, between 2005 and 2007, the city experienced a surge in building permits as areas such as the Branson Landing and Branson Hills began to develop. Construction values fell drastically in the following years, until 2012 when the city experienced another surge that was partially due to reconstruction after a tornado in February 2012. By 2016, values again increased as several projects such as Fritz's Adventure, the Branson Mountain Coaster and the Cox Learning Center were developed. By 2020, total value of construction values for building permits was \$69.5 million; \$10.5 million were in residential permits and \$59.0 million in commercial.

Significant tourist-related construction projects have also occurred in unincorporated portions of the county during the same period. The growth in tourism and related construction has greatly increased the tax revenues of the city, particularly sales tax revenues. However, tourism growth has also placed a significant strain on the city's infrastructure. This pressure has caused the city to take steps to provide infrastructure improvements necessary to accommodate growth. 2019 saw a surge in construction value due to two major projects: the new WonderWorks, a science-focused indoor amusement park, and the Branson Aquarium at the Boardwalk.

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



Taxes

Corporate

For tax years beginning on or after January 1, 2020, the corporate income tax rate was reduced from 6.25% to 4.0%.

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

Sales & Tourism Taxes

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

The chart below shows the various taxing districts in the city and their associated tax rates:

Tax District	General Retail	Tourism Sales (lodging & entertainment)	Food & Beverage Sales (retail)
Branson Proper	9.35%	12.35%	9.725%
76 Entertainment CID	10.35%	13.35%	10.725%
Branson Landing	10.35%	13.35%	10.725%
Branson Hills	9.85%	12.85%	10.225%
Historic Downtown	10.35%	13.35%	10.725%

Assessed Valuation & Property Taxes

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

Year	Real Estate	Personal Property & Utilities	Total Assessed	Taxing Entity	Rate
2011	418,455,638	54,572,853	473,028,491	OTC	0.1996
2012	422,719,961	49,339,802	472,059,763	Branson R-4 Schools	4.2908
2013	408,047,292	50,725,309	458,772,601	County Health	0.1404
2014	408,376,165	49,044,341	457,420,506	County Handicapped	0.1000
2015	395,426,871	49,894,093	445,320,964	Senior Citizens Service	0.0500
2016	392,937,809	51,163,437	444,151,246	City of Branson	0.6128
2017	390,964,990	52,436,014	443,401,004	State of Missouri	0.0300
2018	397,561,194	52,110,615	449,671,809	Total	5.4236
2019	405,015,592	54,511,513	459,527,105		
2020	456,032,572	57,610,117	513,642,689		

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

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

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

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

Revenue Summary by Fund

Operating - General Revenue by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Taxes & Franchise Fees	15,556,075	15,983,432	11,023,830	13,554,446
Licenses and Permits	1,223,974	988,340	674,571	803,340
Court Receipts	184,090	185,000	100,332	185,000
Lease and Rents	1,559,308	1,504,658	979,796	1,459,981
Charges for Services	1,535,059	1,367,485	1,168,574	1,312,327
Intergovernmental	6,356	-	16,620	-
Interest Income	505,905	231,252	200,000	210,000
Bond Proceeds	-	-	-	-
Debt Service	123,917	43,034	35,630	43,034
Total General	20,694,683	20,303,201	14,199,353	17,568,128

Transportation Revenue by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Taxes & Franchise Fees	6,659,351	6,787,693	4,656,603	5,705,443
Misc. Revenue	-	-	-	-
Transportation	6,659,351	6,787,693	4,656,603	5,705,443

Debt Service Fund – 160 BM Revenue by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Taxes & Franchise Fees	1,554	1,000	550	75
Interest Income	-	-	-	-
Bond Proceeds	-	-	-	-
Misc. Revenue	-	-	-	-
Total Branson Meadows	1,554	1,000	550	75

Debt Service Fund – 165/171 BL Revenue by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Taxes & Franchise Fees	2,889,896	2,866,031	2,465,222	2,550,005
Lease and Rents	455,000	455,000	455,000	455,000
Lease Termination	-	-	-	-
Intergovernmental	3,615,076	3,564,106	2,437,379	2,711,307
Interest Income	484,664	410,000	225,500	250,400
Unrealized Gain/(Loss)	17,242	-	-	-
Total Branson Landing	7,461,878	7,295,137	5,583,101	5,966,712

Debt Service Fund – 170 BH	2019	2020	2020	2021
Revenue by Object	Actual	Budget	Projections	Budget
Taxes & Franchise Fees	784,780	789,233	789,233	735,100
Lease and Rents	-	-	-	-
Lease Termination	-	-	-	-
Intergovernmental	3,601,595	3,537,448	3,537,448	3,369,296
Interest Income	159,014	100,000	90,139	91,041
Unrealized Gain/(Loss)	-	-	-	-
Total Branson Hills	4,545,389	4,426,681	4,416,820	4,195,437

Parks	2019	2020	2020	2021
Revenue by Object	Actual	Budget	Projections	Budget
Cigarette Tax	75,827	70,000	72,000	75,000
Campground	915,092	830,875	743,366	927,200
Intergovernmental	22,652	-	-	-
Rents & Leases	138,789	138,145	130,736	140,836
Contributions	72,098	65,000	51,790	55,000
Pool Admissions	116,756	123,900	66,944	128,600
Swim Team	10,786	19,700	3,255	17,900
Ball Programs	142,018	135,580	98,115	172,100
Golf	-	-	-	-
Tennis Revenue	5,903	1,500	9,515	16,000
RecPlex/Tournaments	146,508	128,160	88,006	137,100
Concessions	186,895	198,250	120,500	190,000
Day Camp	64,245	74,400	8,720	65,000
Dog Park	7,275	5,500	2,500	6,200
Community Center	29,491	26,000	15,286	27,000
Special Events	15,456	11,500	16,750	14,500
Cheerleading	-	-	-	-
Total Parks	1,949,790	1,828,510	1,427,483	1,972,436

Tourism	2019	2020	2020	2021
Revenue by Object	Actual	Budget	Projections	Budget
Taxes & Franchise Fees	13,061,961	13,159,794	7,237,887	7,310,266
Gain/Loss Sale of Asset	27,712	-	-	-
Interest Income	226,949	161,420	88,781	50,844
Bond Proceeds	-	-	-	-
Debt Service	180,000	180,000	180,000	180,000
Total Tourism	13,496,622	13,501,214	7,506,668	7,541,109

Public Safety	2019	2020	2020	2021
Revenue by Object	Actual	Budget	Projections	Budget
Taxes	5,671,869	5,729,275	3,750,000	4,750,000
Licenses and Permits	26,592	26,845	23,264	23,497
Intergovernmental	259,125	-	165,415	100,000
Interest Income	79,066	9,000	36,514	45,000
Bond Proceeds	-	-	-	-
Misc. Revenue	31,728	8,372	4,837	4,886
Total Public Safety	6,068,380	5,773,493	3,980,031	4,923,383
Water/Sewer	2019	2020	2020	2021
Revenue by Object	Actual	Budget	Projections	Budget
<i>Charges for Services:</i>				
Water	4,013,120	3,971,021	2,819,196	2,881,676
Sewer	4,587,384	4,972,170	4,003,901	4,283,000
Rental Income	-	-	-	-
Misc. Revenue	89,893	69,000	39,238	74,750
Unrealized Gain/(Loss)	26,960	-	-	-
<i>Nonoperating Revenues</i>				
Water Connection Charges	85,617	87,464	1,000	1,010
Sewer Capacity Fees	-	-	-	-
Sewer Connection Charges	340,486	328,081	331,939	335,258
Interest Income	107,264	25,000	35,750	27,000
Donated Funds	178,401	-	-	-
Intergovernmental	314,604	500,000	728,992	1,325,000
Gain on Disposal of Capital Asset	-	-	-	-
Income (loss) before Transfers	-	-	-	-
Total Water/Sewer	9,743,729	9,952,736	7,960,015	8,927,694
	2019	2020	2020	2021
	Actual	Budget	Projections	Budget
Total Combined Revenues	70,621,376	69,869,665	49,730,624	56,800,418

Financial Policies & Practices

Policies

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

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

Finance Committee

At the end of 2020, the Budget & Finance and Capital Improvements Committees were merged into a single Finance Committee. The committee was established in the city's municipal code and members include the Mayor, City Administrator and appointed members of the Board of Aldermen. Additionally, the Mayor and Board may appoint citizen members annually. Changes to the city's financial policies are first reviewed by the Finance Committee prior to review and approval by the Board of Aldermen. Duties assigned to the Finance Committee are to review and recommend the operations budget to the Board, review the city's purchasing and accounting procedures and recommend changes as needed and to review and recommend procedures necessary to ensure the financial health of the city.

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

- Review and recommend the operations budget to the board;
- Review and recommend capital improvements to the board each fiscal year;
- Review and recommend changes to the city's purchasing and accounting procedures to the board;
- Review and recommend to the board procedures necessary to ensure the financial health of the city;
- Work with staff to establish procedures for the selection of consulting services for capital improvements;
- To recommend the selection of consulting services needed for capital improvements to the board;
- Review and approve financial and investment policies;
- Review budget adjustments;
- Review revenue contracts with values over \$5,000;
- Review and approve expenditures over \$15,000;
- Review the city's monthly financial and tax reports.

Budget

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

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

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

FY2021 Budget

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

Beginning for the 2017 -2018 budget years, the city implemented a two-year budget process. Each year's budget must be approved annually by the board. The move to this process is meant to better tie the budgeting process to the city's biennial strategic planning process.

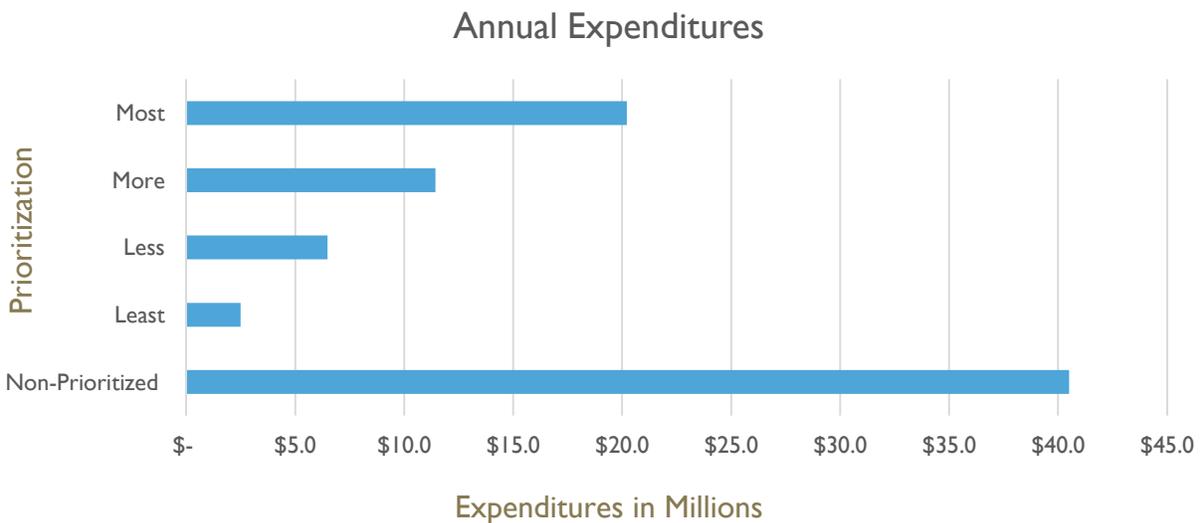
Budget Timeline for FY2021 Budget

Date	Item
06.11.2020	Department Heads provide FY20 Budget Projections, including Capital Requests.
06.25.2020	Human Resources Director provides projected insurance rates and wellness incentives.
07.10.2020	Budget & Finance and Capital Committees score FY21/22 capital items.
07.16.2020	Department Heads submit final changes to Finance.
07.31.2020	Finance Director completes budget analysis.
08.03.2020	Department Heads brief City Administrator and Finance Director on respective budgets.
08.06.2020	Human Resources Director submits the FY21 final insurance rates, health & wellness incentives to the Finance Director.
09.10.2020	Budget & Finance and Capital Committees review the proposed budget.
09.24.2020	Budget workshop to discuss the final proposed budget.
10.15.2020	Finance Director submits finalized budget for the Board of Aldermen Agenda.
10.27.2020	Budget is read the first time by the Board of Aldermen.
11.10.2020	Budget is read for the final time by the Board of Aldermen. Budget is adopted.
12.01.2020	Finance Department prepares FY2021 budget book & enters budget into accounting system.
01.01.2020	Adopted budget is recorded and goes into effect.
01.31.2020	Finance Director distributes official budget document.

Priority-Based Budgeting

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

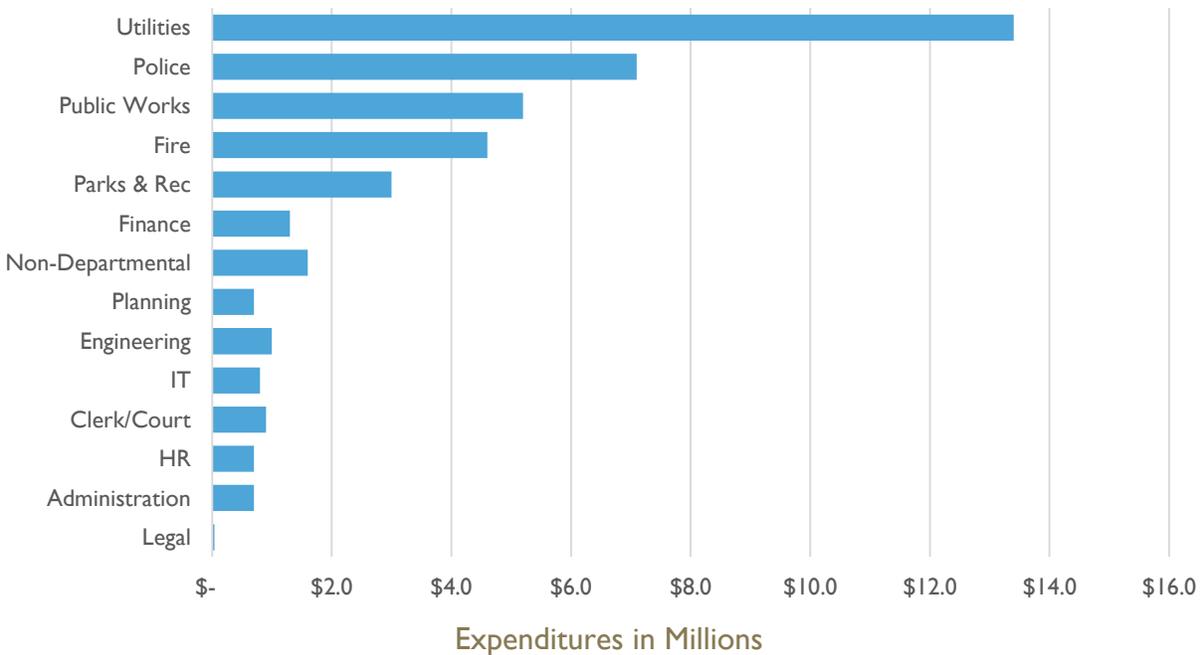
The graph below titled “Annual Expenditures” represents the city’s entire 2020 budget. In the graph, prioritization means how closely the program is aligned with the community goals (results). The non-prioritized category largely includes amounts for debt payments (including TIF districts located within the city), tourism tax, and convention center expenditures.



Program Cost by Expenditure Type (All Funds)



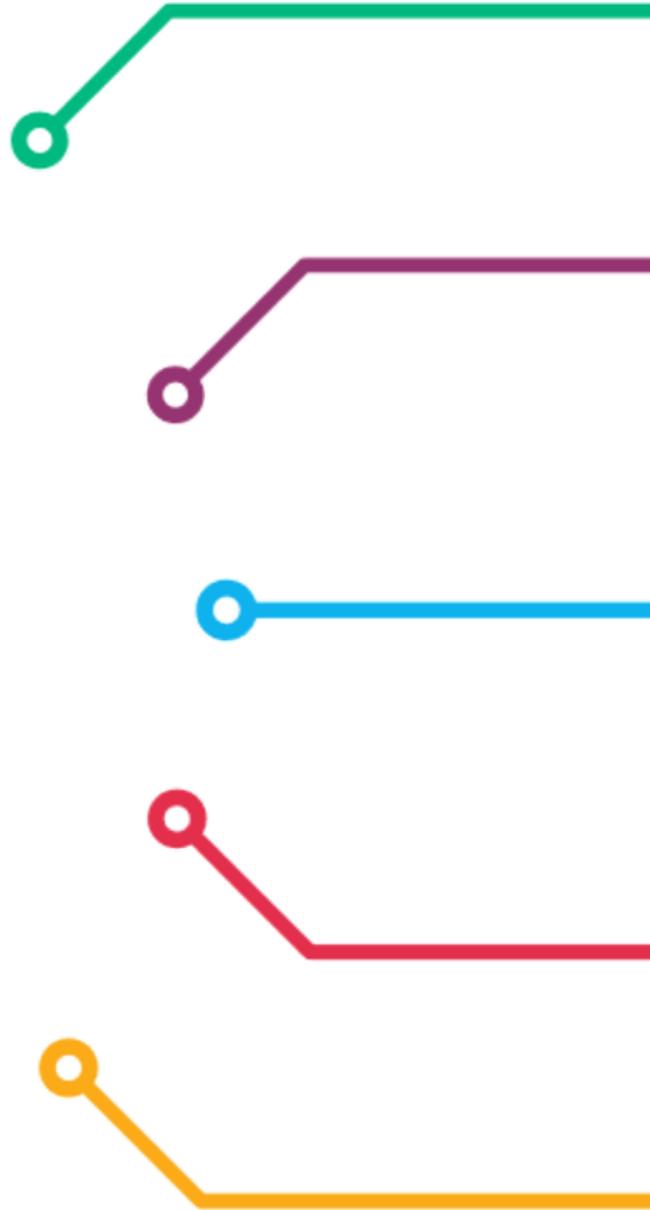
Program Cost by Department (all funds)



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

5 STEPS **PROCESS OVERVIEW** **PRIORITY-BASED BUDGETING**

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



Determine & Clarify Vision/Results

01

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

Identify Programs & Services

02

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

Allocate Costs/Resources to Programs

03

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

Score Programs Based on Results

04

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

Resource Alignment Diagnostic Tool

05

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

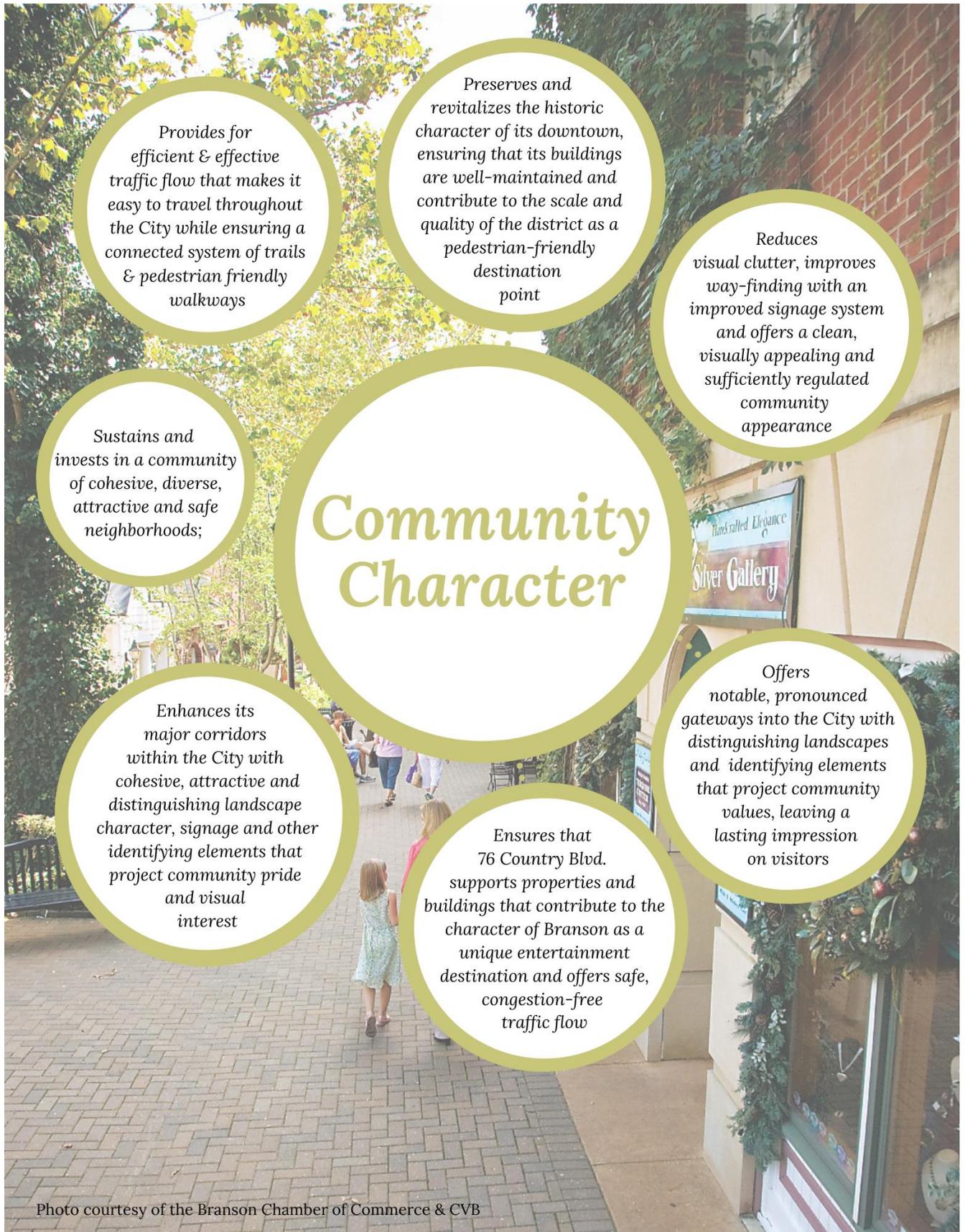
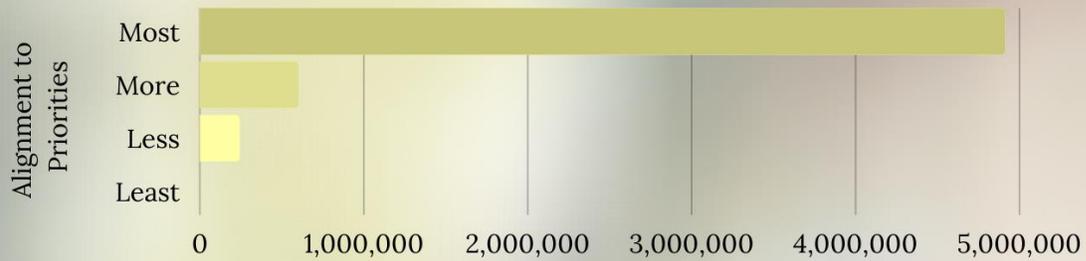
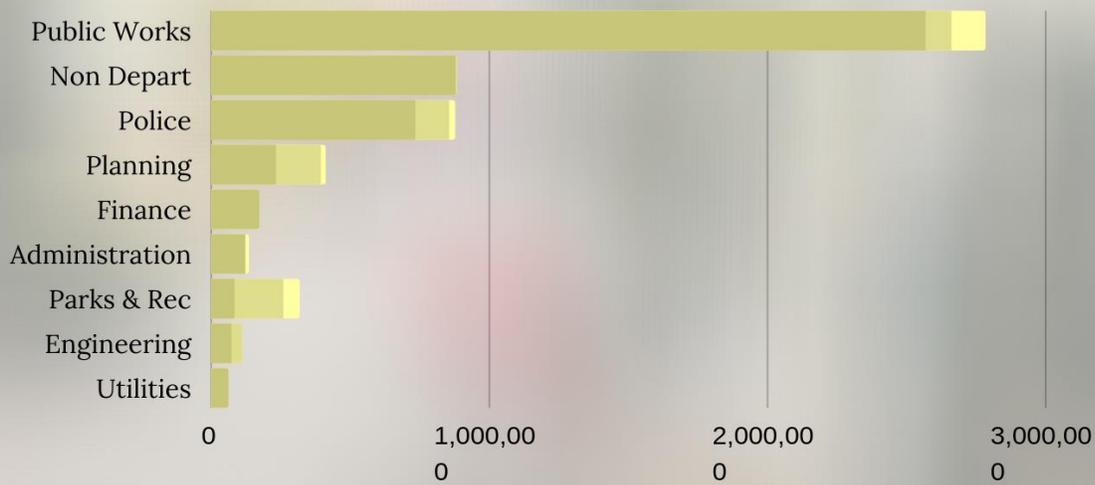


Photo courtesy of the Branson Chamber of Commerce & CVB

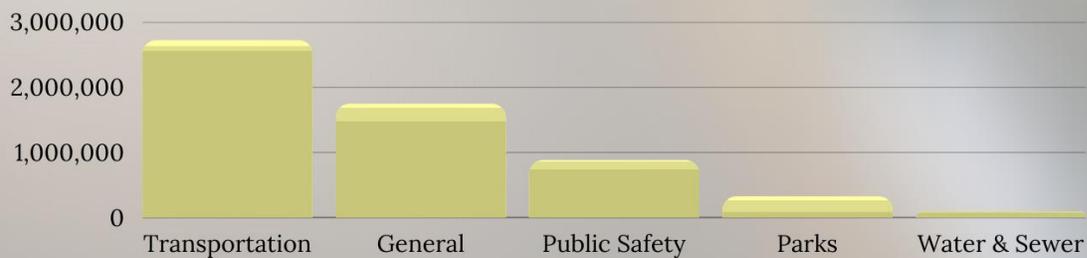
SPENDING BY LEVEL OF CONTRIBUTION TO COMMUNITY CHARACTER:



COMMUNITY CHARACTER CONTRIBUTION BY DEPARTMENT:

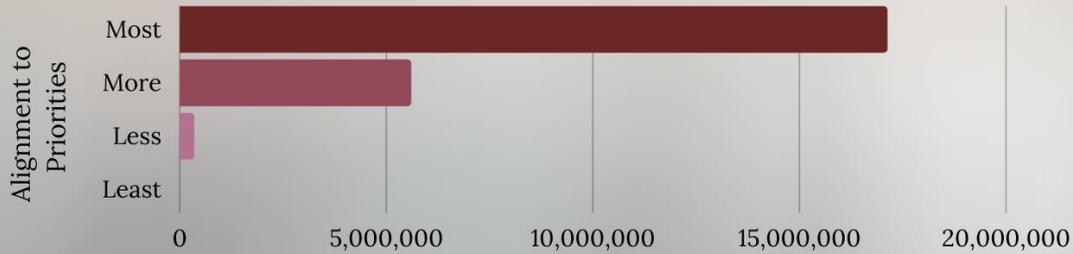


COMMUNITY CHARACTER SPENDING BY FUND:

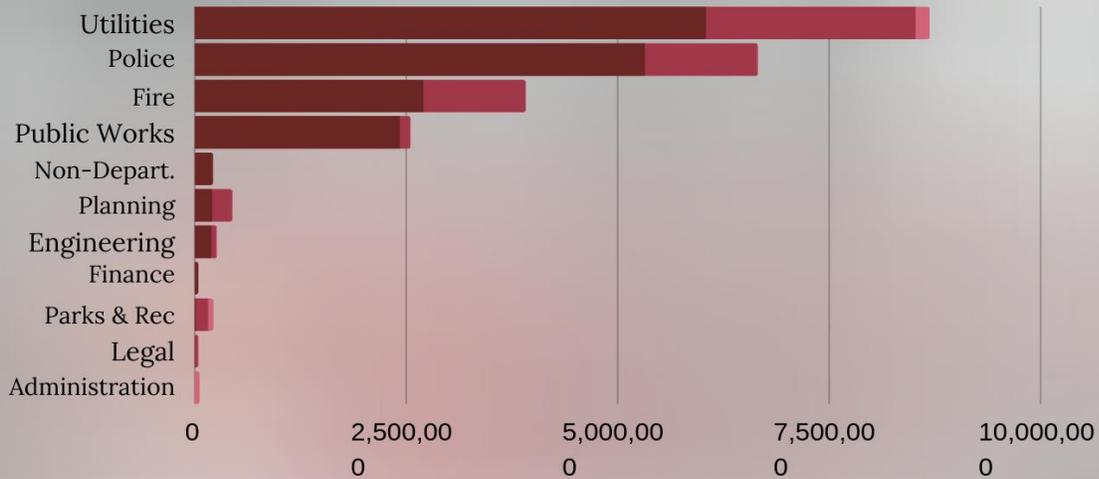




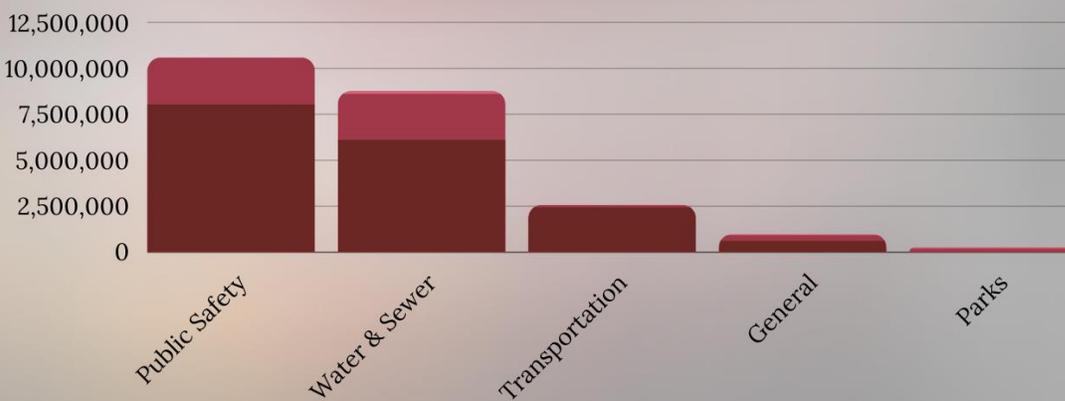
SPENDING BY LEVEL OF CONTRIBUTION TO SAFETY, HEALTH & SOCIO-ECONOMIC:



SAFETY, HEALTH & SOCIO-ECONOMIC CONTRIBUTION BY DEPARTMENT:



SAFETY, HEALTH & SOCIO-ECONOMIC SPENDING BY FUND:



**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

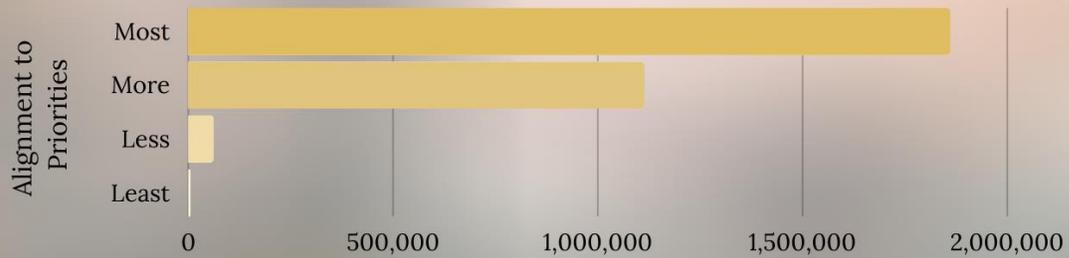
Offers diverse opportunities for life-long learning, access to informational resources and community education, involvement and participation

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

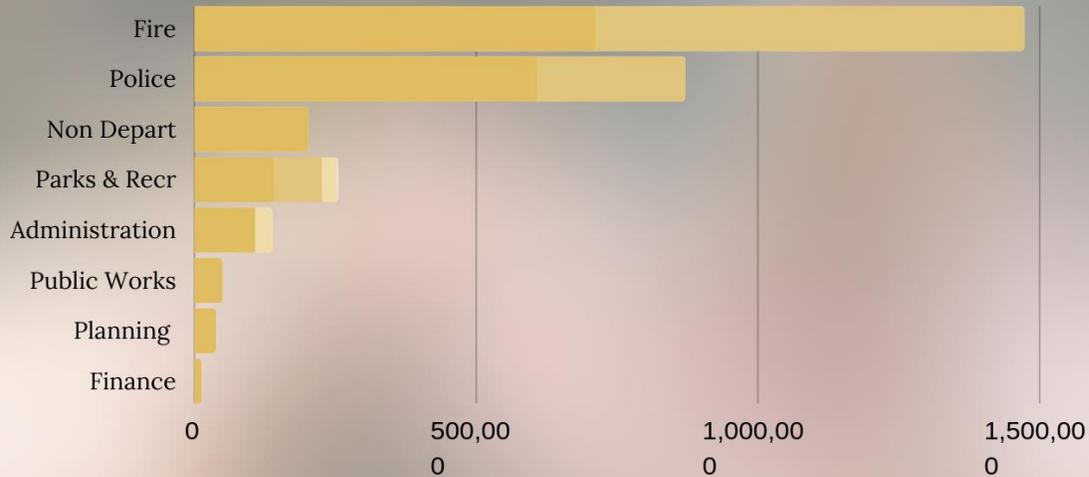
Provides for the preservation of the community's unique history and heritage

Photo courtesy of the Branson Chamber of Commerce & CVB

SPENDING BY LEVEL OF CONTRIBUTION TO ARTS, CULTURE & EDUCATION:



ARTS, CULTURE & EDUCATION CONTRIBUTION BY DEPARTMENT:



ARTS, CULTURE & EDUCATION SPENDING BY FUND:

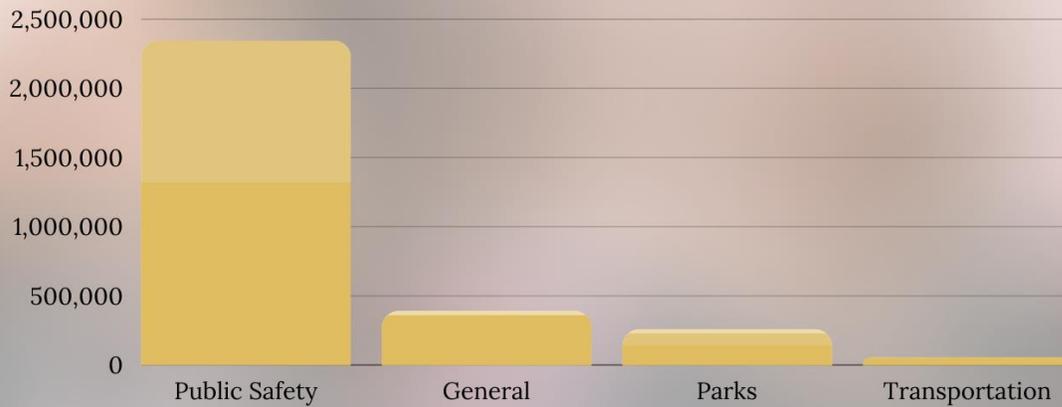


Photo courtesy of the Branson Chamber of Commerce & CVB

Economic Development

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

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

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

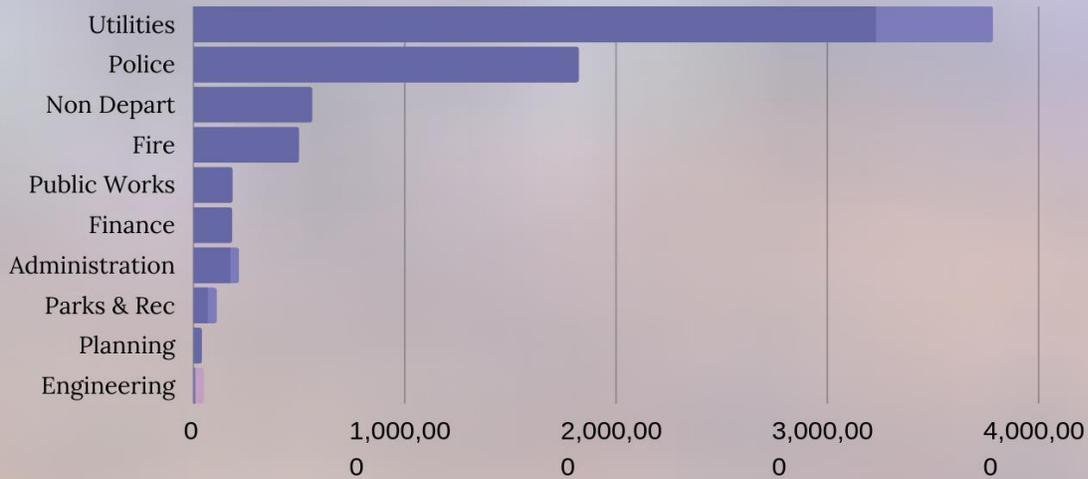
Offers a safe, welcoming environment that is receptive to a variety of development incentives that encourage desired growth but that do not put the City, or other community entities at financial risk

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

SPENDING BY LEVEL OF CONTRIBUTION TO ECONOMIC DEVELOPMENT:



ECONOMIC DEVELOPMENT CONTRIBUTION BY DEPARTMENT:



ECONOMIC DEVELOPMENT SPENDING BY FUND:

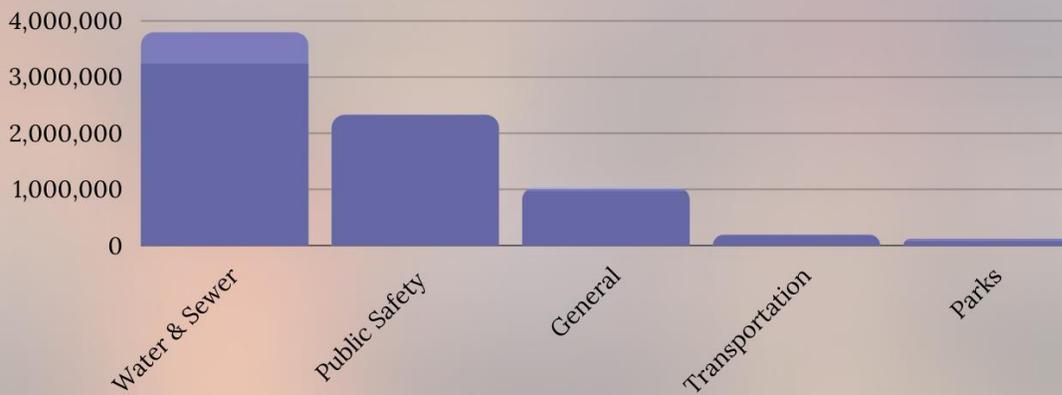
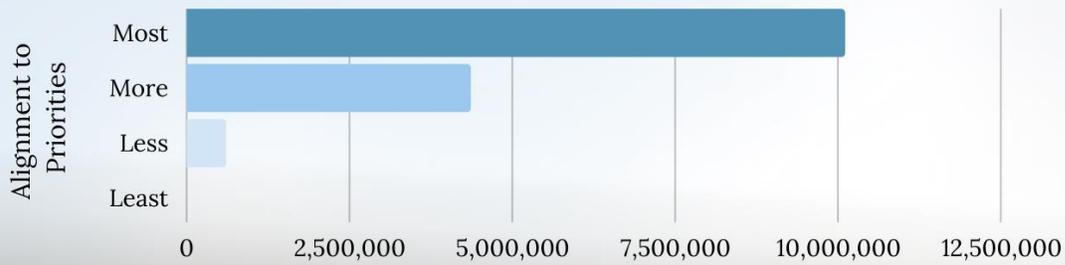


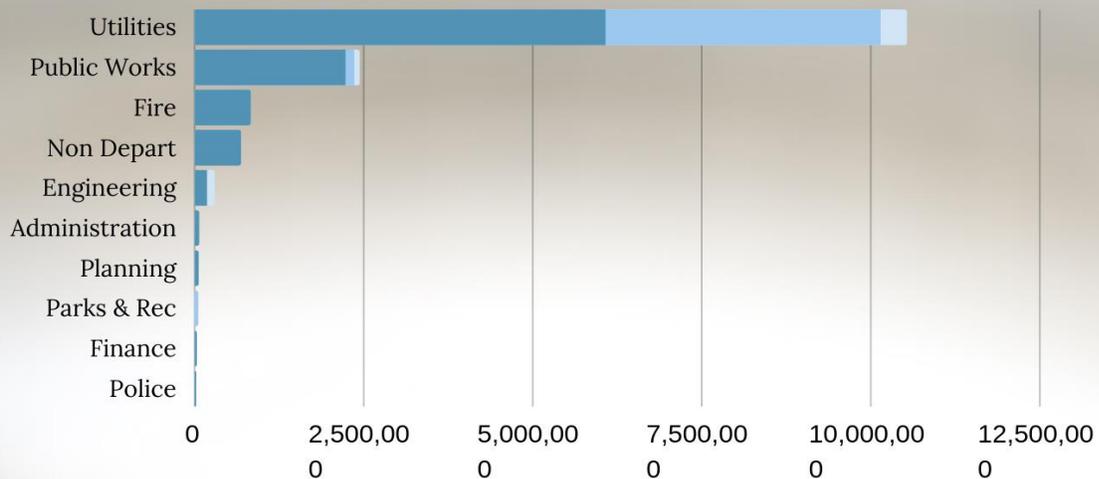
Photo courtesy of the Branson Chamber of Commerce & CVB



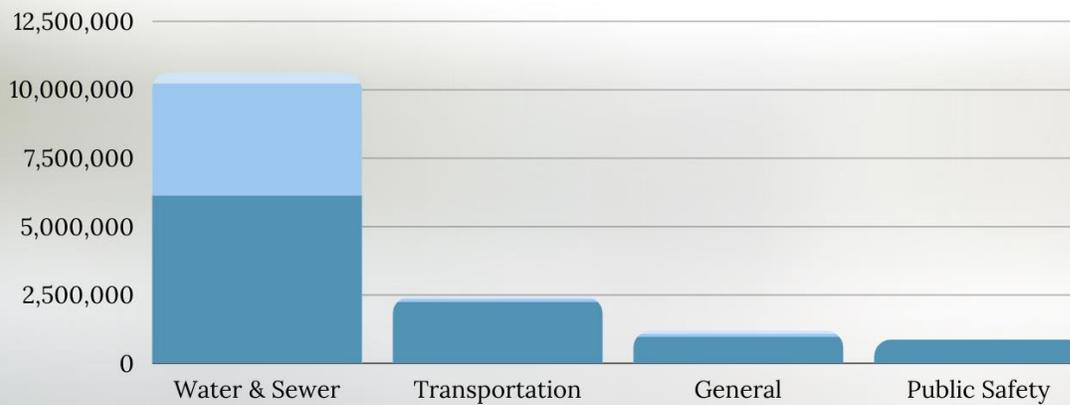
SPENDING BY LEVEL OF CONTRIBUTION TO INFRASTRUCTURE & ENVIRONMENT:



INFRASTRUCTURE & ENVIRONMENT CONTRIBUTION BY DEPARTMENT:

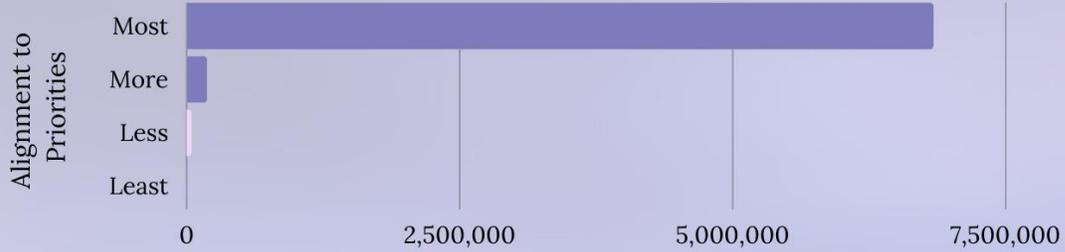


INFRASTRUCTURE & ENVIRONMENT SPENDING BY FUND:

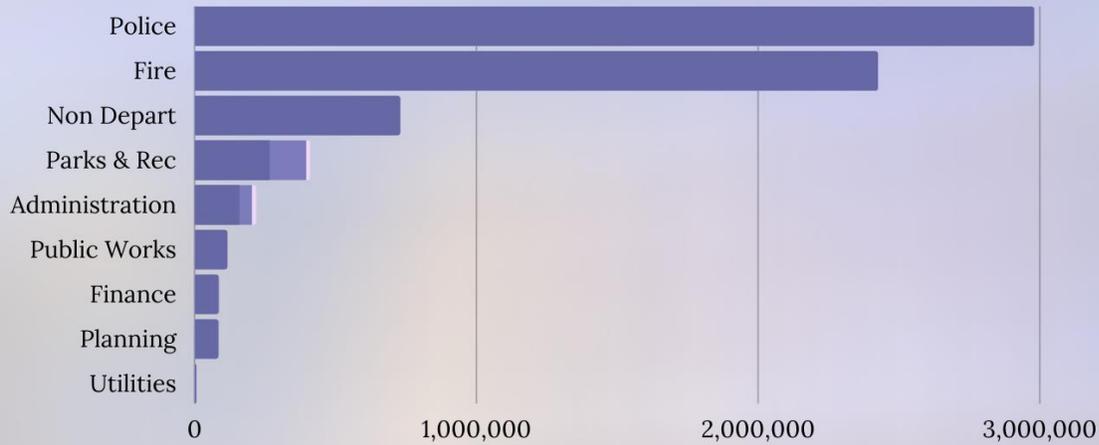




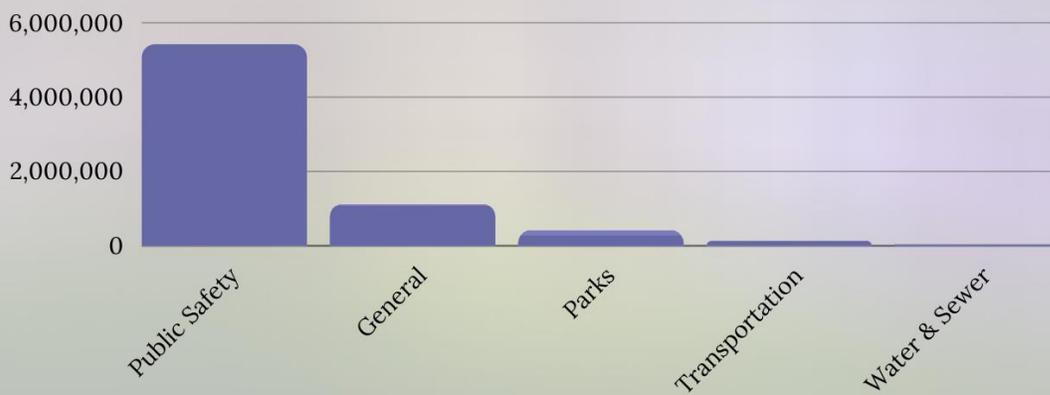
SPENDING BY LEVEL OF CONTRIBUTION TO TOURISM:



TOURISM CONTRIBUTION BY DEPARTMENT:



TOURISM SPENDING BY FUND:





Parks, Open Space & Recreation

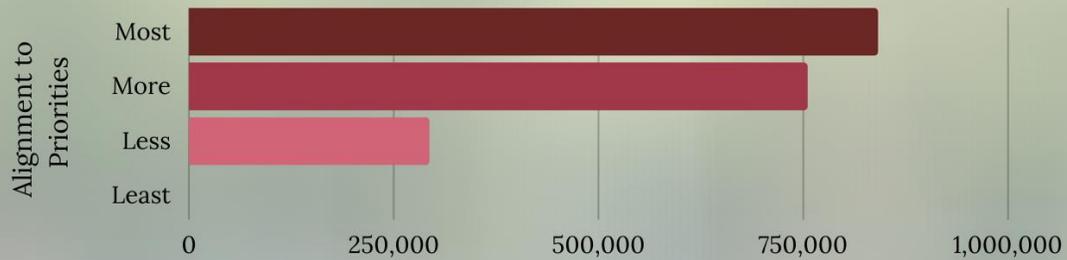
Develops an extensive, connected open space network that reinforces its resident's quality of life

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

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

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

SPENDING BY LEVEL OF CONTRIBUTION TO PARKS, OPEN SPACE & RECREATION:



PARKS, OPEN SPACE & RECREATION CONTRIBUTION BY DEPARTMENT:



PARKS, OPEN SPACE & RECREATION SPENDING BY FUND:





Land Use

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

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

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

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

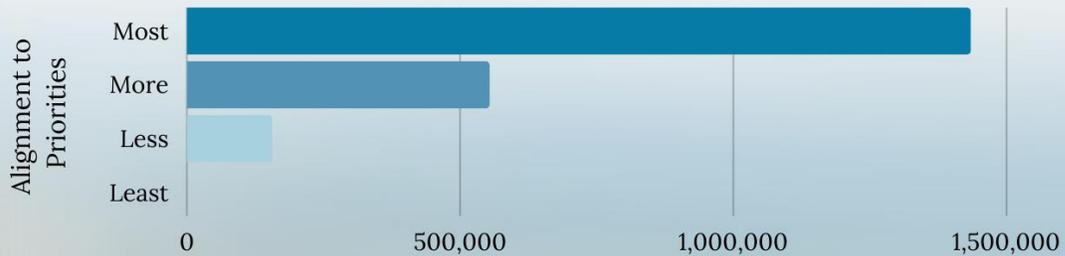
Develops and implements development codes and zoning regulations that encourage high-quality, new development and redevelopment

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

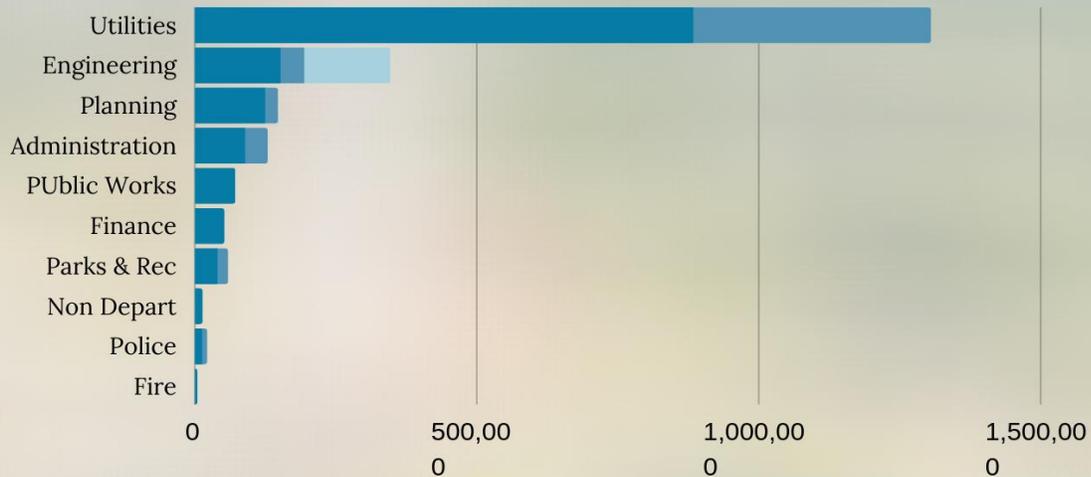
Ensures that the amount and location of commercial and industrial land, as well as the necessary infrastructure, is adequate to attract and serve the needs of potential new industries and professional businesses

Photo courtesy of the Branson Chamber of Commerce & CVB

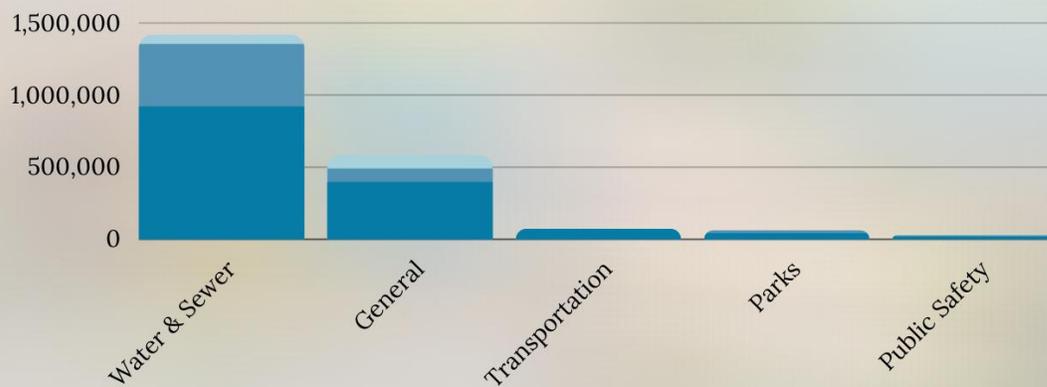
SPENDING BY LEVEL OF CONTRIBUTION TO LAND USE:



LAND USE CONTRIBUTION BY DEPARTMENT:

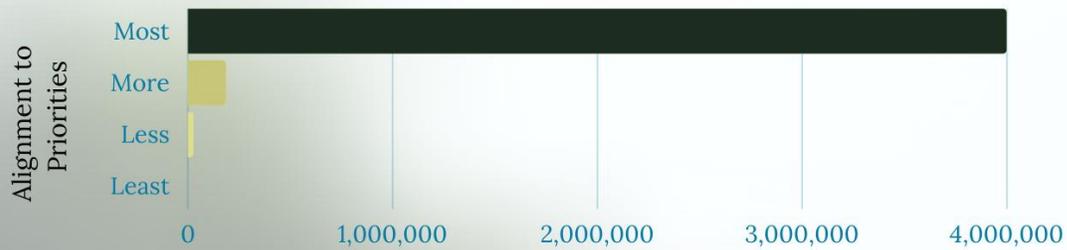


LAND USE SPENDING BY FUND:

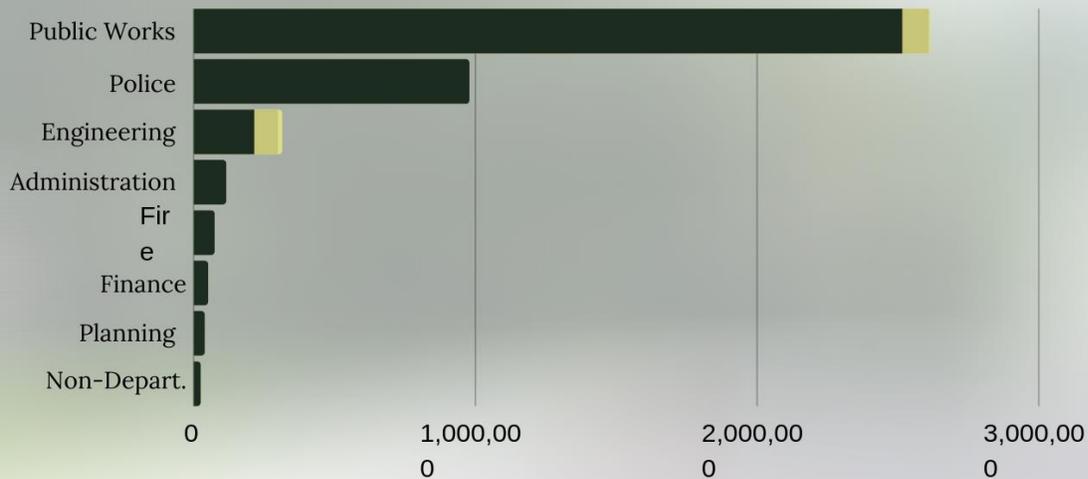




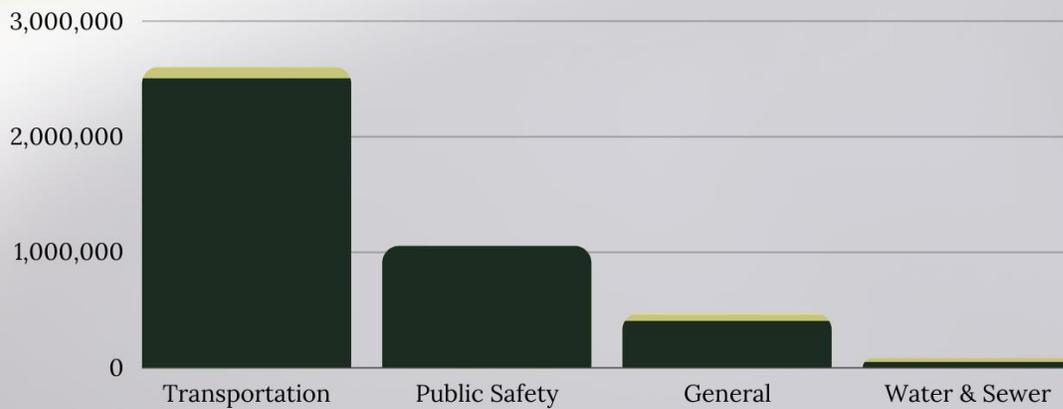
SPENDING BY LEVEL OF CONTRIBUTION TO TRANSPORTATION:



TRANSPORTATION CONTRIBUTION BY DEPARTMENT:



TRANSPORTATION SPENDING BY FUND:





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

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

Good Governance

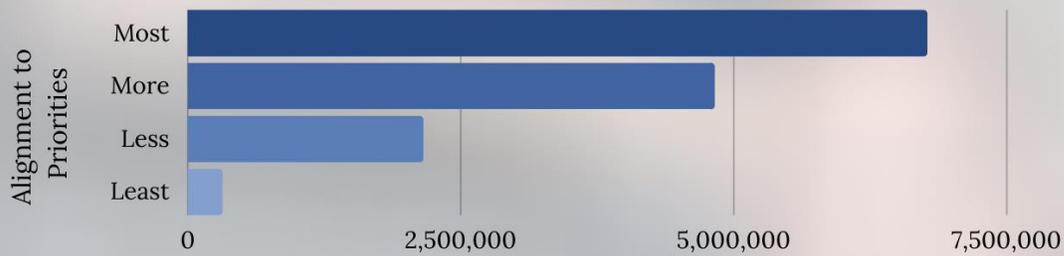
Supports decision-making with timely and accurate short-term and long-range analysis that enhances vision and planning

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

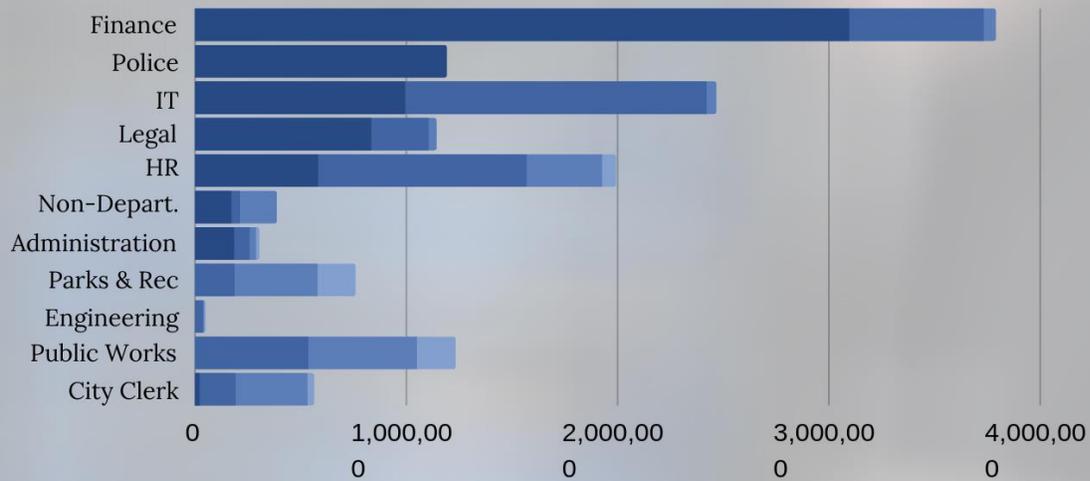
Attracts, motivates, develops and retains a high-quality, engaged and productive workforce

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

SPENDING BY LEVEL OF CONTRIBUTION TO GOOD GOVERNANCE:



GOOD GOVERNANCE CONTRIBUTION BY DEPARTMENT:



GOOD GOVERNANCE SPENDING BY FUND:



Accounting

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

Payroll

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

Investments

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

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

Purchasing

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

priority or community need that is not otherwise being met. Any contracts with NFP will include: specific services to be provided; number of volunteer hours; community financial support; and the requirement of annual financial services and accomplishment report.

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

Capital Improvement Program

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

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

CIP Development Process

- Staff will develop a list of recommended projects with detailed descriptions and any one-time and ongoing costs.
- Staff will devise proposed funding sources for proposed projects. Recommended funding sources will be clearly stated for each project.
- Project and analyze total debt service related to the total debt of the city.
- A debt study will be provided summarizing the combined impact of all the existing and proposed debt.
- Prepare a multi-year forecast of all approved requests.

CIP Prioritization

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

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

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

CIP Funding Sources

Financial planning is an essential role in establishing a CIP. An important piece of financial planning is identifying the funding sources available to pay for projects and preventing deferred maintenance on capital facilities and infrastructure. In 2018, the city began

using internal service funds as a method to combat delayed maintenance projects, such as HVAC, equipment and vehicle replacement. Additionally, the city has implemented a leasing program for purchasing city vehicles, including police cruisers, so that the police fleet is updated every three years. The cost of the vehicles is paid upfront and lease payments are drawn from an internal service fund for subsequent years.

Other CIP funding sources include:

Pay-as-you-go

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

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

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

Reserve Funds

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

Bond Proceeds

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

Grants and Other Funds

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

Five-Year CIP

The city's current 5-year CIP projections can be found beginning on page 167. The approved capital budget for FY2021 can be found on page 154-166.

Impact of Capital Expenditures

Public Safety

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

The police department has outgrown the current police station and the city would greatly benefit from a more centrally-located facility. In 2018, the city purchased land with the intent to build this facility. In addition, the city's boundaries have expanded in a way that at least one new fire station would improve response times and reduce insurance rates for citizens and businesses. Discussions are ongoing to finalize design and funding sources in order to construct these new facilities.

Revitalization Projects

The city's two large-scale revitalization projects, geared toward revamping aging tourism areas, have been placed on hold until the city can produce the appropriate funding to move forward. As of October 31, 2019, the city has spent \$12.9 million on the Downtown District Revitalization Project and \$22.9 million on the Highway 76 Revitalization Project (76 Project). Due to the expense of these projects, the city has created a cash-flow model for increased oversight and transparency, and to improve planning processes.

The Highway 76 Project is an estimated \$80 million dollar renovation project along the Highway 76 entertainment corridor, extending approximately 5 miles. The project is

intended to ease traffic congestion, improve pedestrian access, and update utilities and other infrastructure. In FY20, the city has budgeted a capital expenditure of \$600,000 for intersection improvements as part of the project. Future operations and maintenance of the 76 Revitalization Project will largely be paid for by the creation of the 76 Entertainment Community Improvement District (76 Entertainment CID). As the city's portion of the project is financed through Tourism, Water & Sewer Funds and 76 CID revenues, short and long-term General Fund budgetary implications will be minimal. Both the Downtown and Highway 76 projects combined, however, will limit Tourism Fund expenditures in future years as any associated debt is paid off. Both projects were put on hold in 2017, with design development for the Highway 76 project beginning again in 2019 and construction slated to begin in 2020.

Risk Management

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

Long-Term Indebtedness

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

The city of Branson has issued insured revenue bonds securing a rating of AAA for each issue. In 2003, the city issued uninsured Annual Appropriation Revenue Bonds through the Missouri Development Finance Board (MDFB), securing a rating of BBB+ and Baa1 from Standard and Poor and Moody's rating agencies. In 2004, the city issued uninsured

Annual Appropriation Revenue Bonds through MDFB and secured a rating of BBB+ and Baa1 from Standard & Poor and Moody's rating agencies. In 2005, the city issued \$80,000,000 in Annual Appropriation Revenue Bonds to complete the Branson Landing project.

In July 2020, S&P Global ratings lowered its long-term rating to 'A-' from 'A' on the Missouri Development Finance Board's series 2012A and 2015A infrastructure facilities revenue bonds (Branson Landing Project). At the same time, the 'A' long-term rating on the board's 2011A was affirmed. The downgraded ratings are attributed to economic pressures stemming from the pandemic and recession.

The chart below shows the city's long-term debt balance as of December 31, 2020:

Long-Term Debt

Fund	Bond Issue	Original/Refinanced Issue Amount	Balance as of 12/31/2020	Maturity Date
101	GENERAL FUND			
	Energy Performance	1,091,000	681,223	10/01/23
160	BRANSON MEADOWS			
	2011A MDFB	35,810,000	24,660,000	12/01/31
165	BRANSON LANDING			
	2012A MDFB Branson Landing	33,450,000	17,920,000	12/01/27
	2015A MDFB Branson Landing	62,560,000	54,960,000	06/01/34
170	BRANSON HILLS			
	2005A IDA Branson Hills	14,760,000	11,670,000	05/01/27
	2005B*	1,889,338	1,889,338	
	2007A IDA Branson Hills	3,385,000	2,970,000	05/01/26
	2017A IDA Branson Shoppes	35,545,000	20,070,000	11/01/29
	2017B IDA Branson Shoppes*	8,668,665	7,648,665	
171	BRANSON LANDING IDA			
	2005A IDA Branson Landing	18,560,000	11,120,000	06/01/29
240	TOURISM			
	2010 B Tourism Tax Rev	7,540,000	3,225,000	01/01/22
	2017 Certificates of Participation	12,000,000	8,861,000	06/01/27
Grand Total		235,259,003	165,675,226	

Principal and Interest Payments through Maturity by Fund

	General - 101 Fund			Branson Meadows - 160 Fund		
	Principal	Interest	Total	Principal	Interest	Total
2021	\$ 238,579	\$ 18,417	\$ 256,996	\$ 1,795,000	\$ 1,133,631	\$ 2,928,631
2022	238,579	11,893	250,472	1,870,000	1,061,831	2,931,831
2023	239,563	5,189	244,752	1,945,000	987,031	2,932,031
2024	-	-	-	2,025,000	906,800	2,931,800
2025	-	-	-	2,110,000	820,738	2,930,738
2026-30	-	-	-	12,120,000	2,538,075	14,658,075
2031-35	-	-	-	2,795,000	139,750	2,934,750
	\$ 716,721	\$ 35,499	\$ 752,220	\$ 24,660,000	\$ 7,587,856	\$ 32,247,856

	Branson Landing - 165/171 Funds			Branson Hills - 170 Fund		
	Principal	Interest	Total	Principal	Interest	Total
2021	\$ 5,130,000	\$ 3,690,813	\$ 8,820,813	\$ 2,105,000	\$ 2,154,103	\$ 4,259,103
2022	6,375,000	3,448,888	9,823,888	2,165,000	2,090,953	4,255,953
2023	6,520,000	3,171,150	9,691,150	2,255,000	2,004,353	4,259,353
2024	7,005,000	2,878,588	9,883,588	2,345,000	1,914,153	4,259,153
2025	7,515,000	2,559,125	10,074,125	2,440,000	1,820,353	4,260,353
2026-30	6,508,063	32,370,000	38,878,063	32,948,003	3,614,603	36,562,606
2031-35	1,596,456	19,085,000	20,681,456	-	-	-
	\$40,649,519	\$67,203,563	\$107,853,081	\$ 44,258,003	\$13,598,518	\$ 57,856,521

	Tourism - 240 Fund			All Funds Combined		
	Principal	Interest	Total	Principal	Interest	Total
2021	\$ 3,017,000	\$ 414,796	\$ 3,431,796	\$ 12,285,579	\$ 7,411,759	\$ 19,697,338
2022	2,522,000	305,001	2,827,001	13,170,579	6,918,566	20,089,145
2023	1,219,000	233,728	1,452,728	12,178,563	6,401,451	18,580,014
2024	1,263,000	190,210	1,453,210	12,638,000	5,889,750	18,527,750
2025	1,308,000	145,121	1,453,121	13,373,000	5,345,336	18,718,336
2026-30	2,757,000	148,512	2,905,512	54,333,066	38,671,190	93,004,256
2031-35	-	-	-	4,391,456	19,224,750	23,616,206
	\$ 12,086,000	\$ 1,437,367	\$ 13,523,367	\$ 122,370,243	\$ 89,862,802	\$ 212,233,045

Legal Debt Margin Calculation for Fiscal Year 2019

Assessed Value	449,671,809
Debt Limit (20% of assessed value)	89,934,362
Obligations	
Tourism revenue bonds	5,105,000
General obligation bonds	
Promissory notes	760,830
Total bonded debt	5,865,830
Less	
Debt reserve funds	(2,111,599)
Total net debt applicable to limit	3,754,231
Legal debt margin	86,180,131

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

Long-Term Financial Planning

The City of Branson forecasts the city's General Fund for twenty years. This provides the city with a look at how budgetary decisions made annually affect future ongoing operational cost, future dollars available for capital expenditures and fund balance. Additionally, the city utilizes a multi-year capital improvement program (see further explanation in the Capital Improvement Program section). Most projects are scheduled over a number of years and are financed on a pay-as-you-go basis as funds become available. The exception to this rule was the redevelopment of the Taneycomo Lakefront (known as Branson Landing) and construction of the Branson Convention Center and the Spirit of 76 projects. The Branson Landing project, including all infrastructure, convention center and other public improvements has been financed through a series of bond issues secured with the city's annual appropriation pledge and tax increment financing (TIF).

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

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

Expenditure Summary by Fund

As discussed, the General Fund is the city's primary operating fund and pays for expenses for most city departments. Below is a table showing city-wide expenditures by fund, then by activity type.

Operating - General Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	4,927,164	5,216,769	5,208,841	5,208,526
Contractual Services	2,615,644	3,160,159	2,845,130	3,149,997
Commodities	245,102	274,160	209,260	233,827
Capital Expenditures	89,739	50,000	-	-
Debt Service	113,274	111,757	111,757	238,580
Total General	7,990,924	8,812,844	8,374,987	8,830,930

Public Safety Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	8,562,645	9,534,177	9,479,786	9,428,871
Contractual Services	689,574	828,132	709,610	762,811
Commodities	361,539	515,789	341,435	390,085
Capital Expenditures	1,882,471	825,000	150,000	700,000
Debt Service	125,896	1,473,040	125,896	-
Total Water & Sewer	11,622,125	13,176,137	10,806,727	11,281,766

Water & Sewer Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	3,839,966	3,762,721	3,770,881	3,804,374
Contractual Services	3,055,047	3,481,612	2,831,552	2,875,686
Commodities	675,882	673,134	522,685	536,366
Capital Expenditures	(69,583)	326,000	-	-
Depreciation	5,012,032	5,515,959	5,515,959	5,699,862
Total Water & Sewer	12,513,345	13,759,426	12,641,077	12,916,288

Transportation Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	1,304,446	1,461,526	1,404,810	1,369,516
Contractual Services	1,508,217	2,618,034	1,298,884	1,914,160
Commodities	527,723	684,053	598,398	605,000
Capital Expenditures	369,119	68,000	-	-
Total Transportation	3,709,506	4,831,613	3,302,091	3,888,676

Parks & Recreation Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	1,588,502	1,813,768	1,640,992	1,846,531
Contractual Services	676,400	718,732	525,264	702,035
Commodities	259,215	351,090	188,327	296,515
Capital Expenditures	5,800	55,000	-	-
Total Transportation	2,529,916	2,938,590	2,354,584	2,845,082

All Other Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Convention Center	5,304,714	5,078,173	3,320,700	4,209,415
Operating - Debt Service	18,411,363	23,572,003	23,596,804	15,792,824
Operating - Tourism	8,718,762	6,612,293	5,275,400	5,214,096
Capital - Capital (inc. W & S)	66,489	6,024,834	1,000,000	1,325,000
Total	27,196,614	36,209,130	29,872,204	22,331,920

	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Total Budget	65,562,429	79,727,740	67,351,670	62,094,662

Departmental Information

Five-Year Personnel Summary

In April, city leaders established a hiring freeze on 22 unfilled positions. Additionally, 10 part-time positions were furloughed and 68 seasonal positions were placed on hold.

Mayor & Board

Position & Title	Type	2017	2018	2019	2020	2021
Mayor		1	1	1	1	1
Board		6	6	6	6	6
Total		7	7	7	7	7

Administration

Position & Title	Type	2017	2018	2019	2020	2021
City Administrator	Full Time	1	1	1	1	1
Assistant City Administrator	Full Time	0	0	1	1	1
Administration Office Manager	Full Time	1	1	0	0	0
Communications Manager	Full Time	1	1	1	1	1
Executive Assistant to City Administrator	Full Time	0	0	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Total Full Time Employees		4	4	5	5	5

City Clerk

Position & Title	Type	2017	2018	2019	2020	2021
City Clerk	Full Time	1	1	1	1	1
Deputy City Clerk	Full Time	1	1	1	1	1
Office Assistant III	Full Time	1	1	1	1	1
Document Management Technician	Full Time	1	1	1	1	1
Compliance Specialist	Full Time	0	0	0	1	1
Total Clerk Full Time Employees		4	4	4	5	5

MUNICIPAL COURT

Position & Title	Type	2017	2018	2019	2020	2021
Deputy Court Administrator	Full Time	1	1	1	1	1
Court Specialist	Full Time	3	3	3	3	3
Total Court Full Time Employees		4	4	4	4	4

LEGAL

Position & Title	Type	2017	2018	2019	2020	2021
City Attorney	Full Time	1	1	1	1	1
Associate City Attorney	Full Time	0	0	1	0	0
Compliance Specialist	Full Time	1	1	1	0	0
Total Legal Full Time Employees		2	2	3	1	1

Engineering/Public Works

Engineering

Position & Title	Type	2017	2018	2019	2020	2021
City Engineer	Full Time	1	1	0	0	0
City Engineer/Public Works Director	Full Time	0	0	1	1	1
Program Manager	Full Time	1	0	0	0	0
Assistant City Engineer	Full Time	1	1	1	1	1
Office Specialist II	Full Time	1	1	1	1	0
Office Specialist III	Full Time	0	0	0	0	1
Office Assistant III	Full Time	1	1	1	1	1
CAD Specialist	Full Time	1	1	1	1	1
GIS Manager	Full Time	0	0	0	0	1
GIS Coordinator	Full Time	1	1	1	1	0
GIS Analyst	Full Time	0	0	0	0	1
GIS Technician	Full Time	1	1	1	1	0
Engineering Project Manager	Full Time	2	2	2	2	2
Intern	Seasonal	2	2	1	1	1
GIS Intern	Seasonal	0	0	1	1	1

Public Works

Assistant Public Works Director	Full Time	1	1	0	0	0
Operations Manager	Full Time	0	0	1	1	1
Streets Supervisor	Full Time	1	1	1	1	0
Supervisor II	Full Time	0	0	0	0	1
Heavy Equipment Operator	Full Time	3	3	3	3	3
Streets Maintenance Worker II	Full Time	2	2	2	2	2
Streets Maintenance Worker I	Full Time	5	5	5	5	5
Building Maintenance Supervisor	Full Time	1	1	1	1	1
City Hall Custodian	Full Time	1	1	0	0	0
Hwy 76 Maintenance Worker	Full Time	0	0	1	1	1

Building Maintenance Tech	Full Time	1	1	1	1	1
Garage/Service Center Supervisor	Full Time	1	1	1	1	1
Lead Mechanic	Full Time	1	1	1	1	0
Master Mechanic	Full Time	1	1	1	1	2
Mechanic Assistant	Full Time	1	1	1	1	0
Sign Shop Supervisor	Full Time	1	1	1	1	1
Sign Shop Technician	Full Time	1	1	2	2	2
Office Assistant II – Public Works	Full Time	2	2	1	1	1
Office Assistant III – Public Works	Full Time	1	1	1	1	1
Environmental Specialist	Full Time	1	1	1	1	1
MS4 Coordinator/Storm Water Technician	Full Time	1	1	1	1	1
Recycling Center Supervisor	Full Time	1	1	1	1	1
Maintenance Worker I Recycling	Full Time	1	1	1	1	1
Maintenance Worker I Recycling	Part Time	1	1	1	1	0
Intern	Seasonal	2	2	1	1	0
Seasonal Laborer	Seasonal	6	6	6	6	4
Total Full Time Employees		38	37	37	37	36
Total Part Time Employees		1	1	1	1	0
Total Seasonal Employees		8	8	8	8	5
Total All Employees		47	46	46	46	41

Finance

Position & Title	Type	2017	2018	2019	2020	2021
Finance Director	Full Time	1	1	1	1	1
Assistant Finance Director	Full Time	1	1	1	1	1
Accountant II	Full Time	2	2	2	2	2
Financial Analyst	Full Time	1	1	1	1	1
Senior Accountant	Full Time	0	0	1	1	1
Purchasing Agent	Full Time	1	1	1	1	1
Accountant I	Full Time	1	1	0	0	0
Utility Accountant	Full Time	1	1	1	1	1
Accountant	Full Time	2	2	2	2	2
Licensing Officer	Full Time	0	1	1	1	1
Supervisor II	Full Time	0	0	0	0	0
Office Assistant II	Full Time	1	1	1	1	1
Office Assistant III	Full Time	1	1	1	1	1

FY2021 Budget

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

Fire

Position & Title	Type	2017	2018	2019	2020	2021
Fire Chief	Full Time	1	1	1	1	1
Assistant Fire Chief	Full Time	0	1	1	1	1
Division Chief/Operations	Full Time	1	0	0	0	0
Division Chief	Full Time	1	1	3	3	3
Battalion Chief	Full Time	2	2	3	3	3
Office Specialist II	Full Time	0	0	0	0	1
Office Assistant III	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	0
Captain	Full Time	9	9	9	9	9
Fire Marshal/Fire Prevention Officer	Full Time	1	1	1	1	1
Engineer	Full Time	9	9	10	10	10
Fire Fighter	Full Time	15	15	17	17	17
Volunteer Firefighter	Part Time	4	4	4	4	4
Total Full Time Employees		45	45	47	47	47
Total Part Time Employees		4	4	4	4	4
Total All Employees		45	45	51	51	51

Human Resources

Position & Title	Type	2017	2018	2019	2020	2021
Human Resources Director	Full Time	1	1	1	1	1
Human Resources Assistant Director	Full time	0	0	0	1	1
Human Resources Manager	Full Time	0	0	0	0	0
Risk Manager	Full Time	1	1	1	1	1
Senior Human Resources Generalist	Full Time	1	1	1	0	0
Safety Officer/Training Coordinator	Full Time	1	1	1	1	1
Human Resources Generalist	Full Time	1	1	1	1	0

Human Resources Specialist II	Full Time	0	0	0	0	0
Human Resources Specialist I	Full Time	0	0	0	0	2
Human Resources Clerk	Full Time	0	1	1	1	0
Office Assistant II	Full Time	1	0	0	0	0
Total Full Time Employees		6	6	6	6	6

Information Technology

Position & Title	Type	2017	2018	2019	2020	2021
Information Technology Director	Full Time	1	1	1	1	1
Operations Manager	Full Time	1	1	1	1	1
SCADA Network Administrator	Full Time	0	1	1	1	1
Network Administrator	Full Time	1	1	1	1	1
IT Technician I	Full Time	1	1	1	1	1
Total Full Time Employees		4	5	5	5	5

Parks & Recreation

Position & Title	Type	2017	2018	2019	2020	2021
Parks & Recreation Director	Full Time	1	1	1	1	1
Assistant Parks & Recreation Director	Full Time	1	1	1	1	1
Community Center/Spec Events Coordinator	Full Time	1	1	1	1	1
Gardener	Full Time	1	1	1	1	1
Landscape Specialist	Full Time	0	0	0	1	1
Recreation Specialist II	Full Time	2	2	2	2	2
Office Assistant	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Office Specialist	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	10	10	10	10	10
Supervisor II	Full Time	2	2	2	2	2
Supervisor III	Full Time	1	1	1	1	1
City Hall Custodian	Full Time	0	0	1	1	1
Community Center Aide	Part Time	1	1	1	1	1
Golf Course Attendants	Part Time	2	2	2	2	2
Campground Operator	Part Time	2	2	2	2	2
Substitute Campground Operator	Part Time	6	6	6	6	6
Office Assistant	Part Time	4	4	4	4	4
Pool Manager	Seasonal	1	1	1	1	1

FY2021 Budget

Lifeguards	Seasonal	25	25	25	25	25
Swim Team Coach	Seasonal	1	1	1	1	1
Assistant Swim Team Coach	Seasonal	2	2	2	2	2
Seasonal Laborer	Seasonal	5	5	5	5	5
Concessionaires	Seasonal	21	21	21	21	21
Office Assistant	Seasonal	1	1	1	1	1
Day Camp Director	Seasonal	1	1	1	1	1
Day Camp Assistant Director	Seasonal	1	1	1	1	1
Day Camp Staff	Seasonal	14	14	14	14	14
Intern	Seasonal	2	2	2	2	2
Total Full Time Employees		22	22	23	24	24
Total Part Time Employees		15	15	15	15	15
Total Seasonal Employees		74	74	74	74	74
Total All Employees		111	111	112	113	113

Planning & Development

Position & Title	Type	2017	2018	2019	2020	2021
Planning & Development Director	Full Time	1	1	1	1	1
Senior Planner	Full Time	0	1	1	1	0
Plan Reviewer	Full Time	1	1	1	1	1
Planner	Full Time	1	1	1	0	1
Planning Assistant	Full Time	1	0	0	0	0
Office Specialist	Full Time	1	1	1	1	1
Building Division Supervisor	Full Time	1	1	1	1	1
Building Inspector	Full Time	2	2	2	2	2
Code Enforcement Supervisor	Full Time	1	1	1	0	0
Code Enforcement Officer	Full Time	1	1	1	0	0
Office Assistant III	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	0	0	0	0
Total Full Time Employees		12	11	11	8	8

Police

Position & Title	Type	2017	2018	2019	2020	2021
Police Chief	Full Time	1	1	1	1	1
Assistant Chief	Full Time	1	1	1	1	1
Captain	Full Time	1	0	0	0	0

Lieutenant	Full Time	2	3	3	3	3
Sergeant	Full Time	9	9	9	9	9
Training/Recruitment Coordinator	Full Time	0	1	1	1	1
Crime Analyst	Full Time	0	0	1	1	1
Police Officer	Full Time	33	38	42	42	42
Communications Supervisor	Full Time	1	1	1	1	1
Dispatcher I	Full Time	11	11	11	11	11
Office Specialist II	Full Time	1	1	1	1	1
Evidence & Property Technician	Full Time	1	1	1	1	1
Parking Control Officer	Full Time	1	1	0	0	0
Community Service Officer	Full Time	0	0	1	1	1
Office Assistant II (Records Clerk)	Full Time	2	2	2	2	2
Animal Control Officer	Full Time	0	2	2	2	2
Code Enforcement Supervisor	Full Time	0	0	0	1	1
Code Enforcement Officer	Full Time	0	0	0	1	1
Total Full Time Employees		64	72	77	79	79

Utilities

Water & Sewer | Water Treatment

Position & Title	Type	2017	2018	2019	2020	2021
Water Division Manager	Full Time	0	1	1	1	1
Supervisor III	Full Time	1	0	0	0	0
Plant Operator III	Full Time	0	2	2	2	2
Plant Operator II	Full Time	1	2	2	2	2
Plant Operator I	Full Time	7	4	4	4	4
Plant Operator Trainee	Full Time	1	1	1	1	1
Electrician	Full Time	1	1	1	0	0
Electrician II	Full Time	0	0	0	1	1
Electrician III	Full Time	1	0	0	0	0
Total Water Treatment Full Time Employees		12	11	11	11	11

Water & Sewer | Water Distribution & Meter Maintenance

Position & Title	Type	2017	2018	2019	2020	2021
WD/SC Division Supervisor	Full Time	0	1	1	1	1
Supervisor III	Full Time	1	0	0	0	0
Utilities Crew Leader	Full Time	0	2	2	2	2
Equipment Operator II	Full Time	1	1	1	1	1

FY2021 Budget

Equipment Operator I	Full Time	0	0	0	0	0
Maintenance Worker I	Full Time	4	0	0	0	0
Utility Worker I	Full Time	0	4	4	4	4
Utility Worker II	Full Time	0	1	1	1	1
Maintenance Worker II	Full Time	3	0	0	0	0
Total Water Distribution Full Time Employees		9	9	9	9	9

Water & Sewer | Wastewater Treatment & Lift Stations

Position & Title	Type	2017	2018	2019	2020	2021
Wastewater Division Manager	Full Time	0	1	1	1	1
Division Supervisor	Full Time	0	1	1	1	1
Supervisor II	Full Time	1	0	0	0	0
Supervisor III	Full Time	1	0	0	0	0
Utility Worker II	Full Time	0	1	1	1	1
Plant Operator III	Full Time	0	3	3	3	3
Plant Operator II	Full Time	4	3	3	3	3
Plant Operator I	Full Time	7	4	4	4	4
Operator Trainee	Full Time	0	2	2	2	2
Equipment/Plant Operator I	Full Time	0	2	2	2	2
Equipment Operator II	Full Time	2	0	0	0	0
Lab Technician	Full Time	0	1	1	1	1
Lab Assistant II	Full Time	1	0	0	0	0
Electrician	Full Time	0	0	0	0	0
Electrician II	Full Time	1	0	0	0	0
Electrician III	Full Time	0	1	1	1	1
Total Wastewater Treatment Full Time Employees		17	19	19	19	19

Water & Sewer | Sewer Collection

Position & Title	Type	2017	2018	2019	2020	2021
Crew Leader	Full Time	0	1	1	1	1
Supervisor II	Full Time	1	0	0	0	0
Maintenance Worker I	Full Time	3	1	0	0	0
Utility Worker I	Full Time	0	1	1	1	1
Maintenance Worker II	Full Time	1	0	0	0	0
Utility Worker II	Full Time	0	1	1	1	1
Equipment Operator I	Full Time	0	0	1	1	1
Equipment Operator II	Full Time	2	1	1	1	1
Total Wastewater Collection Full Time Employees		7	5	5	5	5

Water & Sewer | Utilities Administration

Position & Title	Type	2017	2018	2019	2020	2021
Utilities Director	Full Time	1	1	1	1	1
Assistant Utilities Director	Full Time	0	0	0	1	1
Utility Operations & Development Manager	Full Time	1	1	1	0	0
Plans Examiner II	Full Time	1	0	0	0	0
Plans Examiner	Full Time	0	1	1	1	1
Safety Specialist	Full Time	0	0	0	0	0
Backflow Prevention Technician	Full Time	1	1	1	1	1
Office Specialist III	Full Time	0	0	0	1	1
Office Specialist II	Full Time	0	0	0	0	0
Administrative Services Manager	Full Time	1	1	1	0	0
Office Assistant III	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Total Utilities Administration Full Time Employees		7	7	7	7	7

Total Utilities	52	51	51	56	51
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Totals	2017	2018	2019	2020	2021
Total Full Time Employees	269	276	286	290	284
Total Part Time Employees	24	23	23	23	22
Total Seasonal Employees	82	82	82	82	79
Grand Total – All Employees	375	381	391	390	385

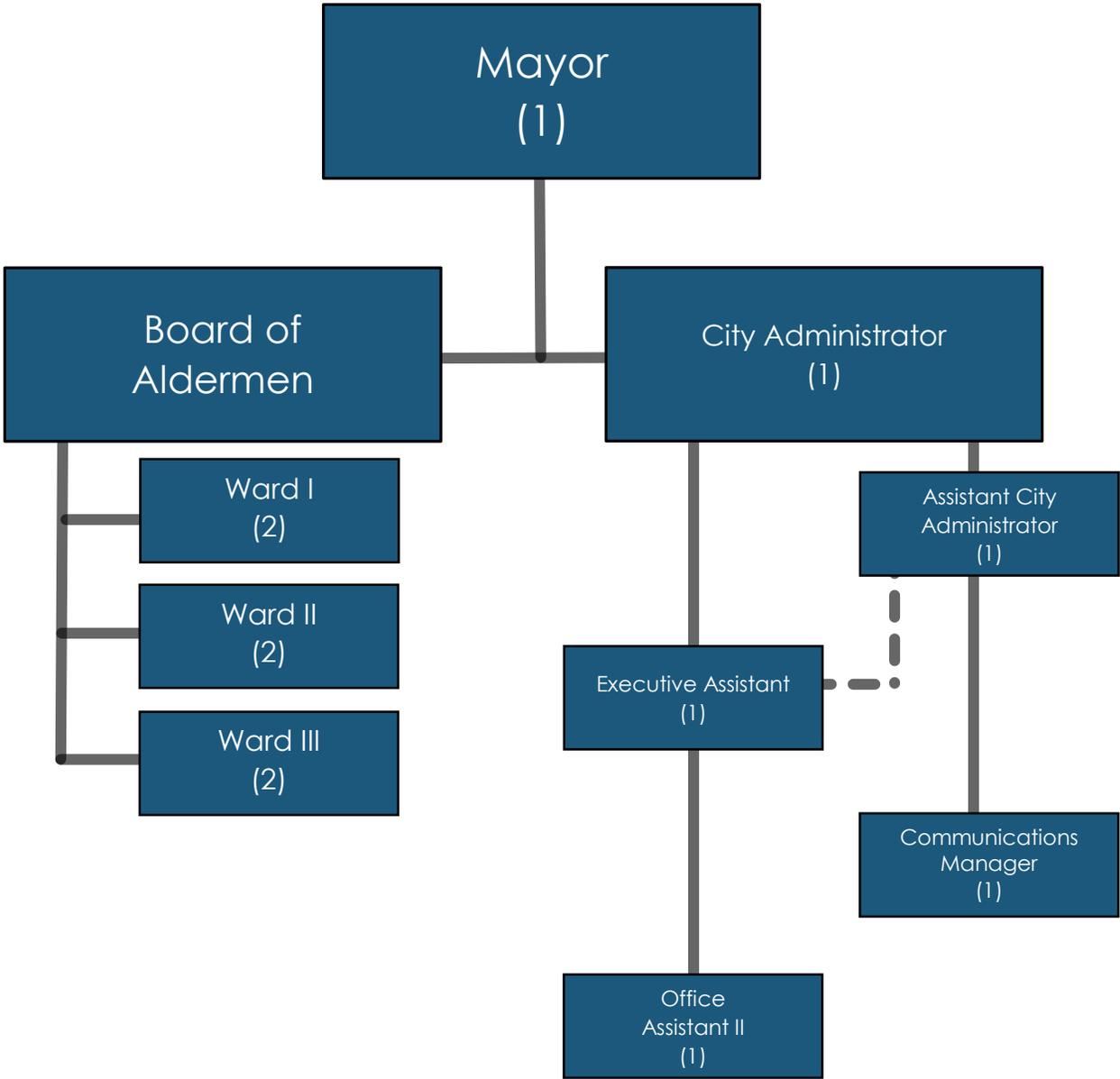
Mayor & Board of Aldermen	7	7	7	7	7
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The City of Branson is committed to its citizens and to those who visit here, to ensure a safe and environmentally sound community. We will work as a team to maintain and promote the growth of our City, and to provide professional, courteous service to all through fair and open communication. We look to tomorrow, remembering yesterday, dedicated to excellence today.

Mayor/Council & Administration

Organizational Chart



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Mayor & Board of Aldermen

Overview

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

Departmental Expenditures

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Mayor & Board Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	70,015	79,589	79,589	80,364
Contractual Services	32,117	51,900	21,900	21,275
Commodities	12,647	11,675	11,675	6,725
Capital Expenditures	-	-	-	-
Total Mayor & Board	114,779	143,164	113,164	108,364



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City Administration

Overview

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

2021 Strategic Objectives

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- Bonding capacity/tourism tax renewal (Finance)
- Use tax/online sales (Finance)
- Complete preliminary design and move to final design for Compton Drive Wastewater Plant Flood Protection (Utilities)

2022 - 2025 Strategic Objectives

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- Fire Station #4 - design, build, equip and staff a new fire station serving the southwest part of the City (Fire)
- Create an updated strategic information technology plan for the organization to use as a roadmap and clearly identify, document, and strategically fund a unified vision for important technology projects and initiatives (Information Technology)
- Improve the technology governance of the organization by formalizing processes and procedures to ensure that technology investments support specific business objectives (Information Technology)
- Develop a park master plan (Parks & Recreation)
- Thorough analysis of all roadways, pedestrian and bike circulation, and ADA as well as an analysis of multiple transportation alternatives and alternative methods to colored route system through a Transportation Master Plan (Public Works & Engineering)
- Begin design for segments 1, 2, 4, 5 & 6 of the 76 Entertainment Community Improvement District (Public Works & Engineering)

- Research funding sources/grants for completing the downtown streetscape improvements (Public Works & Engineering)

Departmental Expenditures

.....

City Administration Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	455,202	562,372	562,372	580,124
Contractual Services	15,892	19,500	6,200	8,750
Commodities	5,392	11,200	6,500	8,500
Capital Expenditures	-	-	-	-
Total City Administration	476,485	593,072	575,072	597,374

Communications

Overview

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

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

Departmental Expenditures

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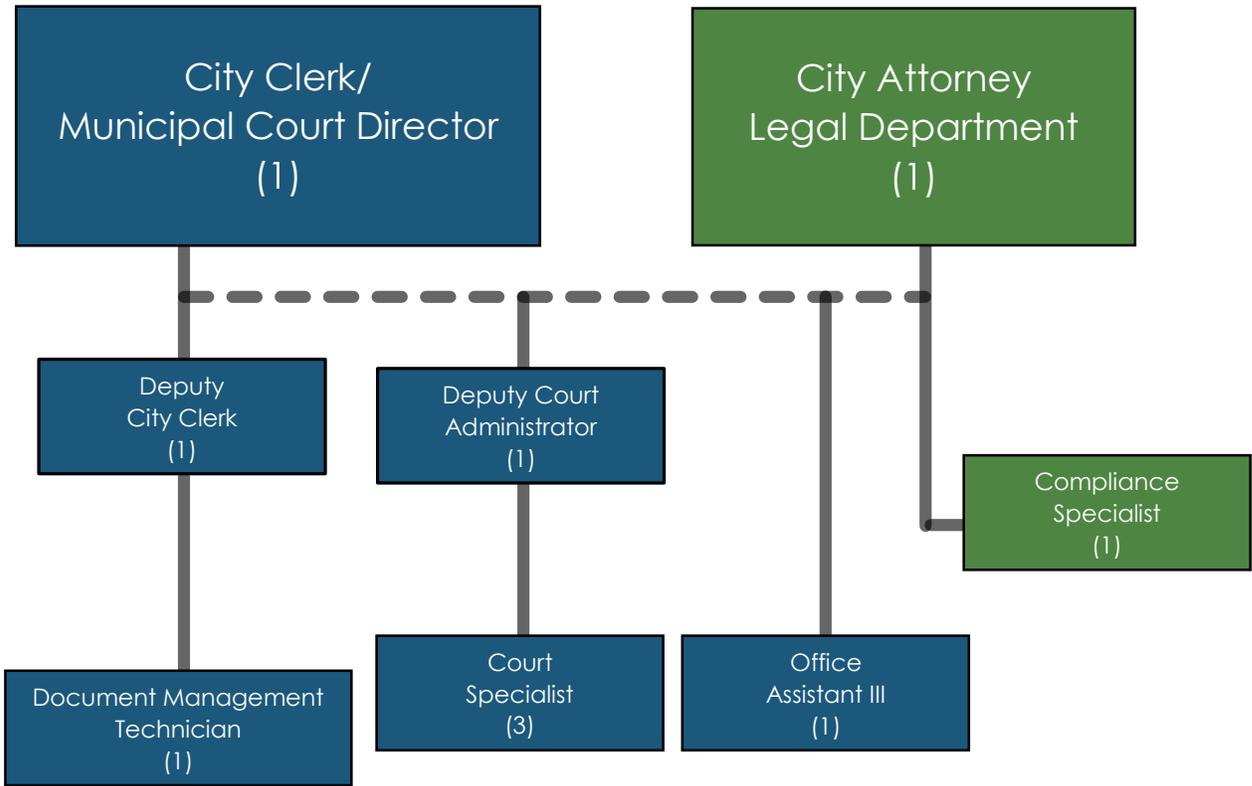
Communications Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	84,106	88,081	88,081	90,321
Contractual Services	4,599	15,025	3,524	1,820
Commodities	50	800	800	250
Capital Expenditures	-	-	-	-
Total Communications	88,756	103,906	92,405	92,391



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Clerk, Court & Legal Departments

Organizational Chart



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City Clerk/Municipal Court

Overview

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

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

2020 Strategic Accomplishments

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- ✓ Implemented Primegov, an electronic workflow process, for approval and creation of the Board's agenda along with a new electronic voting system for the Board.
- ✓ Moved all active contracts into Laserfiche and starting in 2020, use Laserfiche for retrieval of City bids and contracts. These documents will be available on the intranet.
- ✓ Established blueprints' index using Laserfiche on the intranet,
- ✓ Aligned paper documents to allow them to be scanned into Laserfiche along with identifying documents ready for destruction.

2021 Strategic Objectives

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- Finalize Implementation of PrimeGov (paperless agenda management solution) for all boards, commissions and committees.
- Process document destruction for those that have reached retention and re-implement the annual process
- Evaluation of the Municipal Court functions for streamlining opportunities

2022-2025 Strategic Objectives

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- Review and add additional public access to documents.
- Centralize City records including paper, electronic and those stored in third party software into an electronic retention repository when possible.

Departmental Expenditures

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Clerk/Court Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	652,828	693,690	691,690	780,921
Contractual Services	84,850	146,350	91,600	111,100
Commodities	4,727	6,950	4,600	6,850
Capital Expenditures	-	-	-	-
Total Clerk/Court/Legal	742,405	846,990	787,890	898,871

Legal

Overview

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

2020 Strategic Accomplishments

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- ✓ Implemented a new paperless legal case management system to improve efficiency, reduce operating costs and outside counsel usage, and improve the institutional memory of common legal issues.
- ✓ Explored alternatives in preparation of a proposal to transition to an electronic contract signature (e-signature) process.
- ✓ Revised the bidding and contracting process to handle challenges presented by the COVID-19 pandemic.
- ✓ Improved community outreach of the legal department by engaging in speaking, training and educational opportunities.

2021 Strategic Objectives

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- Through collaboration with other departments, implement the use of digital signatures for contracts and other documents requiring legal review.

FY2021 Budget

- With cooperation, streamline Board of Aldermen contract approval through the use of general appropriation bills and resolutions.
- In conjunction with the municipal court, move to a paperless prosecution model for citations and ordinance violations.

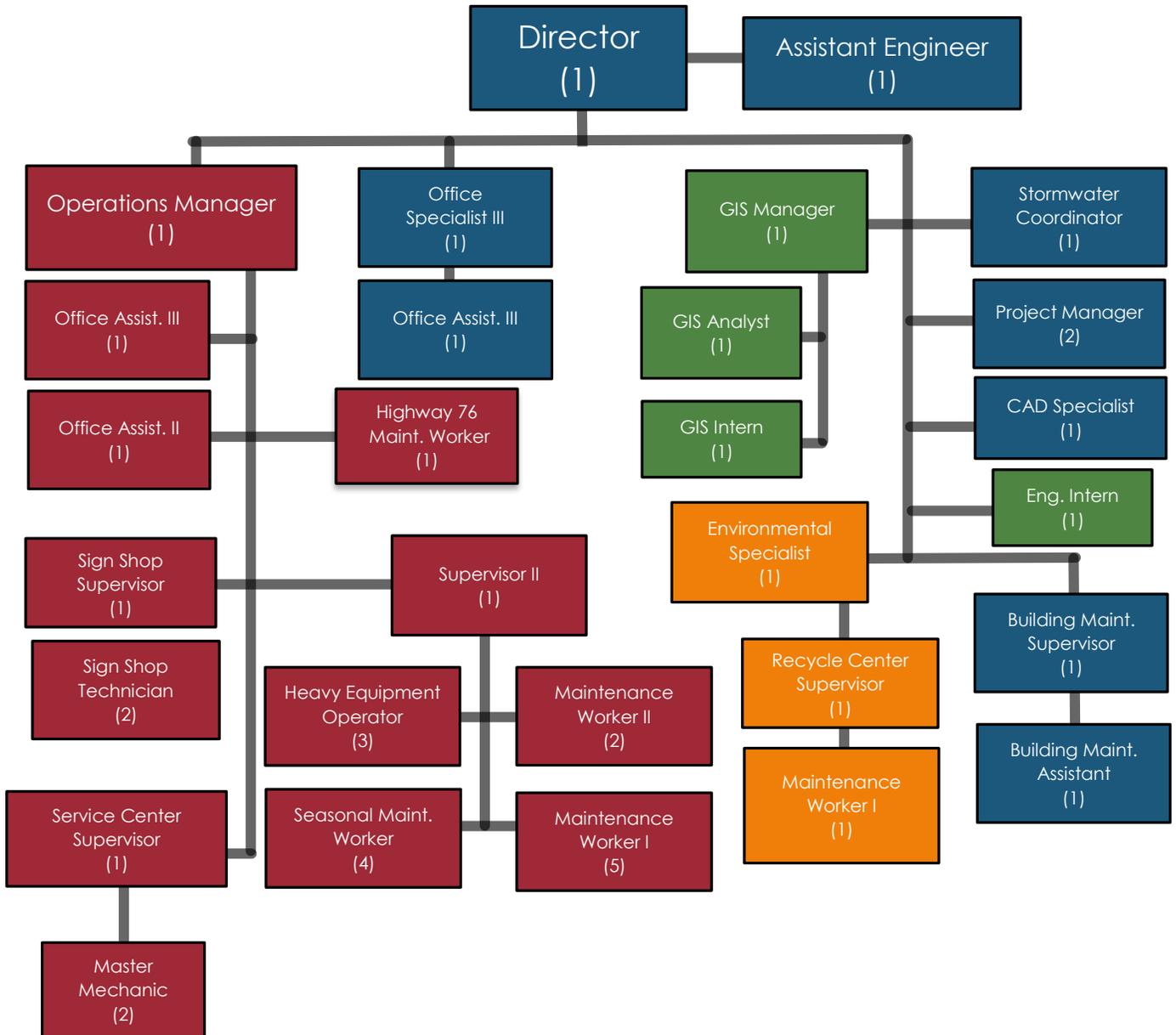
Departmental Expenditures

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Legal	2019	2020	2020	2021
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	199,216	210,541	210,541	147,906
Contractual Services	133,461	152,575	89,575	152,575
Commodities	1,829	1,250	250	1,250
Capital Expenditures	-	-	-	-
Total Clerk/Court/Legal	334,505	364,366	300,366	301,731

Engineering/Public Works Department

Organizational Chart



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Engineering & Public Works

Overview

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

The Public Works Division is responsible for a variety of items with a primary goal of making Branson a great place to live and visit. Street maintenance duties include pavement preservation work for 255 lane miles of roadway, maintenance of 16 signalized intersections, storm sewer installation and maintenance, pavement striping and right of way maintenance. Winter operations involving ice and snow removal from all city streets and city parking lots is a major duty of the streets division. Street signage is also an important component of this division to ensure that all signage is in compliance with federal standards, and that motorists are provided the information they need to keep the city streets as safe as possible. The fleet maintenance operations at the service center ensure that the city's cars, trucks and heavy equipment are all operating well and maintained properly. The building maintenance staff provides repair and maintenance of city buildings and facilities, including City Hall.

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

The GIS Division manages the geographic information system for the benefit of the city and its citizens. The computer-based maps and massive databases of information provide the information critical for proper planning, preliminary design work as well as

other diverse analysis and research. The division creates and maintains over 300 individual map data layer and associated attributes for the City's Enterprise Geodatabase that is accessed by multiple city departments and internet map applications.

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

2020 Strategic Accomplishments

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- ✓ Complete traffic signal improvements and upgrades at multiple major intersections for safety of citizens and visitors by using the AIDD Miovision Grant monies from the Missouri Department of Transportation
- ✓ Upon annexation of the remaining properties in the 76 Community Improvement District, began the in-house surveying engineering design of Segment 2 from Ripley's to the Toy Museum.
- ✓ Worked with Utility companies for engineering cost estimates for placing utilities underground in Segment 3 of the Hwy 76 Country Blvd. from Presley's Theater to the Ferris Wheel property.
- ✓ Completed space study of the Police Public Safety Facility with 911 and Emergency Operations Center and Fire Station #4.

2021 Strategic Objectives

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- Continue executing mill & overlay, micro surfacing, striping, curb & gutter, and sidewalks per pavement management system

- Implement bridge rehabilitation and preventative maintenance measures for all city bridges.
- Continue to research and improve sidewalks to meet federally mandated ADA standards.
- Migrate the desktop applications to web based for staff, and improve citizen access to GIS data and mapping information.
- Pursue new financial resources to help fund long-term storm water monitoring requirements and awareness.
- Research and implement infrastructure application fees from consultants and developers.

2022 - 2025 Strategic Objectives

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- Research funding sources to implement street light installation in neighborhood subdivisions for safety purposes.
- Research with MoDOT additional grant opportunities to continue renovation and replacement of traffic signals throughout the city for enhanced efficiency of traffic movement.
- Consolidate and centralize all GIS data to enterprise server.
- Thorough analysis of all roadways, pedestrian and bike circulation, and ADA as well as an analysis of multiple transportation alternatives and alternative methods to colored route system through a Transportation Master Plan.
- Review on-street parking standards and determine feasibility of paid parking within the downtown district.
- Complete stormwater and detention system mapping.
- Begin design for segments 1, 2, 4, 5 & 6 of the 76 Entertainment Community Improvement District.
- Asset management software citywide.
- Research funding sources/grants for completing the downtown streetscape improvements.
- Develop new street standards for all road classifications to include landscape features, sidewalks, street trees, landscape medians, on-street parking, parkways and lighting.

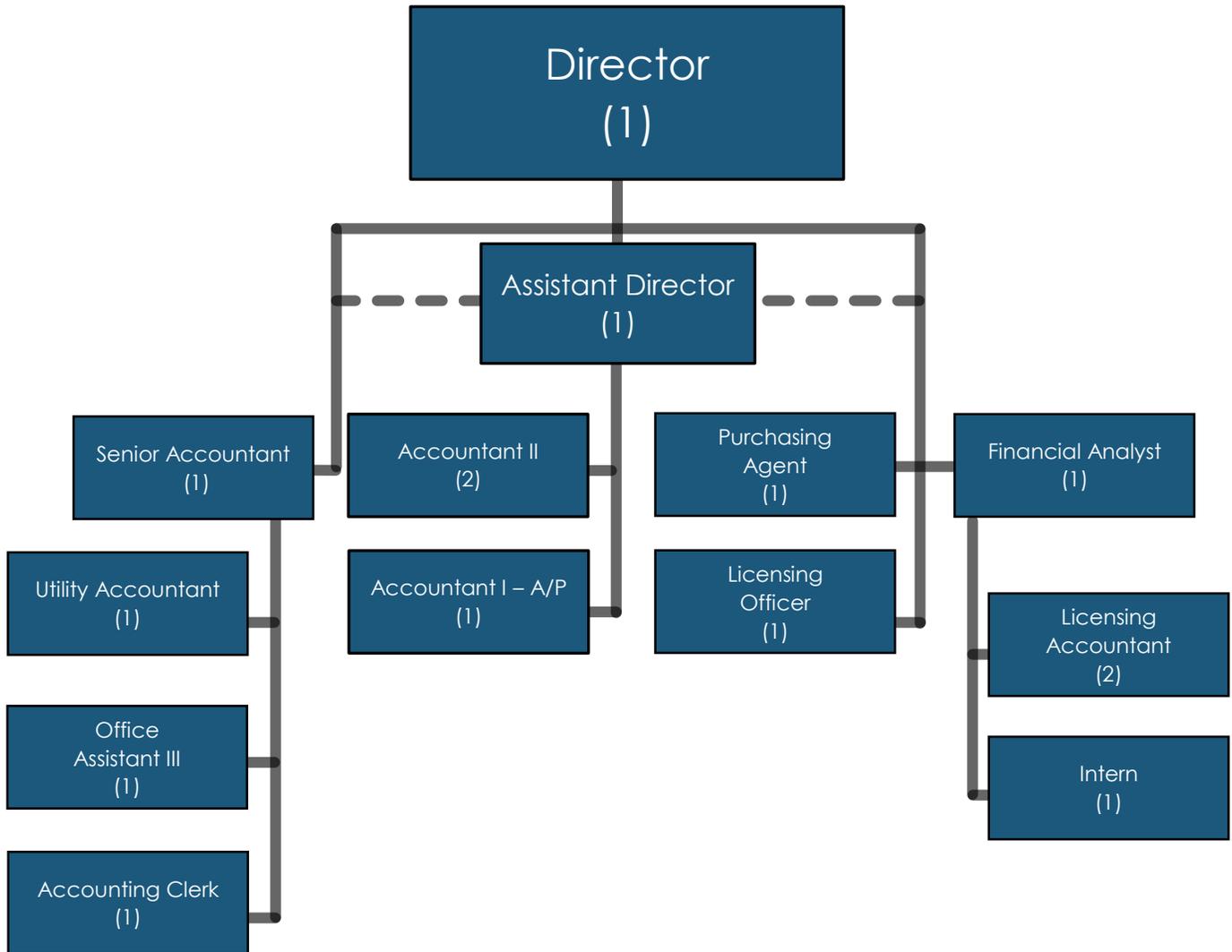
Departmental Expenditures

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Engineering Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	622,390	690,639	681,510	720,780
Contractual Services	54,843	72,700	51,150	44,700
Commodities	11,759	20,700	14,900	16,425
Capital Expenditures	26,907	-	-	-
Total Engineering	715,899	784,039	747,560	781,905

Public Works - General Fund Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	405,235	436,407	415,704	430,178
Contractual Services	285,111	251,716	197,186	258,782
Commodities	24,114	50,825	23,875	22,677
Capital Expenditures	16,620	-	-	-
Total Public Works - General Fund	731,080	738,948	636,765	711,637

Finance Department Organizational Chart



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Finance

Overview

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The Finance Department manages the financial transactions of the city. The department also provides various internal services for all departments. Duties include overseeing policies and procedures; internal and external auditing; financial reporting; payroll processing; grant management; accounts payable; accounts receivable; management of debt service; special tax district financial management; accounting for city assets; real estate lease management; fleet lease management; budgeting for both capital & operating budgets; liquor licensing; utility billing; tourism taxes; business licensing; management of cash assets including investments; and capital and operational procurement; and other duties as assigned.

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

2020 Strategic Accomplishments

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- ✓ Updated departmental processes to include more paperless/electronic processing including: bidding, p-card expense reports, and licensing.
- ✓ Refinanced the energy performance loan to save over \$80,000 over the remainder of the loan, also reducing the length from 5 years to 3 years.
- ✓ Sought mitigation funds from CDBG and SEMA for wastewater treatment plant.
- ✓ Worked with Legal Department to revise bidding process for City to improve speed and efficiency, which now includes e-bidding/paperless.

FY2021 Budget

- ✓ Educated public on need for renewed bonding capacity and is set to be on the ballot during the April 2021 election.
- ✓ Received approval for online modules for utility payments, business & liquor licensing and an employee portal.
- ✓ Secured over \$140,000 during phase 1 and phase 2 of the CARES Act.
- ✓ Completed a modified budget in April 2020 in direct response to the COVID-19 pandemic that provided a sustainable financial plan for the remainder of 2020.

2021 Strategic Objectives

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- Reduce City costs by: public-public partnerships (recycling center) and public-private partnerships (garage/fleet maintenance).
- Bonding capacity/tourism tax renewal,
- Use tax/online sales
- Departmental processes paperless (p-card, procurement, new modules).
- Begin business/lodging/contractor/liquor licenses, tourism tax and employee self-serving modules online.
- Review and revise purchasing, business and liquor license codes,
- Phone tree for Finance Department

2022 - 2025 Strategic Objectives

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- Select third party to audit telephone, electricity, etc. for savings to the City.
- Work with HR on pay scale revision.
- Redefining the definitions of the Priority Based Budgeting (PBB) goals and overall PBB review.
- Timekeeping system for all employees to save time and money as well proper programs accountability across departments.
- Continue to review fee schedules.
- Start the process for renewal of the Transportation Tax (sunsets in 2025).
- Achieve a 30% reserve.

Departmental Expenditures

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Finance	2019	2020	2020	2021
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	925,776	966,989	995,893	891,413
Contractual Services	87,803	136,637	91,403	94,008
Commodities	10,232	13,000	9,500	13,000
Capital Expenditures	-	-	-	-
Total Finance	1,023,811	1,116,626	1,096,796	998,421

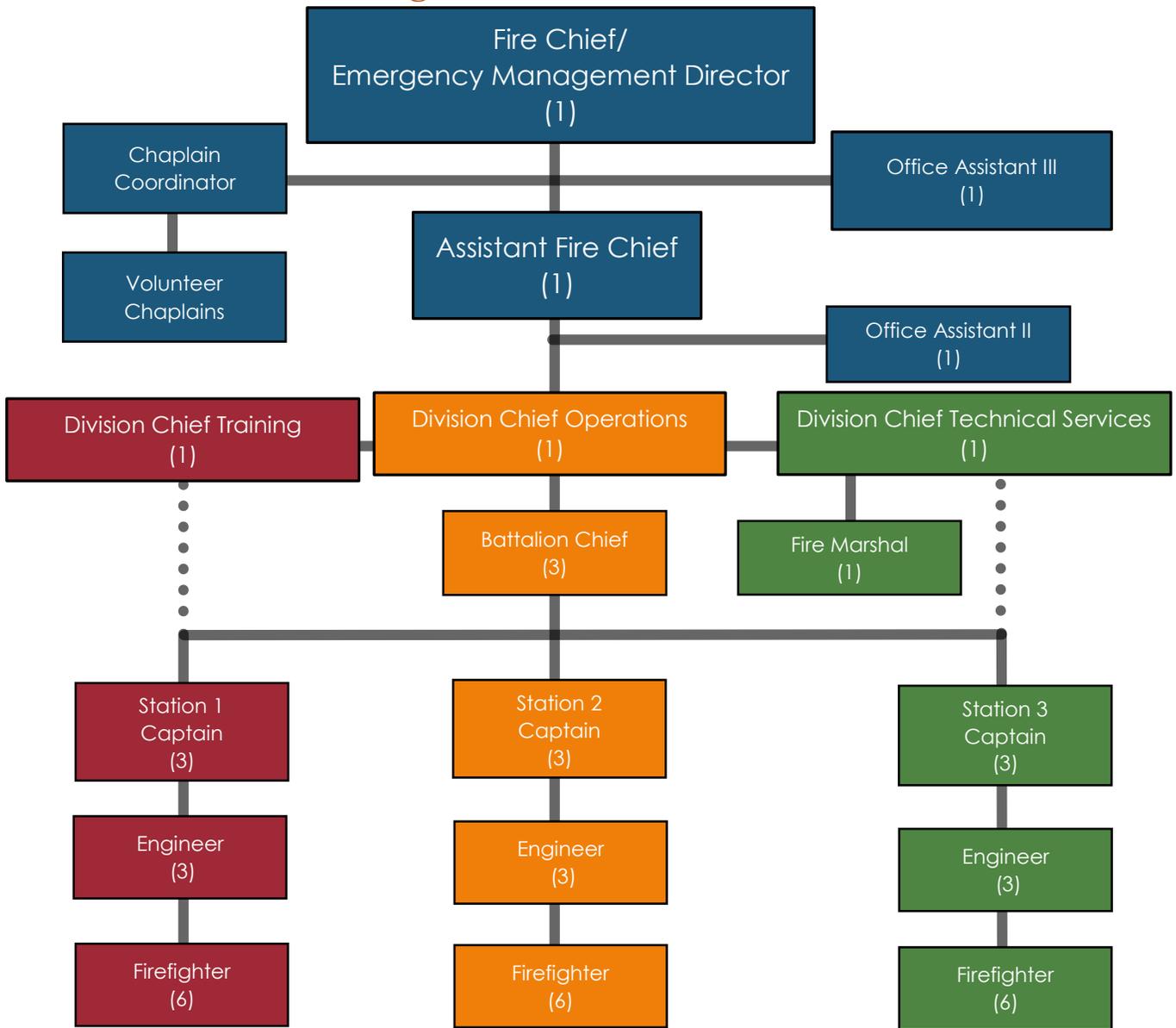
Non-Departmental	2019	2020	2020	2021
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	-	-	-	-
Contractual Services	1,598,151	1,854,220	1,884,220	2,038,567
Commodities	8,663	13,390	15,390	16,000
Debt	113,274	111,757	111,757	238,580
Capital Expenditures	-	-	-	-
Total Non-Departmental	1,720,088	1,979,367	2,011,367	2,293,147

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



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Fire Department Organizational Chart



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Fire

Overview

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

Our VISION is to Achieve Excellence through Accreditation.

Branson Fire Rescue is comprised of five (5) divisions including Administration, Operations, Training & Safety, Technical Services and Emergency Management:

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

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

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

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

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Strategic Goals:

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

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

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

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

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

2020 Strategic Accomplishments

.....

- ✓ Continue development of policies and procedures in the Lexipol Program.
- ✓ Continue planning, construction and staffing of the new Fire Station #4.
- ✓ Improve web site resources for use by the community.
- ✓ Provide NIMS training for additional City personnel and provide a table top disaster exercise.

2021 Strategic Objectives

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- Develop a Standards of Cover for the Fire Department.
- Research and propose a program to reduce false fire alarm responses.
- Provide National Incident Management System (NIMS) training for City personnel.

2022-2025 Strategic Objectives

.....

- Fire Station #4 - design, build, equip and staff a new fire station serving the southwest part of the City.
- Develop and implement a dashboard system to track and monitor performance measures.
- Adopt the 2024 ICC Codes in partnership with the Planning & Development Department.
- Complete a Community Risk Assessment.

- Replace dated Outdoor Warning Siren Units and integrate electronic monitoring and activation.

Departmental Expenditures

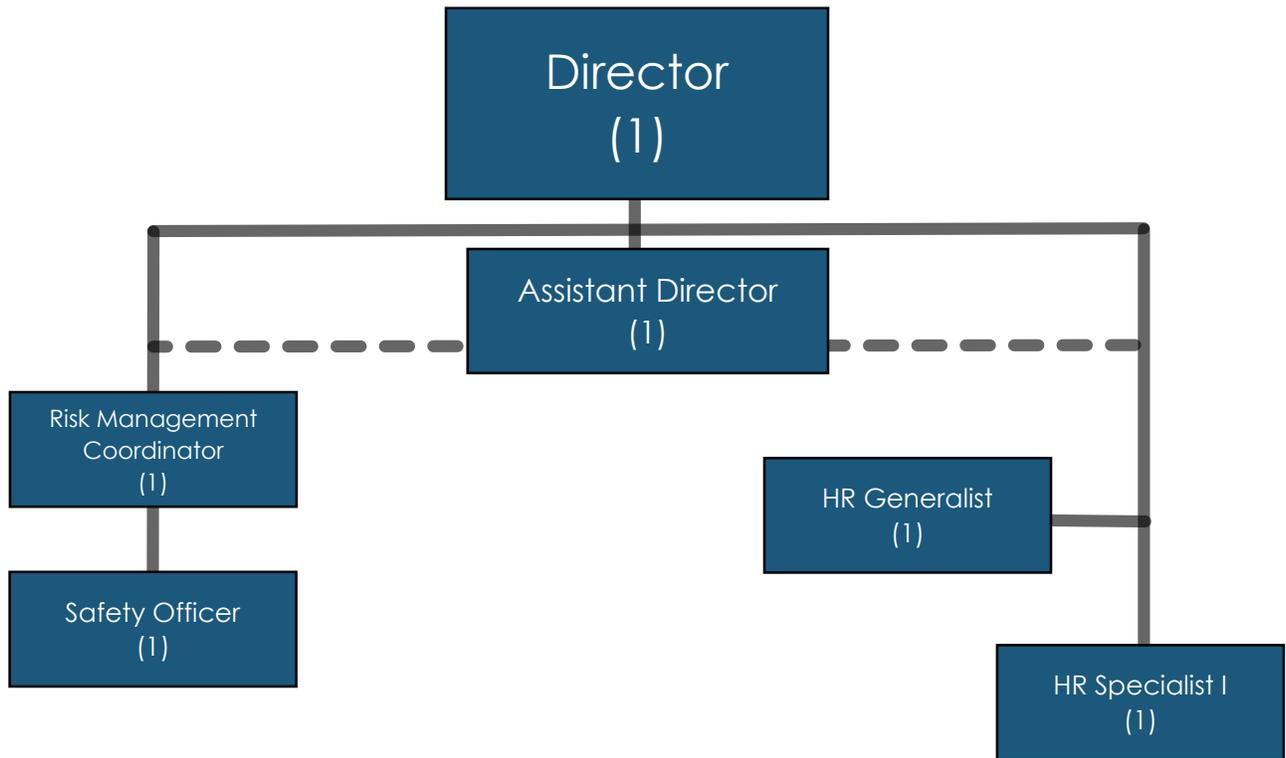
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Fire Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	3,647,085	3,816,173	3,761,782	3,877,687
Contractual Services	339,263	368,979	318,264	393,906
Commodities	161,839	264,500	207,456	186,900
Capital Expenditures	1,132,857	75,000	-	-
Total Fire	5,281,044	4,524,653	4,287,502	4,458,493



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Human Resources Department Organizational Chart



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Human Resources

Overview

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

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

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

2020 Strategic Accomplishments

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- ✓ Expanded capabilities for online applicant tracking
- ✓ Revised the factors on which the City employees are evaluated for their performance.
- ✓ Developed new pay structures for City-wide application to help attract the best people.
- ✓ Provided leadership roles on multiple COVID-19 committees.

FY2021 Budget

- ✓ Developed a new in-depth Rule explaining the process on how the City would respond following an emergency, disaster, or pandemic conditions.
- ✓ Provided professional expertise to Department Heads on how to determine a ranking of essential services.
- ✓ Developed a reporting protocol for COVID-19 cases for employees and provided professional researched guidance on response to City employee exposure and response for symptoms.
- ✓ Reviewed efficacy of the Health and Wellness Program.
- ✓ Focused on reducing property/liability and workers' compensation claims by enhancing the City's Safety Program
- ✓ Partnered with IT, focus on mitigating risks for cyber intrusions (malware, ransomware, data corruption, etc.)
- ✓ Enhanced employee, building and asset security.
- ✓ Continued to enhance employee recognition.
- ✓ Continued to develop and revise the Human Resources Manual to keep it current with new employment laws and employee needs.
- ✓ Continue to look for opportunities to improve how we deliver real value-added benefits and services to employees at minimal expense.

2021 Strategic Objectives

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- Improve the HR software platform (onboarding and employee learning and development).
 - Developing a methodology for succession planning across all departments to respond to possible retirements of senior staff.
 - Looking at all means necessary to reign in benefits costs without exposing employees to unacceptable risks.
 - Developing new pay structures for City-wide application to help attract the best people.
 - Ensuring taking all steps necessary to hire the best people available for the position.

2022 - 2025 Strategic Objectives

-
- Improve the HR software platform (onboarding and employee learning and development)

- Developing a methodology for succession planning across all departments to respond to possible retirements of senior staff
- Looking at all means necessary to reign in benefits costs without exposing employees to unacceptable risks
- Developing new pay structures for City-wide application to help attract the best people
- Ensuring taking all steps necessary to hire the best people available for the position

Departmental Expenditures

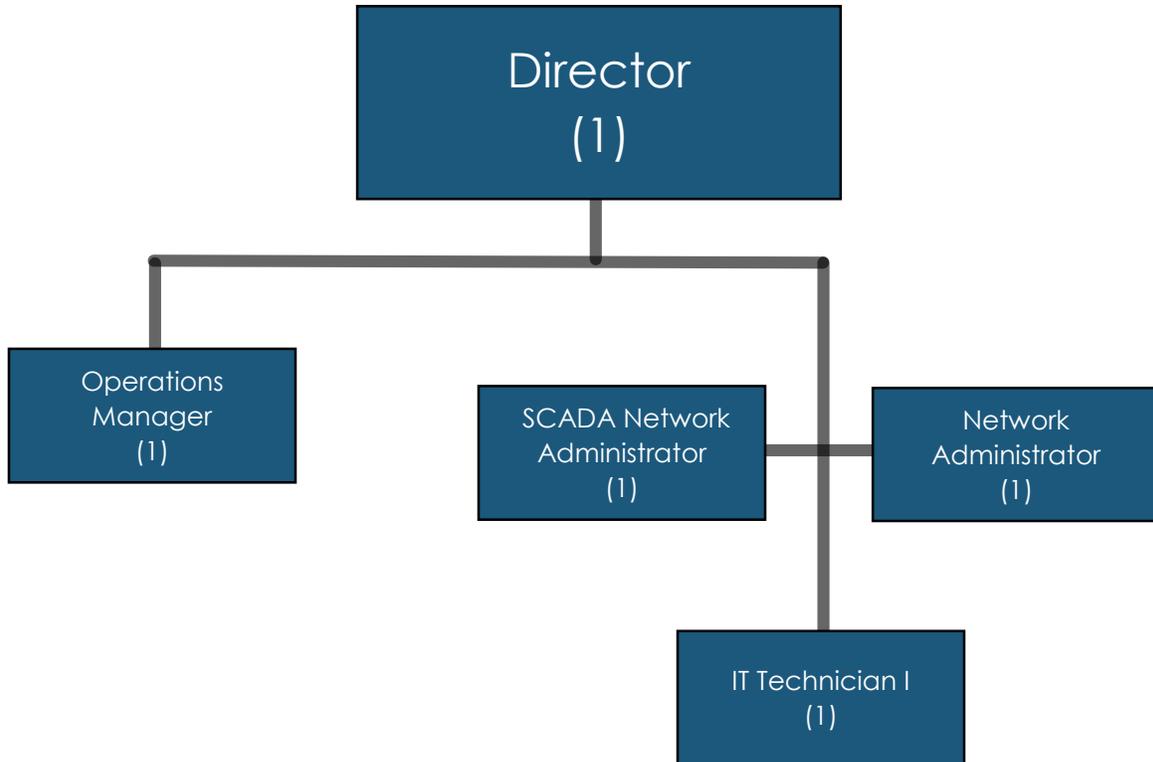
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Human Resources Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	415,561	449,484	449,484	450,941
Contractual Services	127,098	152,100	117,436	138,385
Commodities	9,985	31,100	24,800	18,800
Capital Expenditures	-	25,000	-	-
Total Human Resources	552,644	657,684	591,720	608,126



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Information Technology Department Organizational Chart



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Information Technology

Overview

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

2020 Strategic Accomplishments

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- ✓ Performed a comprehensive review and update of the City's technology related policies to improve standard operating procedures.
- ✓ Implemented new wireless hardware across all City operating buildings to increase wireless network coverage, stability and performance.
- ✓ Completed a technology transition to provide the ability to telework across all City departments, where applicable.
- ✓ Completed implementation of Microsoft's Office 365 online platform to enable a web-first interface for e-mail, calendars, forms, workflows and data storage for all city departments.

2021 Strategic Objectives

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- Upgrade critical network infrastructure switching components to ensure continued network stability.
- Implement enhanced network intrusion detection and prevention solutions to improve cybersecurity posture and better protect the city's resources and operations from growing cyber threats.
- Perform an organizational analysis to further paperless process initiatives for all city departments to include electronic signatures.

2022-2025 Strategic Objectives

.....

- Create an updated strategic information technology plan for the organization to use as a roadmap and clearly identify, document, and strategically fund a unified vision for important technology projects and initiatives.
- Improve the technology governance of the organization by formalizing processes and procedures to ensure that technology investments support specific business objectives.
- Identify opportunities to better leverage technology to enhance the community in areas such as communication, wayfinding, traffic management, parking, citizen engagement, and improved transparency.
- Establish dedicated funding sources for technology items to improve planning for future technology projects and fund critical network infrastructure and cybersecurity components to ensure they are replaced timely according to industry standards.
- Procure and implement a modern cloud-based Enterprise Resource Planning (ERP) system to replace the city's current drastically outdated financial system.
- Implement a new system to provide on-demand reporting with real-time data and dashboard features that are accessible by all city staff and the public to increase transparency, decision making, and reporting capabilities.
- Identify cost-effective opportunities to migrate operational software to secure cloud-based platforms to increase employee mobility, improve disaster recovery, and reduce local infrastructure demand.

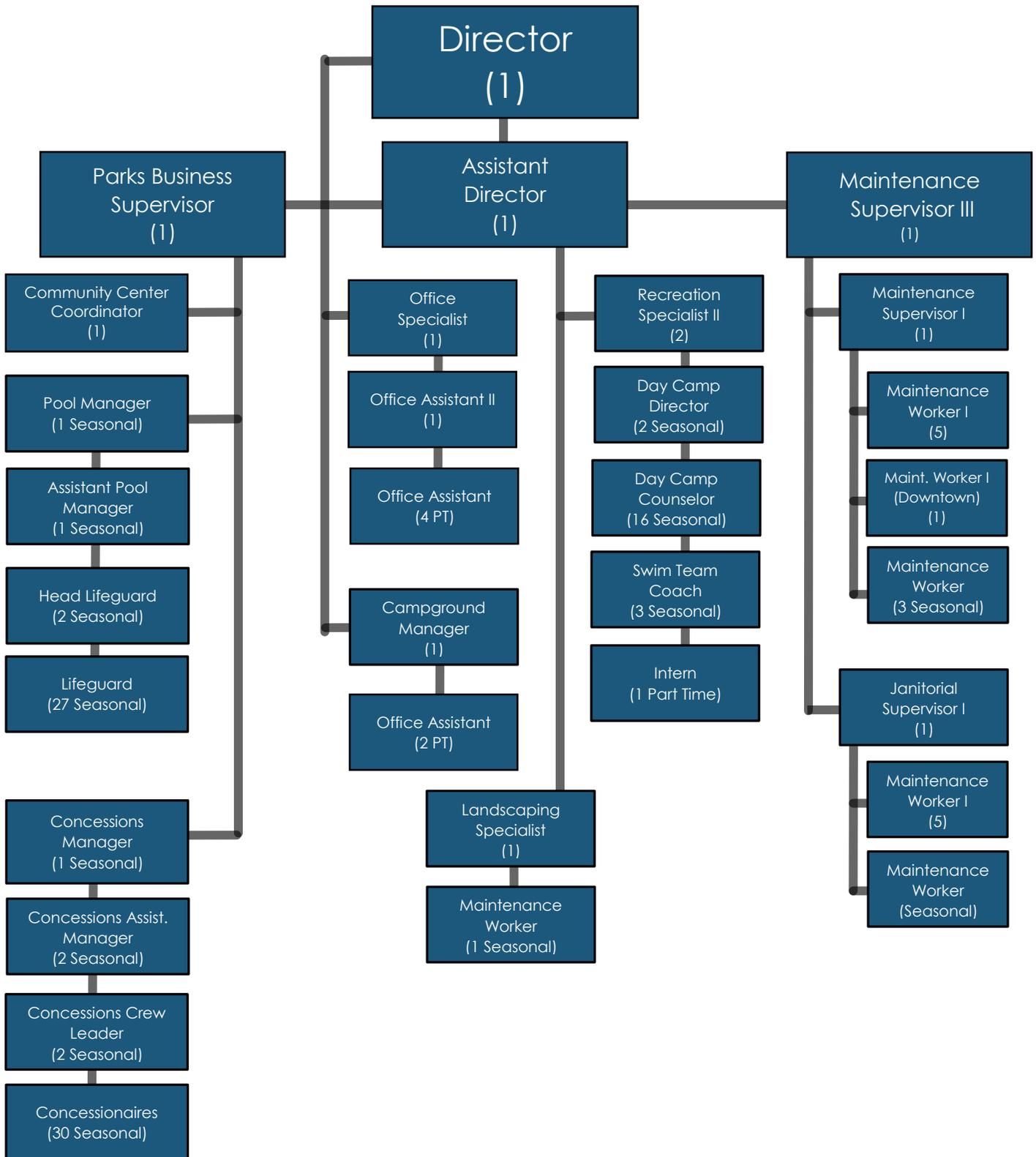
Departmental Expenditures

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Information Technology Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	342,588	365,966	360,966	369,599
Contractual Services	158,983	234,285	215,785	216,885
Commodities	151,164	102,970	87,670	115,050
Capital Expenditures	-	-	-	-
Total Information Technology	652,735	703,221	664,421	701,534

Parks & Recreation Department

Organizational Chart



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Parks & Recreation

Overview

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The Parks and Recreation Department is comprised of the following divisions: Administration, Recreational Services, Facility Management and Maintenance. Each division has subordinate supervisors who report to the Parks Director who oversees a total of 22 full-time employees and over 60 part-time and seasonal employees. The Parks Director is responsible for the overall direction, coordination and evaluation of these operations.

The **Administrative Division** is responsible for a majority of the planning and oversight of the Parks Department. Administrative services include the areas of program administration, budget management, staff supervision, marketing and promotional activities and contract management. The Administrative Division is led the Parks Director, Assistant Director and the Park Business Supervisor.

The **Recreational Services Division** is responsible for administering programs, activities and special events provided to the community. Providing recreation opportunities in partnership with our citizens to residents and visitors of all ages is our core mission. While the department was directly impacted by Covid-19, which required some programs and special events to be cancelled, we were still able to serve over 3,200 youth and 1,000 adults in various athletic programs, as well as numerous special events and senior “drive thru” events. This division of lead by two full-time Recreation Specialists and a Community Center Coordinator.

The **Facilities Management Division** encompasses the various facilities that the department is responsible to oversee and maintain, including the Branson RecPlex, Aquatic Center, the Dog Park, the Branson Community Center and the Branson Lakeside RV Park. The popular RV Park is an important part of the department's operations, helping to provide revenue to support the department's programs and mission. The RV Park is managed by one full time Campground Manager.

The **Maintenance Division** is responsible to oversee all of the maintenance and janitorial needs for the facilities and parks under our care. The City of Branson proudly provides 16

parks for our residents and visitors to enjoy. These parks encompass over 300 acres and include a wide variety of amenities and range from small neighborhood parks to large wilderness areas with trails. Duties include things such as playground, trail, campground, park, landscaping and athletic field maintenance. The Park Maintenance Department works under the direction of the Park's Maintenance Supervisor, with subordinate Supervisors overseeing the maintenance and janitorial divisions. A Landscape Specialist provides support for landscape and tree care throughout the parks and city properties.

2020 Strategic Accomplishments

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- Constructed 3 new pickleball court as part of a public private partnership.
- Continued development of the internal service fund for ongoing maintenance issues, reducing dependency on funding of capital projects.

2021 Strategic Objectives

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- Continue developing internal service fund for ongoing maintenance issues reducing dependency on funding capital projects.
- Continue efforts to maintain, improve and beautify park facilities (find additional financial sources).
- Implement new outdoor initiatives to diversify programs for the community.
- Complete phase 3 of the tree inventory plan (tree pruning and trimming at North Beach Park) and initiate reforestation efforts.
- Complete training to develop a staff member as a certified playground inspector.

2022-2025 Strategic Objectives

.....

- Develop a plan to expand the campground
- Establish a park or greenspace for residents in the southwest portion of the community
- Continue to establish public, private relationships as a way to improve programs, events and facilities
- Continue to develop a connected trail system
- Develop a park master plan

Departmental Expenditures

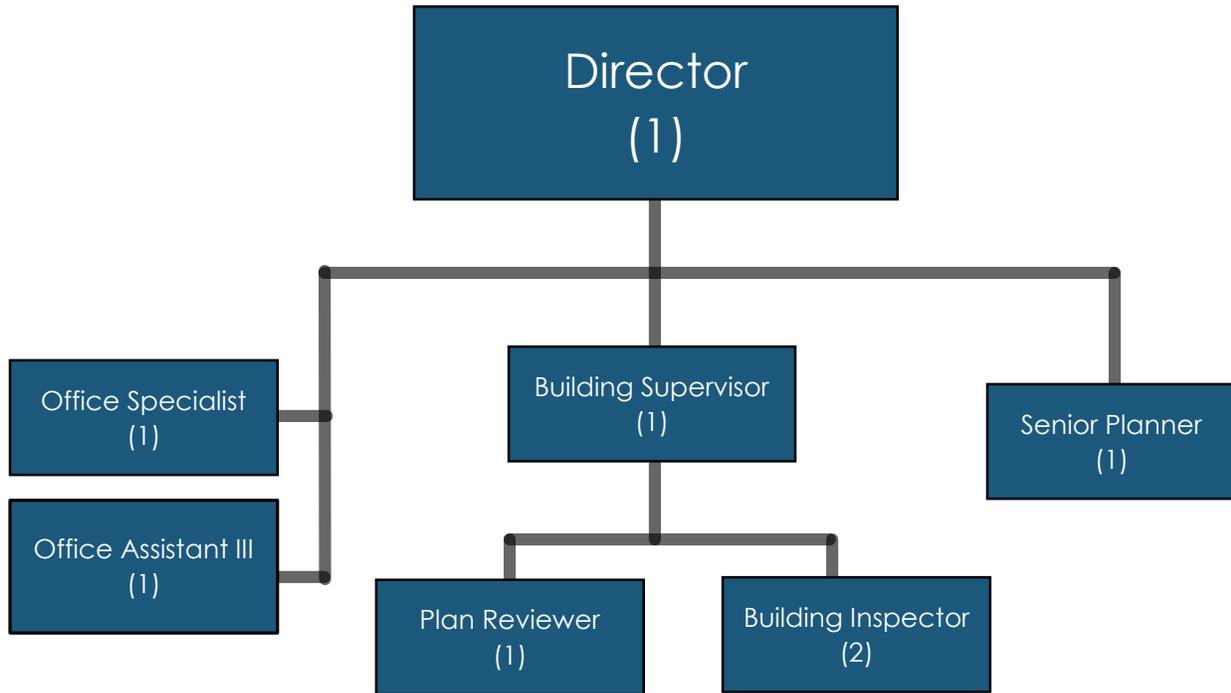
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Parks & Recreation Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	1,588,502	1,813,768	1,640,992	1,846,531
Contractual Services	676,400	718,732	525,264	702,035
Commodities	259,215	351,090	188,327	296,515
Capital Expenditures	5,800	55,000	-	-
Transfers to Other Funds	100,000	-	-	-
Total Parks & Recreation	2,629,916	2,938,590	2,354,584	2,845,082



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Planning & Development Department Organizational Chart



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Planning & Development

Overview

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

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

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

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

2020 Strategic Accomplishments

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- ✓ Provided online and electronic plan submission and payment through Citizenseve to improve applicant and staff efficiencies and transparency.

2021 Strategic Objectives

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- Initiate update of the Community Plan 2030.
- Review and update planning and building fees as necessary to further recoup staff time and costs.
- Work with the Finance to coordinate business license classifications with the uses listed in the Unified Development Code.

2022-2025 Strategic Objectives

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- Implement a contractor certification process in conjunction with contractor licensing so applicants can prove reasonable competency in specific building trades (i.e. electrical, mechanical and plumbing).
- Work with Taney County on county-wide building and zoning codes.
- Review and make recommendations for updating the building codes to the 2024 series.
- Implement new strategies and actions from the Community Plan 2030.
- Reinstate biennial Community and Business Surveys to evaluate the City's services and offerings.
- Provide assistance and support as necessary to the Transportation Master Plan, Parks Master Plan, 76 Streetscape Project and Downtown Streetscape Project.

Departmental Expenditures

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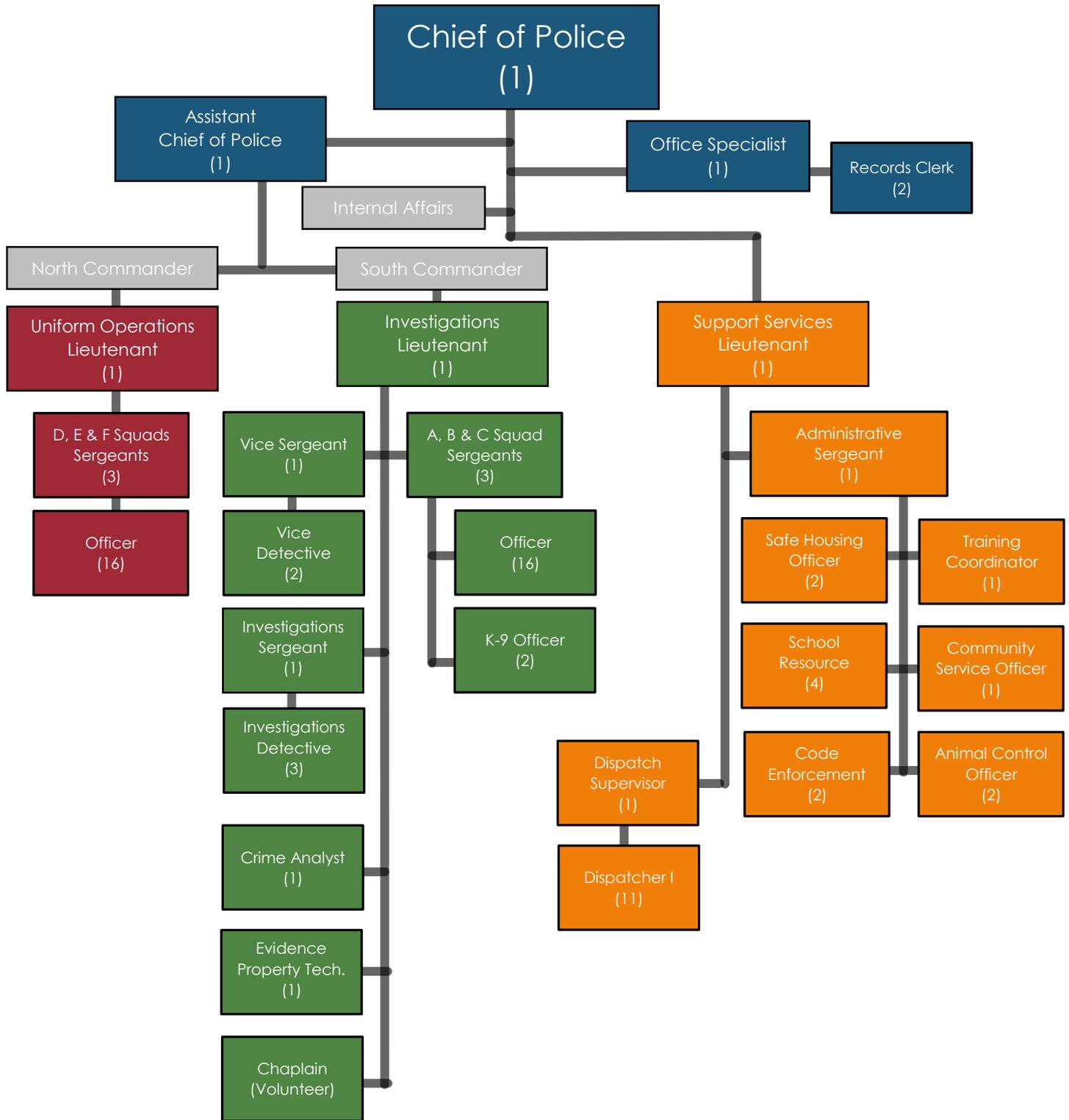
Planning & Development Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	754,248	673,010	673,010	665,979
Contractual Services	32,736	73,150	75,150	63,150
Commodities	4,540	10,300	9,300	8,300
Capital Expenditures	46,213	25,000	-	-
Total Planning & Development	837,736	781,460	757,460	737,429



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

Police Department

Organizational Chart



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Police

Overview

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The Police Department is comprised of two (2) divisions: Field Operations and Support Services. These divisions work collaboratively to ensure and promote the safety and protection of residents and visitors to the City of Branson. While enforcement is a major function of law enforcement, the Branson Police Department also offers a pro-active approach to crime prevention and community safety through Community Oriented Policing. The overall goal of the men and women of the department is to help build and maintain a safe community by partnering with our residents and visitors.

The **Field Operations Division** consists of Uniformed Patrol, Investigative Unit, School Resource Unit, SWAT, special events, and canine. This component also investigates vehicle accidents, and conducts preliminary investigations into reported crime. Personnel assigned to this division:

- Respond to all calls for service completing appropriate reports
- Participate in and direct community oriented policing activities
- Patrol assigned areas of the city
- Conduct investigations of reported crimes
- Investigate vehicular accidents
- Respond to high risk incidents utilizing special tactics and weapons
- Provide bailiff services for Branson Municipal Court
- Partner with Branson Schools and manage all School Resources Officer related duties
- Conduct criminal investigations and submits all criminal case reports to the Prosecuting Attorney for prosecution
- Is a member of the Combined Multi-Jurisdictional Enforcement Team (COMET) and conducts all narcotic related investigations
- Maintains local, state, and Federal partnerships to ensure all criminal cases are thoroughly investigated
- Coordinates with the Prosecuting Attorney and Courts to secure warrants, execute warrants, and apprehend suspects

FY2021 Budget

- Supervise all evidence and property collected and ensures it is handled and stored in accordance with State Statute and processed by the Crime Lab as needed.
- Responsible for all major crime scenes and subsequent investigation
- Coordinates all Chaplain and citizen volunteer programs and services

The **Support Services Division** consists of Training - Personnel and Recruiting, Community Services, Animal Control, Code Enforcement, and Dispatch Services.

The Support Services division assignments include:

- Planning and executing crime prevention programs as well as those designed to detect and apprehend suspects, and to protect and recover property
- Receive and dispatch all Police and Fire 911 Emergency and Non-Emergency calls for service
- Provide all Animal Control services to the City of Branson
- Conduct proactive engagements with hotel properties and manage the hotel tier system per city ordinance
- Plan and provide all police and professional staff related training
- Manage all personnel recruiting and back-ground investigations throughout the hiring process
- Provide services resulting in neat, clean, presentable, and safe premises which meet or exceed the minimum property maintenance code requirements by conducting commercial and residential inspections.
- Enforce city codes to eliminate neighborhoods full of debris, overgrown or littered lots, abandoned or derelict vehicles, and other property maintenance violations that result in keeping Branson neat, clean, and presentable.

2021 Strategic Accomplishments

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- ✓ Focus on employee compensation
- ✓ Operationalize the 2020 Department re-organization
- ✓ Implement Department wide succession planning
- ✓ Continue Community Engagement initiatives

2021 Strategic Objectives

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- Reduce UCR Part I Offenses (NIBRS Offenses) by 5%
- Realize department-wide full staffing (minus COVID frozen positions)
- Maintain and enhance community engagement programs (Neighborhood Watch, S.T.E.P., National Night Out, Explorer Program, Citizens Police Academy, Youth Citizens Police Academy, and Police Volunteer Program).
- Collaborate with Office of Emergency Management and execute All Hazards Table Top Exercise relative to potential.
- Develop internal In-Service training model.

2022-2025 Strategic Objectives

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- Develop a department in-service training program and provide topic specific training for all department personnel
- Realize department-wide full staffing
- Complete successful transition to NIBRS
- Maintain Community Engagement Initiatives
- Develop sustainable fleet management plan
- Complete new facility planning/document process

Departmental Expenditures

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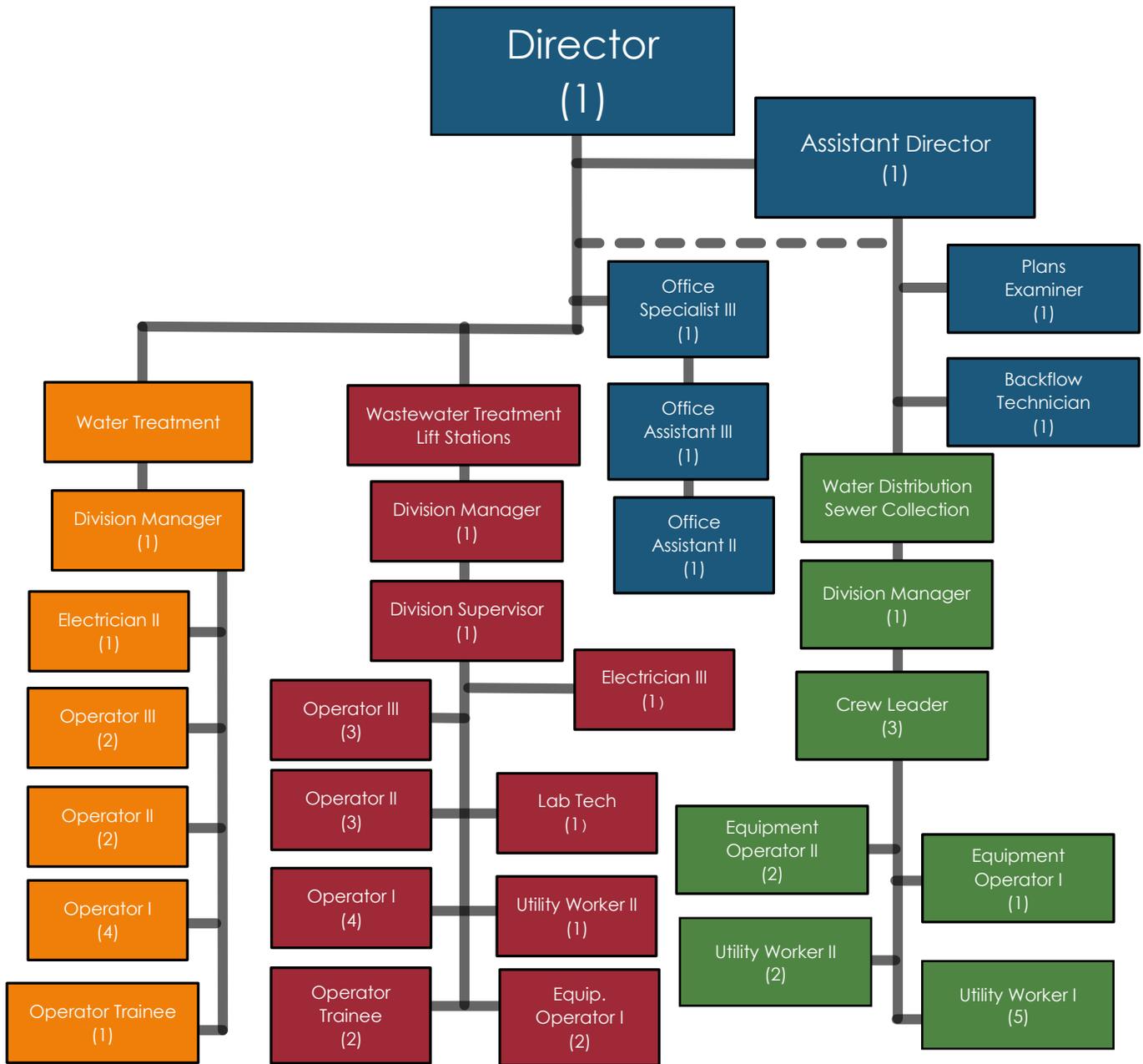
Police	2019	2020	2020	2021
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	4,915,560	5,718,003	5,718,003	5,551,184
Contractual Services	349,458	459,152	391,347	368,905
Commodities	199,700	251,289	133,979	203,185
Capital Expenditures	749,613	750,000	150,000	700,000
Total Police	6,214,331	7,178,445	6,393,329	6,823,273



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Utilities Department

Organizational Chart



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Utilities

Overview

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

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

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

produced from the treatment facilities will consistently meet regulatory compliance. This division also manages a water tower maintenance program to effectively manage maintenance, repair and cleaning of the City's eight water towers.

The Utilities Water Distribution/Sewer Collection Division is responsible for maintenance and repair of more than 100 miles of water distribution mains and over 200 miles of sewer collection mains. This division also maintains the water metering system for all City water customers and oversees an on-going water meter change-out program. A new cycle of water meter change-outs will begin in 2021 to update meters that are now reaching 10 years of use or have begun to lose accuracy. Water meters in the City's water system are read monthly through automated meter reading. In 2021 this division also plans to begin enhancing its current water meter radio read capability. In this process the customer and the Utility will have an improved ability to view water usage on a daily basis and receive alerts if water consumption is unusually high. This improvement will provide an alert system that aids in locating water leaks thus reducing system water loss. This division also pursues an active water and sewer main repair program. The Water Distribution crews repair numerous water main breaks which occur each year and make sure fire hydrants are functioning properly. Sewer Collection crews flush and clean sewer mains on a scheduled basis and also utilizes camera recording equipment to inspect the internal condition of sewer mains. This division also maintains a program to insert liners into existing clay pipe sewer mains in order to keep unwanted groundwater from entering the sewer collection system, thus reducing the potential for sewer back-ups and overflows.

The Wastewater Treatment Division treats over 1.4 billion gallons of sewage each year from areas inside and outside the existing city limits. This division operates two state-of-the-art biological nutrient removal wastewater treatment plants and maintains 38 sewer lift stations necessary to convey wastewater flows through our hilly terrain to the treatment facilities. The wastewater treatment facilities are operated 24 hours a day, seven days per week by state-certified supervisory, operations and maintenance personnel. This division also operates and maintains a regional Class A bio-solids drying facility which is located at the City's Cooper Creek wastewater plant. This facility is utilized to dry processed wastewater sludge, traditionally land-applied to area farmland in a liquid Class B form, into a more user-friendly and environmentally-suitable bio-solid. This

nutrient-rich material is pathogen free and may be used as a safe and beneficial soil additive. With the Cooper Creek site being a regional facility, other municipalities within Taney and Stone Counties also utilize this service.

2020 Strategic Accomplishments

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- ✓ Completed subgrade geotechnical survey and begin design for a permanent flood protection system at the Compton Drive Wastewater Treatment facility.
- ✓ Performed scheduled sewer main and manhole lining, repairs and replacements within the City's sewer collection system.
- ✓ Completed design water and sewer system improvements to the Spring Creek neighborhood and upgrade of existing force mains at City sewer lift stations #17 located in the lower Fall Creek watershed.
- ✓ Completed construction a sewer main extension in the Harmony Lane area.
- ✓ Prepared information for a necessary bond election for future funding of the upcoming water and sewer system expansions and improvements.

2021 Strategic Objectives

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- Complete preliminary design and move to final design for Compton Drive Wastewater Plant Flood Protection.
- Complete design of Dewey Bald Area Water System Improvements.
- Install automated pumping equipment in Lift Station 46 wetwell.
- Complete new EPA Risk & Resiliency requirements, including continuity of operations in conditions such as a pandemic.
- Seek possible grant funding for hardening both City water plant intake stations against flood damage and service interruptions.

2022 - 2025 Strategic Objectives

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- Harden both City water plant intakes against flood damage and service interruptions
- Construction of Dewey Bald Area Water System Improvements
- Upgrade aged and undersized water mains along 76 Country Boulevard

FY2021 Budget

- Upgrade aged and undersized water mains in neighborhoods with priority given to areas with existing lead and copper material lines
- Transition maintenance and repair of sewer service laterals in rights-of-way from the responsibility of customer to Utility
- Provide additional enclosed storage space for maintenance equipment and utility trucks
- Provide Water and Sewer services to annexed areas that have little to no infrastructure
- Expansion of the Cooper Creek Wastewater Treatment Plant
- Personnel structure improvement plan to fulfill staffing needs to meet critical maintenance requirements, regulatory requirements and to provide opportunity for employee growth and advancement.
- Update technical specifications for public water and sewer infrastructure installations

Departmental Expenditures

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Utilities Expenditure by Object	2019 Actual	2020 Budget	2020 Projections	2021 Budget
Personnel Services	3,839,966	3,762,721	3,770,881	3,804,374
Contractual Services	3,055,047	3,481,612	2,831,552	2,875,686
Commodities	675,882	673,134	522,685	536,366
Capital Expenditures	(69,583)	326,000	-	-
Debt Service	-	-	-	-
Depreciation	5,012,032	5,515,959	5,515,959	5,699,862
Transfers	1,676,449	3,714,834	63,114	50,000
Total Utilities	14,189,793	17,474,259	12,704,190	12,966,288

Capital Program



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Capital Budget

The unexpected fiscal impact of the COVID-19 pandemic caused many of the city's planned capital for 2020 to be placed on hold. For FY2021 capital budgeting purposes, departments were directed to request any capital items that had been previously approved in 2020 but were postponed due to revenue shortfalls, in addition to any new requests. In FY2021, the only capital expenditures approved were for \$250,000 in police vehicles in an effort to ensure vehicles continue to be purchased on a rotational basis. Additionally, the Utilities Department has several capital projects that may be completed pending approval for reimbursement from the Taney County Sewer Tax funds.

Regardless of current economic challenges, the city's capital needs are rapidly changing as growth and changes in other local, regional and state government organizations occur. There were approximately \$1.3 million unfunded General Fund requests in 2020. This number grew to over \$13 million in 2021, including items that weren't purchased from FY2020. While capital needs are anticipated in multi-year projections for items such as building upgrades, vehicle replacements and Water/Sewer production and treatment systems, there are some instances that immediate needs arise. Special attention is vital to ensure that the city's fund reserve requirements are maintained at a satisfactory level while also ensuring that the needs of the city are met.

Due to the success achieved for the operating budget, the city expanded the PBB process to include capital in 2018 (2019 budget). The process weighs capital requests against the city's priorities and, for the first time, the city's elected officials and citizen committee members participated in the process. Overall, the process provided another "lens" for leadership to utilize when determining which capital projects to fund. The city's requested capital programs for 2021 can be found beginning on the next page. Included are which priorities (the results) the project will achieve and the PBB program number for tracking purposes.

The following pages show the approved 2020 capital expenditure budget. Please note, the first two digits of the program number denote the budget year the item was originally requested. Unapproved capital items automatically roll to the following budget year. Additionally, the "rank" indicates how closely aligned the project is to the city's overall goals. A score of "2" means the project is more closely aligned compared to a program that scores a "4".

FY2021 CAPITAL EXPENDITURE REQUESTS

	Result Type	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
Intrusion Detection & Prevention Appliance						
IT	Gov	2173	1		80,000	
Project Description: Implement enhanced security appliance to increase security and threat protection and to adhere to security best practices. Project was funded in 2020 but postponed due to COVID budget cuts.						
Cisco Network Switch Replacements						
IT	Gov	2174	1		80,000	
Project Description: Replacement of 24 CISCO Network switches currently in use throughout the city's network infrastructure. The existing switches were installed in 2013 and are going end of support life by the vendor. This prohibits future security patching and support of the hardware. Staff standardizes network hardware as much as possible. Keeping up-to-date and current network infrastructure hardware is crucial to protecting the city's technology resources.						
Hwy. 76 Segment 1, & 2 Design						
Public Works	Comm	2129	1		500,000	
Project Description: Final consultant design of Hwy. 76 Segments 1 & 2 from Branson Ferris wheel property to the Butterfly Palace to include sewer line and surface or pedestrian improvements to increase the aesthetics, pedestrian accessibility, stimulate redevelopment on vacant parcels and to improve the vitality of this important commercial district. Construction contract bidding will begin upon completion of design and approval by 76 Entertainment District CID, Capital Improvements Committee and Board of Alderman. Design and construction of Segment 4 from Presley's theater to Tanger Blvd.						
WiFi Hardware Upgrades						
IT	Gov	2172	1		25,000	
Project Description: This is an upgrade from wireless "N" standard to modern "AC" or "WiFi 6" standard. The existing hardware will not be supported by CISCO after 2021 for both break/fix and security vulnerability patches. Additionally, the new WiFi hardware will increase performance, reliability and coverage of the wireless networks used daily for city operations.						
City Hall Boiler Unit						
Public Works	Gov	2112	1		30,000	
Project Description: Replace Chromalox hot water boiler unit that was placed in city hall in 1983 that due to age has reached its capacity. This unit provides heat for the police department, the entry to city hall at finance and a portion of the finance department. The city has been advised by our HVAC contractor that replacement parts are no longer available for purchase. This capital expenditure was approved in the fy2020 PBB process but was put on hold due to covid-19.						

Transportation Master Plan

Public Works Comm 2125 1 300,000

Project Description: The city's current Transportation Master Plan was completed in 1990 and pre-dates Branson Landing, Branson Hills, and any new development including the Branson Airport. The Transportation Master Plan was approved in 2017 and a contract approved with Transystems out of Kansas City but due to lack of funding was stopped. Not only is the transportation master plan overdue for updating, it is also a critical component of the Branson community plan 2030. The PBB review team approved the Transportation Master Plan as part of the FY2020 capital budget but due to COVID-19, this project was put on hold. The new transportation master plan will provide the city the ability to require increased developer participation in roadway improvements necessitated by their development. This will also include the development of an Americans with Disabilities Act (ADA) Master Plan.

Fire Station & Police Headquarters Design and Construction

Public Works Comm 2128 1 1,255,932

Project Description: Architectural and engineering services for the complete design of both facilities and construction administration to include bidding phase services. Fire Station #4 will be on city owned property located on Champagne Boulevard and the Police Headquarters building will be located on city owned property on Forsyth Street. Upon approval of the final design documents, online bidding will commence, contractor will be selected and construction will begin.

Compton Drive Flood Protection

Utilities Comm 2151 1 480,000

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

Campground Site Improvements

Parks and Rec Comm 2159 1 20,000

Project Description: As part of the continual improvement of the Lakeside RV Park, this project would allow us to upgrade some of the last non-concrete sites in the park, located along the back row near the pavilion. There are currently 15 sites located in this area, but they are fairly narrow and not accommodating for today's larger RVs. This project would take those 15 gravel sites, and convert them to 7 large concrete sites with additional parking for boats and vehicles as well as picnic and fire pit areas for each site, making them extremely desirable to park users. Similar projects have been completed throughout the park and have proven to be extremely successful. Current occupancy in this area is approximately 38%. With these changes, we would estimate the new sites would see an occupancy of approximately 60%, and with the upgrades, this would allow us to charge a premium price for the additional features. Projections show that the Parks Department would be able to increase revenue through this improvement and improve guest experience by providing larger spaces.

Hwy. 76 Utility Undergrounding Segment 3

Public Works Comm 2130 1 1,800,000

Project Description: The city has been working very closely with area utility companies to bury the existing utilities underground in the constructed duct bank from Presley's theater to the Ferris wheel property on Hwy. 76 Segment 3 improvements. This will consist of reimbursement agreements with the utility companies and will complete the construction project in that segment. This request will also include the utility under grounding costs for Segments 1, 2 & 4 which will begin in 2022 due to the complete annexation of the Hwy. 76 Community Improvement District.

Outdoor Warning Siren Replacement

Fire Comm 2166 1 50,000

Project Description: Request to replace two (2) Outdoor Warning Sirens replacing older units exceeding 30 years of service.

Parnell Park Improvements

Parks and Rec Comm 2162 1 30,000

Project Description: This project will provide Parnell Park with a much needed makeover. The severely deteriorated tennis court will receive a 2 inch asphalt overlay. The court will then be painted and striped by park staff to create 3 Pickleball courts. The lights will be upgraded to LED. A small picnic shelter will also be constructed by park staff.

Camera System Replacement for City Hall

IT Gov 2171 1 50,000

Project Description: Replace existing camera system in use at City Hall. The existing system was installed 15+ years ago. Several cameras no longer function and the system is based on outdated coax technology. The NVR server is not upgrade-able to a current operating system and is no longer connected to the network because it does not comply with security requirements. Videos must be viewed on device and not over the network. The new camera system will use modern IP technology and the updated cameras will provide much clearer videos. It is the city's goal to standardize all future camera systems installed on a single platform to increase security efficiencies and enable the city's dispatch center to view all cameras. Annual ongoing cost of \$1,200.

Plotter Upgrade - Replace OCE Scanner/Printer

Public Works Comm 2118 1 35,000

Project Description: The OCE color wave 650 plotter was purchased in 2013 and the city opted out of the maintenance plan. This plotter is used by multiple departments in the city and was projected to have a 10 year life span. It has performed very well until 2018. Since October of 2018, the department has had to replace major components resulting in \$8,400 in repair costs. This plotter/printer/scanner is used continuously every day producing maps for citizens, developers, engineers, interdepartmental departments and organizations. Without this equipment, the GIS Division cannot provide optimal customer service to inner departments as well as the public as a whole. The department would like to purchase a similar machine with newer technological advances annually.

Cantwell Park Rehabilitation Project

Parks and Rec Comm 2153 1 60,000

Project Description: The retaining wall at Cantwell Park is in need of replacement replaced as it is in a state of deterioration. The concrete block wall was built in the mid-1960's and pieces are deteriorating with blocks broken and falling out. The wall supports the popular outdoor basketball court that is used by many of the families in the neighborhood. The wall is approximately 85 feet long and varies in height from 1-5 ft. A new wall will be erected in its place. In addition, the basketball court is also starting to show signs of deterioration. The Parks Department would also recommend replacing the current court with a concrete basketball court. This project was approved as part of the 2020 capital budget and postponed due to COVID-19.

Hwy. 165 & Hwy. 76 Intersection Improvements

Public Works Comm 2115 1 600,000

Project Description: Intersection improvements were originally prepared as part of highway 76 segment 3 improvements at the Highway 165, Gretna & Highway 76 intersection. That project has since been changed from full intersection improvements to an eastbound right turn lane to turn south on Hwy. 165 from eastbound Hwy. 76 in order to assist in better traffic flow for vehicles turning south on Hwy. 165. This project was held off during construction of the project due to the undergrounding of the utilities at this intersection.

Dewey Bald Water Tower (phase 1 of 2)

Utilities Comm 2105 1 2,025,360

Project Description: Water system improvements to provide water service to annexed area of the city not currently provided. Provides higher water pressure in areas where pressure is not adequate. Enhances fire protection and provides additional stored water for peak demands. This is phase 1 of 2, with a total anticipated cost of \$4.1 million over a two year period (including a 10% contingency).

Rec Plex Water Tower renovation

Utilities Comm 2150 1 450,000

Project Description: Scheduled painting and repair of the water tower at the City Rec Plex. This tower was constructed in 2006 and is due for refurbishment. Exterior coatings are beginning to fail.

Eiserman Park Porous Walking Path

Parks and Rec Comm 2152 1 25,000

Project Description: In 2019, Missouri State University was awarded a 319 Water Quality Grant from the Department of Natural Resources to document and improve water quality in Lake Taneycomo and the surrounding watershed. The City of Branson was invited to participate in the grant project by hosting a water quality demonstration site for a porous pavement hiking trail in Branson. This demonstration project will consist of 10,000 square feet of porous pavement trail to be located in Eiserman Park adjacent to the Branson Community Center. The City of Branson will be responsible for approximately \$25,000 in materials and grade work to complete the project. The remaining \$75,000 will be provided by the Department of Natural Resources through the grant for the porous surface. This surface is slip resistant, does not puddle or ice over and is fully accessible and flood resistant. This project will utilize 3,000 recycled tires that otherwise would have been waste material. The trail will provide seniors utilizing the Community Center a have a safe place to exercise outdoors, and be an important addition to Branson's overall trail system.

Fire Engine replacement

Fire Comm 2164 1 860,000

Project Description: Project supports the purchase of a Fire Engine for Fire Station #1. The new apparatus will be equipped for fire suppression including a 1,500 gpm fire pump with foam capabilities and rescue operations to meet Insurance Services Organization (ISO) and National Fire Protection Association (NFPA) standards. This project would replace current Engine 1 (Unit 224) that has completed 14 years of front line service. It would move to reserve status and Reserve Engine 10 (Unit 049) would be retired from service. Note: Typical construction time is 365 days or more.

Sewer Collection Rehabilitation

Utilities Comm 2139 1 350,000

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

Replacement Vehicle #205 (trash truck)

Parks and Rec Comm 2161 2 115,000

Project Description: A 2008 Isuzu, this is the trash truck utilized by the park maintenance staff to pick up trash in the parks, downtown and campground. This vehicle is scheduled to be replaced as part of the vehicle replacement program. This vehicle has 85,762 miles and maintenance costs to date are \$15,432.64. This truck will be replaced with a larger 8 yard trash truck with compactor to assist in increased trash load.

City-wide Unmanned Aerial Vehicle

Police	Comm	2179	2	36,000
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Project Description: City-wide unmanned aerial vehicle (drone)

Rebuild Compton Effluent Pumps

Utilities	Comm	2107	2	24,000
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Project Description: Scheduled rebuild of one of three existing effluent pumps at the Compton Wastewater Treatment Plant. These units are scheduled for rebuild every 12 years to maintain efficiency and reliability.

Patrol Replacement Vehicles

Police	Comm	2178	2	250,000
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Project Description: Replacement of patrol cars. Part of leasing program. Replace six patrol vehicles leased in 2018 under a three-year lease program. Five Dodge Charger patrol cars, one Ford SUV Supervisor car.

Vehicle Replacement (Unit #189)

Planning & Devel	Comm	2101	2	25,000
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Project Description: Replacement of a 2004 Chevrolet Colorado currently in use by the Building Division. The vehicle currently has over 135,000 miles and maintenance costs to date in excess of \$6,500. This vehicle was set for replacement in 2014.

Replace Vehicle #152

Parks and Rec	Comm	2155	2	26,000
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Project Description: This 2008 Ford Ranger is utilized by the park maintenance staff as a pool vehicle to perform various maintenance needs in the parks, public restrooms and campground. This vehicle is utilized as the restroom route vehicle, traveling to each public and park restroom twice a day for cleaning. This vehicle was scheduled to be replaced as part of the vehicle replacement program in 2020, and has since been taken out of service by the Garage. We have been provided a loaner vehicle that was scheduled to be taken out of service as well. The loaner vehicle does not have working air conditioning or heat. The Parks Department would recommend replacing this vehicle with a transit van to allow for better transportation of janitorial and sanitizing equipment, improving efficiency. This vehicle was first requested to be replaced in 2018.

Hydraulic Dump Trailer

Parks and Rec	Comm	2158	2	7,500
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Project Description: As the Parks Department has taken a larger role in trail maintenance and tree maintenance, it has become increasingly more important to have the ability to haul off large amounts of brush and downed trees. Currently, the only unit we have in service that has a dump bed in unit #37. Unit #37 is a 1996 Ford F350, and was given to the Parks Department after being taken out of service by Public Works. The current mileage on the truck is 85,739, and the maintenance costs to date are \$19,567. The vehicle was scheduled to be replaced in 2018. The hydraulic dump trailer is a significantly cheaper option, as opposed to replacing the flatbed truck.

Water System GPS Unit

Utilities	Comm	2144	2	18,000
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Project Description: Survey grade GPS unit to capture point locations of new and existing assets.

New vehicle (replace Unit 162)

Planning & Devel	Comm	2100	2	25,000
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Project Description: Replacement of a 2002 Ford Explorer XLT currently in use by the Building Division. The vehicle currently has over 135,000 miles and maintenance costs to date in excess of \$9,000. This vehicle was set for replacement in 2012 and has been identified on the General Fund Equipment Replacement Schedule as "poor -replace soon". The vehicle was additional approved and budgeted

to be replaced in 2020, but removed from the budget due to the COVID-19 pandemic's effect on the City's finances.

Caudill Way Low Water Crossing

Public Works	Comm	2114	2	145,000
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Project Description: Replacement of existing low water crossing with a box culvert structure on Caudill Way. This crossing will allow a second emergency exit for Taneycomo Acres.

Replace 2011 Ford F-350 Pickup with Plow - Unit #279

Public Works	Comm	2127	2	48,000
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Project Description: Unit #279 is a 2011 Ford F-350 pickup with plow attachment used by the street department to transport employees and material to various city street maintenance projects such as herbicide spraying, trash pickup, mowing, concrete repairs, and snow removal. This unit has maintenance costs totaling \$7,837 with approximately 87,000 miles. The replacement vehicle will be purchased through the lease/purchase program.

Scheduled Lift Station Pump rebuild/replacement

Utilities	Comm	2134	2	108,000
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Project Description: As part of Utilities asset management approximately 10 lift station pumps will be removed annually for evaluation and rebuild. Rebuilds are generally necessary every 7 years. Pump replacement is anticipated after approximately 21 years of use. There are currently 72 pumps under this program.

RecPlex Exterior Building Painting

Parks and Rec	Comm	2160	2	30,000
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Project Description: Repainting of the exterior of the Branson RecPlex is needed to maintain the appearance of the building. In 2021, the building will be 16 years old and has never been repainted. A quote was received to power wash, paint all entry metal beams and soffit, repair and repaint the stucco.

Painting Branson Landing Boulevard & Veterans Bridge Pedestrian Railing

Public Works	Comm	2113	2	60,000
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Project Description: This project will consist of removal, sandblasting and powder coating/painting approximately 1,600 linear feet of the existing pedestrian walkway railing on both the Branson Landing Boulevard Bridge and the Veterans Bridge.

Celtic Bridge Replacement

Public Works	Comm	2116	2	165,000
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Project Description: Replacement of a 20' bridge located on Celtic Drive. During bridge inspection in 2019 by MODOT personnel, it has been recommended that his bridge be replaced to prevent further erosion or loss of roadway. There are currently cracks and deterioration on the abutments, piers and decking. This bridge was built in 1960 and is made of reinforced concrete slab material. MODOT is recommending the old bridge be removed and a new 39' bridge be built to replace the existing bridge.

Paint Striper

Public Works	Comm	2117	2	68,000
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Project Description: This paint striper will provide the streets department with striping capabilities to produce professional results. It can be mounted on a heavy duty pickup or flatbed currently in fleet and will be easy to operate. It is a self-contained unit with three-gun striper and two (2) sixty-gallon paint tanks for even pressure of paint and bead application. The purchase of this machine will alleviate hiring of outside contractor for street striping projects. This capital expenditure was approved in the fy2020 PBB process but was put on hold due to Covid-19. Improve aesthetics and add to life of structure.

Cooper Creek - Intermediate Upgrades UV Refurbishment

Utilities	Comm	2170	2	210,000
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Project Description: Refurbishment of existing ultra violet disinfection equipment at the Cooper Creek Wastewater Plant effluent. Work will include replacement of major components of the existing system. Such as controller boards, transformers, UV intensity monitors, lamps, sleeves and related electrical components. The improvements will increase efficiency and increase the life of the systems and allow automatic operation, this is an intermediate improvement to delay full replacement which is estimated at 1.8 million dollars.

Community Center Access Road

Parks and Rec	Comm	2156	2	25,000
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Project Description: This project would construct an asphalt access road around the back of the Branson Community Center and out to Compton Drive. Currently, the access behind the building dead ends, forcing users to back up. This access road would reduce congestion in the parking lot and allow volunteer drivers better access to pick up meals to be delivered to homebound seniors. This would increase safety as the drivers would not have to back up and risk an accident. In addition, this area has seen an increase in use due to the large number of groups not only using Branson Community Center, but also Eiserman Park due to the new Pickleball courts. The access road would allow some much needed parking spaces to be better utilized by guests.

Lift Station #46 - Install Pumps and Controls

Utilities	Comm	2132	2	430,000
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Project Description: By terms of a 2007 agreement between Whisper Cove development and the City, the city currently transports wastewater from the wet well, of an unequipped city lift station, by pump truck to the city sewer system. This project is to install submersible pumps and controls in the existing lift station wet well located in the Whisper Cove development. Whisper Cove is located on the west side of highway 265 and currently uses the on-site city lift station wet well as a holding tank. The developer will pay approximately \$53,000 of the pump installation cost. The developer of the property plans to construct additional condominiums on his property in the near future.

Ground Water Well Service Fund

Utilities	Comm	2106	3	35,000
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Project Description: This internal service fund program is to set aside monies for rebuild or replacement of groundwater well equipment for the City's 6 backup groundwater wells. The City's groundwater wells are used as a backup water supply to the City's surface water plants. Equipment in this condition has a life expectancy of 10 - 12 years.

Replace Bucket Truck - Unit #86

Public Works	Comm	2121	3	85,000
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Project Description: Purchase of a used bucket truck with capabilities of reaching at least 44' with low mileage and an insulated boom with an articulating man basket for use in tree trimming and removal, replacing street lights and repair or replacement of traffic signals. This new truck will include a jib lift that will allow employees to lift equipment or large accessories from the ground to working height. Existing bucket truck can only reach heights of 24' which does not allow the streets department to service majority of street lights. Existing bucket truck is used across multiple departments. A 2000 Dodge 3500 unit #86 will be auctioned as surplus.

Replacement Mower #260

Parks and Rec	Comm	2154	3	11,200
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Project Description: Mower #260 is a Skag Turf Tiger that was given to the Parks Department after it was taken out of service by the Public Works Department. The mower currently has 2,224 hours, and is in need of replacement. This unit has required extensive repairs to keep it in operation, including having the deck rebuilt in 2018. This year the Parks Department has taken on mowing all parks and public grounds, due to canceling the mowing contract during the COVID-19 Pandemic. As it continues to

deteriorate, this unit is becoming cost prohibitive to fix due to the parts and labor. To continue to mow and maintain the RecPlex, athletic facilities and other park areas, it will be necessary to replace this unit. This mower would be replaced with a similar mower.

Watchguard 4RE LPR Integration

Police	Comm	2180	3	6,210
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Project Description: Each WatchGuard camera will come with an LPR accessing the same database that our current LPRs carry. This is a force multiplier that alerts officers in real time on wanted offenders, officer safety, stolen vehicles, etc.

Housing Project Parking Lot

Administration	Comm	2182	3	175,000
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Project Description: This project will include the demolition of two existing houses and the construction of a new parking lot located between Pacific Street and the alley adjacent to the housing authority. This new parking area will include 26 new parking spaces and will provide additional parking options to residents/visitors of the housing authority property as well as other local businesses.

WT Chlorine Leak Scrubber

Utilities	Comm	2110	3	250,000
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Project Description: The Meadows Water Treatment Plant has 1-ton gas chlorine containers for the process of disinfection in water. If one of the 1 ton chlorine containers would have a substantial leak, the chlorine scrubber system would contain all of the chlorine safely and have less, if not any, impact on the public.

Compton Drive Sludge Basin Aeration Blowers

Utilities	Comm	2142	3	30,000
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Project Description: Scheduled replacement of two of five aerator blower unit(s) at the Compton Drive Wastewater Plant. These blowers are used to aerate and mix sludge holding basins at the treatment facility. Replacement is necessary to maintain reliability.

Replacement Utility Terrain Vehicles

Parks and Rec	Comm	2157	3	16,000
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Project Description: A 2006 John Deere Gator CX, utilized for maintenance needs within the Parks Department, was scheduled to be replaced in 2018. This unit currently has 4,011 hours of usage. It is recommended to be replaced between 2,500-3,000 hours. In addition, a 2010 John Deere Gator TS is also scheduled for replacement. This unit is utilized by Parks staff to assist in the maintenance of baseball and soccer fields, and currently has 3,911 hours of usage. The Parks Department would recommend replacing both units with similar UTVs as part of our ongoing replacement program.

Fire Marshall Vehicle Replacement

Fire	Comm	2165	3	35,000
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Project Description: This project supports the purchase of a light-duty pick-up truck for the Technical Services Division. The vehicle replaces Unit 208, a 2005 Chevrolet Trailblazer with 140,000 miles. The vehicle is used for construction, lodging, fire & life safety, and operational permit site inspections plus fire investigations and community risk reduction programs (hauling props including the fire extinguisher prop). It will be outfitted with a mobile data computer, camper shell / topper to secure equipment, and basic emergency warning equipment. This vehicle is projected to be removed from service and sold.

Analytics software

Police	Comm	2175	3	9,700
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Project Description: Analytics software to quickly gather and analyze data and enhance operations. Allows analyst to quickly gather and analyze data on a platform that works together for predictive and crime analysis.

Spring Creek Water Mains - Construction

Utilities	Comm	2169	3	500,000
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Project Description: Installation of water mains in Spring Creek. Area adjacent to city limits currently served by city water to a connected private water system. Proposed improvements would eliminate private system connection, provide ability to loop existing dead end city mains and provide water service to annexed area to the city not currently provided water service.

Motorola/Cody Systems Interface

Police	Comm	2177	3	17,500
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Project Description: Interface to provide pathway for Motorola system cameras to interface with CODY records management system.

Replace 2009 Radar Trailer

Public Works	Comm	2119	3	15,000
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Project Description: This trailer is used for traffic studies including vehicle speed and vehicle counts at various locations throughout the year. This trailer was purchased in 2009 and was scheduled to be replaced in 2018.

Replace 2014 6" Zero Turn Mower

Public Works	Comm	2120	3	10,000
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Project Description: This equipment is used by the Public Works Street Department to maintain the city's right of way and green spaces of city owned buildings and parking lots.

Rebuild/Replace Compton Drive Aerators (2)

Utilities	Comm	2140	3	40,000
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Project Description: Scheduled replacement of one aerator gear box unit at the Compton Drive Wastewater Plant. These drives are the main aeration and mixing components of the biological process. Replacement is necessary to maintain reliability.

Rebuild/Replace Compton Drive Waste Sludge Pumps

Utilities	Comm	2141	3	20,000
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Project Description: Scheduled rebuilds of one of two existing sludge return pumps at the Compton Wastewater Treatment Plant. These units are scheduled for rebuild every 10 years to maintain efficiency and reliability.

Add Valve Exercizer/Vac Trailer

Utilities	Comm	2146	3	120,000
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Project Description: Due to the new regulatory requirements of Water Safety and Security Act, requires the exercizing and maintaining of fire hydrants and valves. Valve Exercizer will make the time spent on maintaining and exercizing more efficient and effective.

Advanced Metering Infrastructure (AMI) System

Utilities	Comm	2103	3	165,000
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Project Description: AMI equipment systems improve the process of collecting water meter data and subsequent billing by providing staff and customers with immediate access to current water usage. The objective is to provide the most economical and reliable service to customers by providing timely access to data in the home or business, allowing the residents and businesses to better control usage. This will also improve operational efficiency and reduce costs through prompt notification of leaks instead of relying on single monthly meter reads.

Spring Creek Sewer Mains - Construction

Utilities	Comm	2137	3	500,000
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Project Description: Area adjacent to city limits currently served by city sewer. Existing sewer mains in the area are 4" and connect multiple properties. Improvement would allow for 8" sewer mains to be installed which could be maintained with city equipment.

Repair Meadows Filter Rehab/Walls

Utilities	Comm	2148	3	30,000
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Project Description: Remove all anthracite and sand from the filter. Clean and inspect the under drainage of the filter system. Repair and address any issues found (if any) and clean the sand and anthracite and re-install. Add any additional sand and anthracite as needed to fulfill the quantity of each to normal operational requirements. The gravity filter system is 23 years old and has not had a complete inspection from a professional contractor qualified to do so. The filtration system removes particles from suspended water to protect from pathogens that may have not been removed from the flocculation, coagulation and sedimentation process that occurs before filtration.

SCBA Compressor and Cascade System

Fire	Comm	2167	3	75,000
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Project Description: This project replaces the dated Compressor and Cascade System fill air tanks and provide stored containment for the firefighters Self-Contained Breathing Apparatus (SCBA) worn in hazardous environments. The current system is over 20-years-old and nearing end-of-life use. This system was requested in a 2020 FEMA Fire Act Grant awarded to the City to replace 40 SCBA Units plus spare bottles. This system did not get approved in the grant award. The system was then approved in the 2020 capital process, though cut due to the COVID crisis. This system is needed to compliment the new SCBA units for efficient operations.

Additional Sewer Camera Equipment and Trailer System

Utilities	Comm	2102	3	121,000
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Project Description: Scheduled addition of second sewer camera equipment system. The planned addition of a second camera system will provide the ability to perform more gravity sewer system inspections and maintenance. Anticipated life span of this equipment is approximately 12 years. With the age of existing equipment at 6 years a second system allows replacement equipment to be staggered every 6 years.

Rebuild/Replace Lift Station 21 Pump

Utilities	Comm	2134	3	32,000
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Project Description: As part of Utilities asset management lift station pumps from Lift Station #21 will be removed on 6 year intervals for evaluation and rebuild. Pump replacement is anticipated after approximately 18 years of use.

Compton Drive Flood Protection

Utilities	Comm	2151	3	10,119,000
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Project Description: Funding for building of the Compton Drive Wastewater Plant flood protection system. With numerous extreme flood events over the last decade it has been determined the Compton facility is at extreme risk of flood damage up to complete inundation. Replacement of the Compton Drive Wastewater Plant would be in excess of 80 million if completely destroyed by flood waters. Excessive environmental damage would also occur while the facility is off line due to improper treatment of sewage.

Demo of Concrete Tanks Lift Station #31 & #36

Utilities	Comm	2104	3	60,000
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Project Description: These are large concrete basins from previously used sewer treatment plants that were recently used for lift station flow equalization basins that are no longer needed. The removal of the basins would reduce risk and liability, allow cleanup of the property and prepare them for possible resale.

WD/SC Maintenance Facility - Build #2 Eng

Utilities	Comm	2109	3	32,000
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Project Description: This project will be engineering to add a second building at the Water Distribution and Sewer Collection maintenance facilities located at Cooper Creek. The second building will provide necessary space to house equipment utilized in operation and maintenance of the city's water distribution and sewer collection systems. This building will include 5 garage bays for parking equipment out of inclement weather, work areas and storage areas for inventory parts and materials.

Stairway Repairs for Pacific Street Water Tower

Utilities	Comm	2111	3	50,000
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Project Description: Repair of stairway at Pacific Street Water Tower office installed in 2008.

Rebuild Compton Drive Return Pumps (4)

Utilities	Comm	2131	3	60,000
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Project Description: Scheduled rebuilds of four existing sludge return pumps at the Compton Wastewater Treatment Plant. These units are scheduled for rebuild every 6 years to maintain efficiency and reliability.

Lift Station #4 Gravity Sewer - Eng Construction

Utilities	Comm	2133	3	30,000
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Project Description: Engineering to remove existing lift station from service and reduce labor, operating and maintenance costs. This sustainable project will reduce current annual operating costs by approximately \$9,600 per year. Taking lift stations out of service whenever possible reduces the risk for sanitary sewer overflows which are being strictly regulated by state and federal regulatory agencies. In this project the existing 14-year-old pumping equipment will be removed and the structures will be demolished. This project was outlined in the 2008 wastewater conveyance study performed by Archer Engineering as a recommended improvement.

Replace 2005 Chevrolet Trailblazer – Unit #199

Public Works	Comm	2123	3	35,000
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Project Description: This will consist of replacing the Streets Department MS4 Storm Water Coordinator 2005 Chevrolet Trailblazer. Maintenance costs to date are \$8,235 and mileage is 125,866. We are recommending purchase of a Colorado and it will be purchased through the lease program. This vehicle was scheduled to be replaced in 2015 per the vehicle replacement schedule. Unit #199 will be auctioned as surplus upon receipt of new vehicle.

Replace Unit #88 - Olathe Brush Chipper

Public Works	Comm	2126	3	70,000
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Project Description: Replacement of 1993 Model Wood Chipper to provide better capabilities and safer equipment for employees. Request was approved in 2017 for the purchase but due to lack of funding was not purchased. According to the equipment replacement schedule, this machine has been scheduled for replacement since 2002. There are many inefficiencies with the outdated equipment such as no emergency safety equipment. This machine will also include a winch that will allow maneuverability of larger branches and smaller trees.

Less lethal launcher

Police	Comm	2176	3	6,000
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Project Description:

Interview Room Equipment

Police	Comm	2181	3	5,540
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Project Description: Update equipment in the current investigations interview room. The new equipment will integrate surveillance, key card access, audio/video intercom, emergency notifications, intrusion alarms and sensors to detect sound and air quality.

Replace Unit #214 - 2009 Freightliner Dump Truck to WWT

Utilities	Comm	2143	4	112,000
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Project Description: Scheduled replacement of a 2009 Freightliner Dump Truck. This vehicle has 34,456 miles on it and has a replacement score of 8.8 out of 20 points.

Pacific Street Tower AC Duct Replacement

Utilities	Comm	2147	4	40,000
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Project Description: Replacement of HVAC ductwork at Pacific Street Water Tower office installed in 2006.

Patrol Replacement Vehicles

Police	Comm	2178	4	150,000
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Project Description: Replacement of patrol cars. Part of leasing program. Replace six patrol vehicles leased in 2018 under a three-year lease program. Five Dodge Charger patrol cars, one Ford SUV Supervisor car.

Sewer Collection Rehabilitation

Utilities	Comm	2139	4	350,000
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Project Description: Improve the integrity of the existing sewer mains and manholes to limit the impact and costs for the treatment of ground water. Sections of the sewer collection system have been in service for more than 50 years. The sewer mains and manholes are showing signs of deterioration allowing ground water to infiltrate the collection system which impacts the lift stations, treatment plants, and the environment. The system's capacity is impacted by volume of flow detention and requiring elevated cost for treatment.

Add 3/4 ton Utility Truck

Utilities	Comm	2145	4	50,000
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Project Description: Due to the new regulatory requirements of Water Safety and Security Act, requires the exercising and maintaining of fire hydrants and valves.

Outdoor Warning Siren Replacement

Fire	Comm	2166	4	55,000
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Project Description: Request to replace two (2) Outdoor Warning Sirens replacing older units exceeding 30 years of service.

Replace Unit #328 2014 Polaris UTV

Utilities	Comm	2138	4	26,000
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Project Description: Scheduled replacement of a 2014 Polaris UTV SC Unit #328. This six-wheel drive unit has reached the end of its optimum use. This unit has a total of 393.9 hours and 1,771 miles. UTV is used to access sewer main easements, hauling equipment, and accessing off road areas.

Ground Water Well Service Fund

Utilities	Comm	2106	4	35,000
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Project Description: This internal service fund program is to set aside monies for rebuild or replacement of groundwater well equipment for the City's 6 backup groundwater wells. The City's groundwater wells are used as a backup water supply to the City's surface water plants. Equipment in this condition has a life expectancy of 10 - 12 years.

Command Staff Vehicle Replacement

Fire	Comm	2163	4	55,000
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Project Description: Project replaces the Command Staff Vehicle for the Division Chief of Operations. This vehicle provides command support at fire-rescue incidents. The vehicle will be outfitted with a modular command work station and warning equipment. This request will replace Unit 271, a 2010 Ford Expedition with 104,000 miles. It will be re-purposed as a station vehicle (light rescue) to help reduce movement of the fire apparatus and serve as a reserve command staff car.

Five-Year Capital Summary

The table below shows departmental requests for capital items through 2025. Items highlighted in green for FY2021 are approved for the current year budget. These are projections only for future year capital.

Five-Year Future Capital Requests

FY2021 Approved capital items are highlighted in green.

General Fund

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Information Technology							
Camera System for City Hall*	50,000	-	-	-	-	50,000	1,200
Cisco Switch Replacements	80,000	-	-	-	-	80,000	2,500
Intrusion Detection & Prevention Appliance*	80,000	-	-	-	-	80,000	2,500
WIFI Hardware Replacement*	25,000	-	-	-	-	25,000	1,100
Cisco Call Manager Upgrade	-	45,000	-	-	-	45,000	1,200
Financial & Operational Transparency Platform	-	50,000	-	-	-	50,000	25,000
Storage Area Network (SAN) Replacement	-	-	85,000	-	-	85,000	3,500
Cisco Servers Replacement	-	-	70,000	-	-	70,000	2,500
Core Network Switch Replacement	-	-	-	50,000	-	50,000	2,800
<i>Subtotal Information Technology</i>	235,000	95,000	155,000	50,000	-	535,000	42,300
Planning & Development							
Replace Unit 162 - Ford Escape*	25,000	-	-	-	-	25,000	-
Replace unit 189 - 2004 Chevy Colorado	25,000	-	-	-	-	25,000	-
<i>Subtotal Planning & Development</i>	50,000	-	-	-	-	50,000	-
Engineering							
City Hall Boiler Unit	30,000	-	-	-	-	30,000	-

FY2021 Budget

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Plotter Upgrade - Replace OCE Scanner/Printer	35,000	-	-	-	-	35,000	1,500
Replace 2012 Ford Escape - Unit #288	28,000	-	-	-	-	28,000	-
City Hall Carpeting	-	400,000	-	-	-	400,000	-
<i>Subtotal Engineering</i>	193,000	400,000	-	-	-	593,000	1,500
Parks & Recreation							
Eiserman Park Porous Walking Path	25,000	-	-	-	-	25,000	-
Cantwell Park Rehabilitation Project	60,000	-	-	-	-	60,000	-
Replacement Mower #260	11,200	-	-	-	-	11,200	-
Replace Vehicle #152	26,000	-	-	-	-	26,000	-
Community Center Access Road	25,000	-	-	-	-	25,000	-
Replacement Utility Terrain Vehicles	16,000	-	-	-	-	16,000	-
Hydraulic Dump Trailer	7,500	-	-	-	-	7,500	-
Campground Site Improvements	20,000	-	-	-	-	20,000	-
RecPlex Exterior Building Painting	30,000	-	-	-	-	30,000	-
Replacement Vehicle #205 (trash truck)	115,000	-	-	-	-	115,000	-
Parnell Park Improvements	30,000	-	-	-	-	30,000	-
Roark Creek Trail Extension	101,250	100,000	60,000	-	-	261,250	-
Campground WiFi Equipment Replacement	-	20,000	-	-	-	20,000	-
Pool Grate Replacement	-	30,000	-	-	-	30,000	-
Trail Improvements - Roark Creek Trail	-	50,000	-	-	-	50,000	-
Athletic Field Lighting Improvements	-	21,250	-	-	-	21,250	-
Replacement Flooring at the RecPlex	-	68,000	-	-	-	68,000	-

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Replace Roof at the Community Center	-	50,000	-	-	-	50,000	-
Replace Vehicle #255	-	32,000	-	-	-	32,000	-
Utility Tractor Replacement	-	22,000	-	-	-	22,000	-
Soccer Field Turf	-	1,700,000	-	-	-	1,700,000	-
Caudill Park Improvements	-	-	45,000	-	-	45,000	-
<i>Subtotal Parks & Recreation</i>	466,950	2,093,250	105,000	-	-	2,665,200	-

Public Safety Fund

Police							
Analytics Software	9,700	-	-	-	-	9,700	5,400
Interview Room Equipment	5,540	-	-	-	-	5,540	-
Less Lethal Launcher	6,000	-	-	-	-	6,000	-
Motorola/CODY Systems Interface	17,500	-	-	-	-	17,500	6,250
Patrol Fleet Replacement	250,000	150,000	-	250,000	-	650,000	-
Unmanned Aerial Vehicle	36,000	-	-	-	-	36,000	-
WatchGuard 4RD LPR Integration	6,210	-	-	-	-	6,210	1,710
Evidence Vehicle Replacement	-	40,000	-	-	-	40,000	-
Online Reporting Software	-	11,500	-	-	-	11,500	-
SWAT Operator Equipment	-	18,200	-	-	-	18,200	-
Replace Canams (2)	-	-	40,000	-	-	40,000	-
SWAT Vehicle	-	-	60,000	-	-	60,000	-
Mobile Command Unit	-	-	-	100,000	-	100,000	-
Replace K9	-	-	-	-	20,000	20,000	-
<i>Subtotal Police</i>	330,950	219,700	100,000	350,000	20,000	1,020,650	13,360
Fire							
Command Staff Vehicle Replacement	55,000	55,000	-	-	-	110,000	-

Project Name	2023	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Fire Engine Replacement	860,000	-	-	-	-	860,000	-
Fire Marshal Vehicle Replacement	35,000	35,000	-	-	-	70,000	-
Outdoor Warning Siren Replacement	50,000	55,000	-	-	-	105,000	-
SCBA Compressor and Cascade System	75,000	-	-	-	-	75,000	-
Fire Engine - Station #4	-	800,000	-	-	-	800,000	-
Fire Station #3 Driveway Replacement	-	20,000	-	-	-	20,000	-
<i>Subtotal Fire</i>	1,075,000	965,000	-	-	-	2,040,000	-
Non-Departmental							
Fire Station & Police Headquarters Design	1,255,932	-	-	-	-	1,255,932	-
Construction Fire Station	-	3,701,000	-	-	-	3,701,000	-
Construction Police HQ	-	3,000,000	7,000,000	1,100,000	-	11,100,000	-
<i>Subtotal Non-Departmental</i>	1,255,932	6,701,000	7,000,000	1,100,000	-	16,056,932	-

Tourism Fund

Public Works/Engineering							
Hwy 165 & 76 Intersection Improvements	600,000	-	-	-	-	600,000	-
76 Utility Undergrounding - Segments 1, 2, 3 & 4	1,800,000	150,000	850,000	100,000	-	2,900,000	-
<i>Subtotal Public Works/Engineering</i>	2,400,000	150,000	850,000	100,000	-	3,500,000	-

Transportation Fund

Public Works/Engineering							
Painting Branson Landing Blvd & Veterans Bridge Pedestrian Railing	60,000	-	-	-	-	60,000	-

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Caudill Way Low Water Crossing Design & Construction	145,000	-	-	-	-	145,000	-
Celtic Bridge Replacement	165,000	-	-	-	-	165,000	-
Paint Striper	68,000	-	-	-	-	68,000	-
Replace 2009 Radar Trailer	15,000	-	-	-	-	15,000	-
Replace 2014 61" Zero Turn Mower	10,000	-	-	-	-	10,000	-
Replace Bucket Truck - Unit #86	85,000	-	-	-	-	85,000	-
Replace 2001 Ford Explorer - Unit #98	35,000	-	-	-	-	35,000	-
Replace 2005 Chevrolet Trailblazer - Unit #199	35,000	-	-	-	-	35,000	-
Transportation Master Plan	300,000	-	-	-	-	300,000	-
Replace Unit #88 - Olathe Brush Chipper	70,000	-	-	-	-	70,000	-
Replace 2011 Ford F-350 Pickup with Plow - Unit #279	48,000	-	-	-	-	48,000	-
Replace 2002 Chevrolet C7500 Flatbed - Unit #166	-	130,000	-	-	-	130,000	-
Replace 2002 John Deere Backhoe - Unit #173	-	102,000	-	-	-	102,000	-
Replace 2008 Ford F350 - Unit #175	-	43,000	-	-	-	43,000	-
Replace 2012 International Dump Truck - Unit with Plow - Unit #304	-	160,000	-	-	-	160,000	-
Replace 2014 61" Zero Turn Mower - Unit #342	-	10,000	-	-	-	10,000	-

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Replace 2014 61" Zero Turn Mower - Unit #343	-	10,000	-	-	-	10,000	-
Replace Unit #109 - Goosen Bale Chopper	-	-	9,500	-	-	9,500	-
Replace Unit #194 - Ingersol Rand Compressor	-	-	25,000	-	-	25,000	-
Replace Unit #156 - 2008 Ford F350	-	-	45,000	-	-	45,000	-
Replace Unit #233 - 2009 Freightliner Combo Vac Truck	-	-	110,000	-	-	110,000	-
	-	-	350,000	-	-	350,000	-
<i>Subtotal Public Works/Engineering</i>	1,036,000	455,000	539,500	-	-	2,030,500	-

Water Sewer Fund (620, 145, 146 Combined)

Utilities							
3-4 Ton Utility Truck	50,000	-	-	-	-	50,000	-
Additional Sewer Camera Equipment & Trailer System	121,000	-	-	-	-	121,000	-
Advanced Metering Infrastructure (AMI) System	165,000	165,000	165,000	165,000	165,000	825,000	-
Compton Plant Flood Protection	480,000	10,119,000	-	-	-	10,599,000	-
Demolition of Concrete Tanks Lift 31 & 36	60,000	-	-	-	-	60,000	-
Dewey Bald Water Tower Phase 1	2,025,360	2,025,360	400,000	-	-	4,450,720	12,000
Gravity Sewer Extension to Lift Station #4 Extension	30,000	-	-	-	-	30,000	-
Ground Water Well Service	35,000	35,000	35,000	35,000	35,000	175,000	-
HVAC Repairs of ducts at Pacific Street Water Tower	40,000	-	-	-	-	40,000	-

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Intermediate Upgrades - CC UV Refurbishment	210,000	90,000	-	-	-	300,000	-
Lift Station #21 Pump Rebuild	32,000	-	-	-	-	32,000	-
Lift Station #46 Install Pumps and Controls	430,000	-	-	-	-	430,000	-
Lift Station Pump Rebuild & Replacement	108,000	140,000	110,000	110,000	110,000	578,000	-
Pager System and Radios LS	30,000	-	-	-	-	30,000	-
Rebuild Compton Drive Effluent Pumps	24,000	26,000	26,000	-	-	76,000	-
Rebuild Compton Drive Return Pumps	60,000	-	-	-	18,000	78,000	-
Rebuild Cooper Creek Aerators	40,000	-	-	49,000	44,000	133,000	-
Rebuild Four Compton Drive Aeration Blowers	30,000	-	-	-	-	30,000	-
RecPlex Water Tower Renovation	450,000	-	-	-	-	450,000	-
Repair Meadows WTP Filter Walls	30,000	30,000	30,000	30,000	-	120,000	-
Replace #179 (2006 Ford F250)	38,000	-	-	-	-	38,000	-
Replace Vehicle #214 (Dump truck)	112,000	-	-	-	-	112,000	-
Replace Vehicle #297	38,000	-	-	-	-	38,000	-
Replace Vehicle #328	26,000	-	-	-	-	26,000	-
Sewer Collection and System Rehab	350,000	350,000	350,000	350,000	350,000	1,750,000	-
Spring Creek Sewer Mains - Construction	500,000	-	-	-	-	500,000	-
Spring Creek Water Mains - Construction	500,000	-	-	-	-	500,000	-
Stairway Repairs for Pacific Street Tower	50,000	-	-	-	-	50,000	-
Valve Exerciser and Vac Trailer	120,000	-	-	-	-	120,000	-
Water System GPS Unit	18,000	20,000	-	-	-	38,000	-

FY2021 Budget

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
WDSC Maintenance Facility Building #2 Eng.	32,000	-	-	-	-	32,000	-
WT Chlorine Leak Scrubber	250,000	-	-	-	-	250,000	-
Crosby Water Tower Renovation	-	350,000	-	-	-	350,000	-
Lift Station #10 Equipment & Generator Upgrade Construction	-	400,000	-	-	-	400,000	-
Lift Station #34 Equipment & Generator Upgrade Construction	-	350,000	-	-	-	350,000	-
Meadows Intake - Alluvial Well Feed System	-	25,000	150,000	-	150,000	325,000	-
Meadows Raw Water Basin Sealing	-	30,000	35,000	-	-	65,000	-
Rebuild Cliff Intake Pump	-	27,000	-	29,000	-	56,000	-
Replace Vehicle #212 (Tank Truck)	-	165,000	-	-	-	165,000	-
Replace Vehicle #291	-	50,000	-	-	-	50,000	-
Replace Vehicle #294	-	118,000	-	-	-	118,000	-
Replace Vehicle #296	-	455,000	-	-	-	455,000	-
Roark Watershed Sewer Collection Equalization Tank	-	1,200,000	-	-	-	1,200,000	-
Scheduled Rebuild Cooper Creek Influent Pumps	-	25,000	-	-	-	25,000	-
Scheduled Rebuild- Replacement Cooper Creek Aerators	-	47,000	-	-	-	47,000	-
Wastewater Conveyance Study Update	-	70,000	-	-	-	70,000	-
Water Main Replacement Highway 76	-	945,000	998,000	998,000	998,000	3,939,000	-

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Water Main Replacement Downtown	-	125,000	125,000	-	-	250,000	-
Water Master Plan Update	-	70,000	-	-	-	70,000	-
WD SC Maintenance Facilities Construction	-	500,000	-	-	-	500,000	-
Bee Creek Watershed Collection Flow Equalization Tank	-	-	1,600,000	-	-	1,600,000	-
Cliff Drive Raw Water Basin Sealing	-	-	20,000	-	-	20,000	-
Construction Lift Station #17 Force Main Upgrade	-	-	750,000	-	-	750,000	-
Intermediate Improvements - Meadows Roof Replacements	-	-	250,000	-	-	250,000	-
Lift Station #17 Pump Rebuild	-	-	32,000	-	-	32,000	-
Lift Station #21 Engineering	-	-	90,000	-	-	90,000	-
Lift Station #38 Gravity Sewer Engineering	-	-	140,000	-	-	140,000	-
Rebuild CC Aeration VFD's	-	-	30,000	-	-	30,000	-
Rebuild CD Aeration VFD's	-	-	30,000	-	-	30,000	-
Rebuild Cliff WTP High Service Pump	-	-	28,000	29,000	-	57,000	-
Rebuild Compton Drive Aerators	-	-	42,000	-	-	42,000	-
Rebuild of CC Influent Pumps	-	-	26,000	27,000	-	53,000	-
Rebuild of CD Influent Pumps	-	-	60,000	-	-	60,000	-
Repair Compton Effluent Backup Generator	-	-	240,000	-	-	240,000	-
Replace Odor Control Blowers CD CC	-	-	30,000	-	-	30,000	-
Replace Unit #147 2000 Portable Generator	-	-	75,000	-	-	75,000	-

FY2021 Budget

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Replace Vehicle #197	-	-	35,000	-	-	35,000	-
Replace Vehicle #302	-	-	54,000	-	-	54,000	-
Replace Vehicle #303	-	-	65,000	-	-	65,000	-
Replace Vehicle #310	-	-	38,000	-	-	38,000	-
Replace Vehicle #320	-	-	38,000	-	-	38,000	-
Replace Vehicle #319	-	-	36,000	-	-	36,000	-
Scheduled Replacement Compton Drive Influent VDF's	-	-	20,000	20,000	-	40,000	-
Waterline Rehab Neighborhoods	-	-	1,650,000	1,650,000	1,650,000	4,950,000	-
Asphalt Overlay for Compton Cooper Creek WWTP	-	-	-	75,000	-	75,000	-
Asphalt Seal Meadows and Cliff WTP	-	-	-	9,000	-	9,000	-
Compton Chlorine Feeders	-	-	-	45,000	-	45,000	-
Cooper Creek Intermediate Upgrades - Roof Replacement	-	-	-	200,000	-	200,000	-
Lift Station #21 Construction	-	-	-	750,000	-	750,000	-
Lift Station #39 Upgrade	-	-	-	75,000	500,000	575,000	-
Rebuild CD Aeration VFD's	-	-	-	30,000	30,000	60,000	-
Rebuild Meadows Intake Pumps and Valves	-	-	-	32,000	-	32,000	-
Rebuild Replace CC Waste Sludge Pump	-	-	-	22,000	23,000	45,000	-
Replace CC Aeration VFD's	-	-	-	30,000	-	30,000	-
Replace Unit #148 2001 Portable Generator	-	-	-	75,000	-	75,000	-
Replace Unit #211 2005 6 inch Godwin Pump	-	-	-	56,000	-	56,000	-
Replace Unit #346 Skid Steer	-	-	-	70,000	-	70,000	-

Project Name	2021	2022	2023	2024	2025	5-Year Total	Ongoing Costs
Replace Unit #346A Skid Steer Brush Cutter Attachment	-	-	-	12,000	-	12,000	-
Replace Unit #358 1997 Flusher Truck	-	-	-	15,000	-	15,000	-
Scheduled Lift Station #21 Pump Rebuild	-	-	-	32,000	-	32,000	-
Walmart Water Tower Renovation	-	-	-	550,000	-	550,000	-
Lift Station #13 Upgrade Engineering	-	-	-	-	94,000	94,000	-
Lift Station #17 Pump Rebuild	-	-	-	-	32,000	32,000	-
Meadows Intake Pumps & Valves	-	-	-	-	32,000	32,000	-
Pacific Street Water Tower Renovation	-	-	-	-	500,000	500,000	-
Replace Vehicle #345	-	-	-	-	75,000	75,000	-
Replace Vehicle #345C	-	-	-	-	8,000	8,000	-
Replace Vehicle #350	-	-	-	-	38,000	38,000	-
Replace Vehicle #391	-	-	-	-	75,000	75,000	-
Meadows Filter Backwash Blowers	-	-	-	-	30,000	30,000	-
Meadows Flocculator Gear Drives	-	-	-	-	40,000	40,000	-
Rebuild Compton Drive Clarifier Drives	-	-	-	-	200,000	200,000	-
Replace Compton Drive Sulfur Dioxide Feeders	-	-	-	-	40,000	40,000	-
<i>Subtotal Utilities</i>	6,484,360	17,952,360	7,803,000	5,570,000	5,237,000	43,046,720	12,000



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

Fund Summaries



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Fund Summaries

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - General Fund				
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	5,493,560	4,548,828	6,113,040	2,563,430
REVENUES:				
Taxes & Franchise Fees	15,556,075	15,983,432	11,023,830	13,554,446
Licenses and Permits	1,223,974	988,340	674,571	803,340
Court Receipts	184,090	185,000	100,332	185,000
Lease and Rents	1,559,308	1,504,658	979,796	1,459,981
Charges for Services	1,535,059	1,367,485	1,168,574	1,312,327
Intergovernmental	6,356	0	16,620	0
Interest Income	505,905	231,252	200,000	210,000
Bond Proceeds	0	0	0	0
Misc. Revenue	123,917	43,034	35,630	43,034
TOTAL REVENUE	20,694,683	20,303,201	14,199,353	17,568,128
TOTAL AVAILABLE FUNDS	26,188,243	24,852,029	20,312,393	20,131,559
EXPENDITURES				
Mayor & Board	114,779	143,164	113,164	108,364
City Administration	476,485	593,072	575,072	597,374
Communications	88,756	103,906	92,405	92,391
City Clerk	396,878	452,989	417,839	508,205
Municipal Court	345,527	394,001	370,051	390,666
IT	652,735	703,221	664,421	701,534
Legal	334,505	364,366	300,366	301,731
Finance	1,023,811	1,116,626	1,096,796	998,421
Human Resources	552,644	657,684	591,720	608,126
Police	0	0	0	0
Fire	0	0	0	0
Public Works	731,080	738,948	636,765	711,637
Planning & Development	837,736	781,460	757,460	737,429
Engineering	715,899	784,039	747,560	781,905
Debt Service--Principal, Interest & Fiscal Charges	113,274	111,757	111,757	238,580
Non-Depart.	1,606,814	1,867,610	1,899,610	2,054,567
Operating Expenditures	7,990,924	8,812,844	8,374,987	8,830,930
TOTAL EXPENDITURES	7,990,924	8,812,844	8,374,987	8,830,930
Transfers From Other Funds	138,307	137,905	123,587	137,905
Transfers To Other Funds	12,222,587	12,327,762	3,598,012	2,945,553
Transfer to Public Safety Fund		0	5,899,550	5,899,550
ENDING UNRESERVED FUND BALANCE	6,113,040	3,849,328	2,563,430	2,593,431
	Reserve %		31%	29%
30% RESERVE AVAILABLE FOR CAPITAL OUTLAY			2,512,496	2,649,279
Capital Expenditure			50,934	(55,848)
Internal Service Fund			(23,640)	0
One Time Expenditure			0	0
			0	(34,000)

City of Branson				
Combined Statement of Budgeted				
Revenues and Expenditures - Transportation Fund	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	2,104,452	1,382,155	2,334,356	1,844,674
REVENUES:				
Taxes & Franchise Fees	6,659,351	6,787,693	4,656,603	5,705,443
Misc. Revenue				
TOTAL REVENUE	6,659,351	6,787,693	4,656,603	5,705,443
TOTAL AVAILABLE FUNDS	8,763,803	8,169,848	6,990,959	7,550,117
EXPENDITURES:				
Public Works	3,709,506	4,763,613	3,302,091	3,888,676
TOTAL EXPENDITURES	3,709,506	4,763,613	3,302,091	3,888,676
Transfers From Other Funds	23,099	330,000	-	50,000
Transfers To Other Funds	2,743,040	2,845,930	1,844,194	1,845,767
ENDING UNRESERVED FUND BALANCE	2,334,356	890,305	1,844,674	1,865,674
Reserve %				48%
30% MINIMUM RESERVE REQUIREMENT				1,166,603
AVAILABLE FOR CAPITAL OUTLAY				699,072
Capital Expenditure				-
Internal Service Fund Transfer				-
One Time Expenditure				(21,000)

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Capital Projects - 140				
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	921,824	1,157,845	1,105,289	871,218
REVENUES:				
Taxes & Franchise Fees	-	-	-	-
Licenses and Permits	-	-	-	-
Court Receipts	-	-	-	-
Leases and Rents	-	-	-	-
Lease Termination	-	-	-	-
Charges for Services	-	-	-	-
Intergovernmental	-	-	-	-
Interest Income	-	-	-	-
Misc. Revenue	-	-	-	-
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	921,824	1,157,845	1,105,289	871,218
EXPENDITURES:				
Capital Outlay	777,371	3,527,371	268,661	-
Debt Service--Principal, Interest & Chg.	-	-	-	-
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	777,371	3,527,371	268,661	-
Transfers From Other Funds	960,837	3,291,352	34,589	125
Transfers To Other Funds	-	-	-	-
ENDING UNRESERVED FUND BALANCE	1,105,289	921,826	871,218	871,343

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund BM-160				
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	2,620,838	2,295,081	2,290,285	1,869,168
REVENUES:				
Taxes & Franchise Fees	1,554	1,000	550	75
Interest Income				
Bond Proceeds				
Misc. Revenue				
TOTAL REVENUE	1,554	1,000	550	75
TOTAL AVAILABLE FUNDS	2,622,392	2,296,081	2,290,835	1,869,243
EXPENDITURES:				
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	1,630,000	1,710,000	1,710,000	1,795,000
Debt Service--Interest & Fiscal Charges	1,303,131	1,221,631	1,221,631	1,136,131
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	2,933,131	2,931,631	2,931,631	2,931,131
Other Fin. Sources--Refunded Bonds	-	-	-	-
Transfers To Other Funds	-	-	-	-
Transfers From Other Funds	2,601,024	1,964,680	2,509,963	2,041,172
ENDING UNRESERVED FUND BALANCE	2,290,285	1,329,130	1,869,168	979,283

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund-BL 165/171				
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	14,635,463	14,778,584	15,057,128	5,306,297
REVENUES:				
Taxes & Franchise Fees	2,889,896	2,866,031	2,465,222	2,550,005
Licenses and Permits	-	-	-	-
Court Receipts	-	-	-	-
Leases and Rents	455,000	455,000	455,000	455,000
Lease Termination	-	-	-	-
Charges for Services	-	-	-	-
Intergovernmental	3,615,076	3,564,106	2,437,379	2,711,307
Interest Income	484,664	410,000	225,500	250,400
Unrealized Gain/(Loss)	17,242	-	-	-
TOTAL REVENUE	7,461,878	7,295,137	5,583,101	5,966,712
TOTAL AVAILABLE FUNDS	22,097,341	22,073,721	20,640,228	11,273,009
EXPENDITURES:				
Finance	-	3,000	29,301	3,000
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	4,915,000	12,405,000	12,405,000	5,130,000
Debt Service--Interest & Fiscal Chg	4,565,950	4,132,113	4,132,113	3,706,013
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	9,480,950	16,540,113	16,566,414	8,839,013
Other Fin. Sources--Refundings	-	-	-	-
Transfers From Other Funds	3,306,731	3,061,598	1,841,669	1,706,106
Transfers To Other Funds	865,994	-	609,186	3,900
ENDING UNRESERVED FUND BALANCE	15,057,128	8,595,206	5,306,297	4,136,202

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund-BH 170				
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	8,145,171	9,357,462	8,249,647	9,378,783
REVENUES:				
Taxes & Franchise Fees	784,780	789,233	789,233	735,100
Licenses and Permits	-	-	-	-
Bond/Loan Issuance	-	-	-	-
Leases and Rents	-	-	-	-
Lease Termination	-	-	-	-
Charges for Services	-	-	-	-
Intergovernmental	3,601,595	3,537,448	3,537,448	3,369,296
Interest Income	159,014	100,000	90,139	91,041
Misc. Revenue	-	-	-	-
TOTAL REVENUE	4,545,389	4,426,681	4,416,821	4,195,437
TOTAL AVAILABLE FUNDS	12,690,560	13,784,143	12,666,467	13,574,219
EXPENDITURES:				
Finance	-	-	-	-
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	3,450,000	2,045,000	2,045,000	2,105,000
Debt Service--Interest & Fiscal Chg	2,547,282	2,053,759	2,053,759	1,917,180
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	5,997,282	4,098,759	4,098,759	4,022,180
Other Fin. Sources--Refundings	-	-	-	-
Transfers From Other Funds	1,556,368	1,474,679	811,074	813,037
Transfers To Other Funds	-	-	-	-
ENDING UNRESERVED FUND BALANCE	8,249,647	11,160,063	9,378,783	10,365,076

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Parks & Recreation				
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	507,834	523,073	718,149	546,048
REVENUES:				
Cigarette Tax	75,827	70,000	72,000	75,000
Campground	915,092	830,875	743,366	927,200
Intergovernmental -- Grants/Misc Revenue	22,652	0	0	0
Rents & Leases	138,789	138,145	130,736	140,836
Contributions	72,098	65,000	51,790	55,000
Pool Admissions	116,756	123,900	66,944	128,600
Swim Team	10,786	19,700	3,255	17,900
Ball Programs	142,018	135,580	98,115	172,100
Golf	0	0	0	0
Tennis Revenue	5,903	1,500	9,515	16,000
Recreation Center/Tournaments	146,508	128,160	88,006	137,100
Concessions	186,895	198,250	120,500	190,000
Day Camp	64,245	74,400	8,720	65,000
Dog Park	7,275	5,500	2,500	6,200
Community Center	29,491	26,000	15,286	27,000
Special Events	15,456	11,500	16,750	14,500
Cheerleading	0	0	0	0
TOTAL REVENUE	1,949,790	1,828,510	1,427,483	1,972,436
TOTAL AVAILABLE FUNDS	2,457,624	2,351,583	2,145,632	2,518,484
EXPENDITURES				
Parks & Recreation Administration	404,568	420,240	401,013	427,724
Recreation Center/Tournaments/Concessions	718,543	826,443	684,940	817,760
Day Camp	67,312	84,073	16,176	82,116
Ball Program	142,266	163,441	134,803	163,114
Campground	358,714	366,647	309,457	358,988
Park Programs/Parks	552,639	718,978	593,730	694,060
Liberty Plaza	10,600	9,100	4,216	10,000
Community Center	90,815	90,234	77,158	90,830
Swimming Pool	145,866	153,653	107,594	155,828
Golf Course	444	0	0	0
Swim Team	17,194	28,423	7,240	23,970
Dog Park	3,426	5,324	4,824	6,762
Special Events/Programs	11,730	17,033	13,433	13,929
Cheerleading	0	0	0	0
Operating Expenditures	2,524,116	2,883,590	2,354,584	2,845,082
Capital Expenditures	5,800	55,000	0	0
TOTAL EXPENDITURES	2,529,916	2,938,590	2,354,584	2,845,082
Transfers From Other Funds	890,441	1,050,000	755,000	763,650
Transfers To Internal Service Funds	100,000	0	0	0
ENDING UNRESERVED FUND BALANCE	718,149	462,993	546,048	437,052
			Reserve %	15%

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures Tourism Fund				
	2019	2020	2020	2021
	Actual	Budget	Projected	Budget
BEGINNING FUND BALANCE	12,374,986	13,855,391	14,468,528	13,865,047
REVENUES:				
Taxes & Franchise Fees	13,061,961	13,159,794	7,237,887	7,310,266
CID Taxes	-	-	-	-
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
Intergovernmental				
Gain/Loss Sale of Asset	27,712			
Interest Income	226,949	161,420	88,781	50,844
Bond Proceeds	-	-	-	-
Miscellaneous	180,000	180,000	180,000	180,000
TOTAL REVENUE	13,496,622	13,501,214	7,506,668	7,541,109
TOTAL AVAILABLE FUNDS	25,871,608	27,356,605	21,975,196	21,406,157
EXPENDITURES:				
Tourism	671,002	3,095,874	1,758,981	1,775,800
76 Project Maintenance	-	-	-	-
Cost of Issuance	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service--Principal	4,366,750	2,980,500	2,980,500	3,020,500
Debt Service--Interest & Fiscal Chg.	681,010	535,919	535,919	417,796
TOTAL EXPENDITURES	8,718,762	6,612,293	5,275,400	5,214,096
Transfers From Other Funds				
Transfers To Other Funds	2,684,318	7,393,015	2,834,749	1,843,125
ENDING UNRESERVED FUND BALANCE	14,468,528	13,351,297	13,865,047	14,348,936

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Public Safety Fund				
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
BEGINNING FUND BALANCE	3,651,613	2,722,798	5,512,467	4,574,021
REVENUES:				
Taxes	5,671,869	5,729,275	3,750,000	4,750,000
Licenses and Permits	26,592	26,845	23,264	23,497
Intergovernmental	259,125	-	165,415	100,000
Interest Income	79,066	9,000	36,514	45,000
Bond Proceeds	-	-	-	-
Misc. Revenue	31,728	8,372	4,837	4,886
TOTAL REVENUE	6,068,380	5,773,493	3,980,031	4,923,383
EXPENDITURES				
Police	6,214,331	6,402,925	6,239,129	6,072,033
Fire	5,281,044	4,430,153	4,193,002	4,359,493
Non-Depart.	409,799	1,473,040	125,896	-
Operating Expenditures	11,905,174	12,306,117	10,558,027	10,431,526
TOTAL EXPENDITURES	11,905,174	12,306,117	10,558,027	10,431,526
Transfers From Other Funds	7,697,649	7,811,494	5,899,550	5,899,550
Transfers To Other Funds	0	750,000	260,000	0
ENDING UNRESERVED FUND BALANCE	5,512,467	3,251,667	4,574,021	4,965,427
Reserve %				48%
30% RESERVE AVAILABLE FOR CAPITAL OUTLAY				3,129,458
Capital Expenditure				1,835,969
Internal Service Fund				(700,000)
One Time Expenditure				(150,240)
Reserve %				32%

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures- COMBINED Water/Sewer 620 Operations, 145 and 146 Capital				
	2019	2020	2020	2021
	Actual	Budget	Projected	Budget
BEGINNING FUND BALANCE	76,551,974	74,184,676	73,297,544	68,053,369
REVENUES:				
Charges for Services:				
Water	4,013,120	3,971,021	2,819,196	2,881,676
Sewer	4,587,384	4,972,170	4,003,901	4,283,000
Rental Income				
Misc. Revenue	89,893	69,000	39,238	74,750
Unrealized Gain/(Loss)	26,960	-	-	-
Nonoperating Revenues (Expenditures)				
Water Connection Charges (145 Fund)	85,617	87,464	1,000	1,010
Sewer Capacity Fees				
Sewer Connection Charges (145 Fund)	340,486	328,081	331,939	335,258
Interest Income	107,264	25,000	35,750	27,000
Donated Funds	178,401	-	-	-
Intergovernmental	314,604	500,000	728,992	1,325,000
Gain on Disposal of Capital Asset	-	-	-	-
Income (loss) before Transfers				
TOTAL REVENUE	9,743,729	9,952,736	7,960,015	8,927,694
TOTAL AVAILABLE FUNDS	86,295,703	84,137,412	81,257,559	76,981,063
EXPENDITURES:				
Operation Expenditures:				
Personal Services	3,839,966	3,762,721	3,770,881	3,804,374
Contractual Services	3,055,047	3,481,612	2,831,552	2,875,686
Commodities	675,882	673,134	522,685	536,366
Capital	1,081,641	6,350,834	1,000,000	1,325,000
Contra Capital Expense	(1,084,735)	-	-	-
Depreciation	5,012,032	5,515,959	5,515,959	5,699,862
Operating Income (loss)	-	-	-	-
TOTAL EXPENDITURES	12,579,834	19,784,259	13,641,077	14,241,288
Transfers From Other Funds	2,605,167	6,024,834	500,000	-
Transfers To Other Funds	3,023,492	3,714,834	63,114	50,000
ENDING UNRESERVED FUND BALANCE	73,297,544	66,663,153	68,053,369	62,689,775

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 601 Water/Sewer				
	2019	2020	2020	2021
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	170,998	1,130,635	1,139,572	1,072,791
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	170,998	1,130,635	1,139,572	1,072,791
EXPENDITURES:				
Capital Outlay	85,509	210,321	129,895	145,487
Debt Service--Principal, Interest & Chg.				
Non-Departmental				
TOTAL EXPENDITURES	85,509	210,321	129,895	145,487
Transfers From Other Funds	1,054,083	626,000	63,114	-
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	1,139,572	1,546,314	1,072,791	927,304

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 602 Public Safety				
	2019	2020	2020	2021
	Actual	Budget	Projected	Budget
BEGINNING FUND BALANCE	110,266	241,893	277,317	407,003
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	110,266	241,893	277,317	407,003
EXPENDITURES:				
Capital Outlay	89,047	198,335	120,314	128,053
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	89,047	198,335	120,314	128,053
Transfers From Other Funds	256,098	286,000	250,000	750,000
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	277,317	329,558	407,003	1,028,950

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 603 Parks				
	2019	2020	2020	2021
	Actual	Budget	Projected	Budget
BEGINNING FUND BALANCE	(10,434)	(8,944)	163,641	132,033
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	(10,434)	(8,944)	163,641	132,033
EXPENDITURES:				
Capital Outlay	18,510	40,510	31,608	18,510
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	18,510	40,510	31,608	18,510
Transfers From Other Funds	192,585	155,000	-	-
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	163,641	105,546	132,033	113,523

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 604 Transportation				
	2019	2020	2020	2021
	Actual	Budget	Projected	Budget
BEGINNING FUND BALANCE	112,005	224,725	207,294	156,592
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	112,005	224,725	207,294	156,592
EXPENDITURES:				
Capital Outlay	37,778	50,988	50,702	50,702
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	37,778	50,988	50,702	50,702
Transfers From Other Funds	133,067	150,000	-	-
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	207,294	323,737	156,592	105,890

City of Branson				
<i>Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 605 General Fund</i>				
	2019	2020	2020	2021
	Actual	Budget	Projected	Budget
BEGINNING FUND BALANCE	-	284,395	111,324	98,559
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	-	284,395	111,324	98,559
EXPENDITURES:				
Capital Outlay	12,901	27,450	12,766	12,766
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	12,901	27,450	12,766	12,766
Transfers From Other Funds	124,225	350,000	-	-
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	111,324	606,945	98,559	85,793



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

Strategic Plan



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Strategic Plan

2021 GOALS

Community
Plan 2030
Reference

Highlighted in yellow = goal shared by Administration

CLERK

Implement PrimeGov (paperless agenda management solution) for all boards, commissions and committees **G-3**

This software solution will be implemented in 2021 for agenda and meeting automation along with committee management. It's an all-in-one legislative management solution.

Process document destruction for those that have reached retention and re-implement the annual process **G-3**

With the restrictions being lifted from City records, the backlog of records that have met retention can now be processed for destruction. We will resume our annual destruction schedules as was done prior to the restrictions.

Evaluation of the Municipal Court functions for streamlining opportunities **G-3**

Review of the judicial process to evaluate opportunities for efficiencies.

FINANCE

Reduce City costs by: public-public partnerships (recycling center) and public-private partnerships (garage/fleet maintenance)

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

Bonding capacity/tourism tax renewal **ED-1.1.2
T-5.2**

Establish an on-going funding strategy to pay for phased infrastructure improvements. Align infrastructure expansion plans with the Capital Improvements Plan. Visitor Communications Continue to clearly communicate and disseminate information to the community and Branson Guest.

Use tax/online sales

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

Departmental processes paperless (p-card, procurement, new modules)

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

Begin business/lodging/contractor/liquor licenses, tourism tax and employee self-serving modules online **GG/ED**

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

Review and revise purchasing, business and liquor license codes

Good Governance-Protects, manages, optimizes and invests in its human, financial, physical and technology resources.

Phone tree for Finance Department

Good Governance-Protects, manages, optimizes and invests in its human, financial, physical and technology resources.

FIRE

Develop a Standards of Cover for the Fire Department

The SOC includes written policies and procedures that establish the distribution and concentration of fixed and mobile resources of the fire department. The SOC is just one part of the accreditation process for a fire department and provides credit towards improving the Insurance Services Organization (ISO) grade for the community.

Research and propose a program to reduce false fire alarm responses.

The FD is considering a program called "The Compliance Engine" powered by Brycer that provides compliance tracking of annual required inspections for fire alarm, fire sprinkler, and fire extinguisher inspections. Brycer charges the inspection business direct and there would be no cost to the City. This may also be used as a revenue generator using an up-charge for City personnel time. Additionally, the FD is researching a code amendment for a fine in relationship to vendors who fail to place fire alarms in test mode and causes a false fire alarm response by the FD.

Provide National Incident Management System (NIMS) training for City personnel.

NIMS training will be provided for City personnel based on their position in comparison to compliance requirements to serve in the Emergency Operations Center and for grant compliance for federal funding.

HUMAN RESOURCES

Improve the HR software platform (applicant tracking and performance management)

Developing new pay structures for City-wide application to help attract and retain the best people

Revising policies and procedures that reflect a changing 21st Century work environment

Working on standards and procedures for integrating telework as a "normal" work function

Look at all means necessary to ensure the City has right balance of risk and coverage for insurance needs

INFORMATION TECHNOLOGY

Upgrade critical network infrastructure switching components to ensure continued network stability	EI-1
Implement enhanced network intrusion detection and prevention solutions to improve cybersecurity posture and better protect the city's resources and operations from growing cyber threats	EI-1
Perform an organizational analysis to further paperless process initiatives for all city departments to include electronic signatures	EI-1

LEGAL

With cooperation, implement digital signatures for contracts and opportunities where legal is needed to approve to form.

With cooperation, streamline Board of Aldermen contract approval through the use of general appropriation bills and resolutions.

With cooperation, move to paperless presence in court for prosecutor regarding tickets, police reports and subpoenas.

PARKS & RECREATION

Continue developing internal service fund for ongoing maintenance issues reducing dependency on funding capital projects **G-4.2, POS-1.3.7**

An internal service fund was established in 2020 to assist the department in funding maintenance and repair needs, such as HVAC replacement, walking path and parking lot over lays, fence repairs, mower replacement and other items that are unfunded. It will be critical to continue to develop and grow the internal service fund to keep up with the infrastructure and maintenance needs of the Park's Department.

Continue efforts to maintain, improve and beautify park facilities (find additional financial sources) **G-4.2, POS-1.3.7**

Continue to look for partnerships to help with funding and/or resource challenges to improve and beautify parks. Neighborhood grants have provided a big boost in the past to help with this initiative.

Implement new outdoor initiatives to diversify programs for the community **POS-1.1**

As Covid-19 continues to impact our programs and events, the Department is focusing on new outdoor initiatives.

Complete phase 3 of the tree inventory plan (tree pruning and trimming at North Beach Park) and initiate reforestation efforts **POS-1.3.7**

In 2019, the Park's Department received a TRIM grant to fund the initial phase of trimming the trees at North Beach Park. These trees were identified as a priority as park of the tree inventory. The second phase of the North Beach tree trimming is planned for 2021. In addition, a focus will be placed on reforestation efforts to effectively plan for the future.

Complete training to develop a staff member as a certified playground inspector

Having a certified playground inspector will provide additional knowledge and assist with playground safety and risk management in the parks.

PLANNING & DEVELOPMENT

Initiate update of the Community Plan 2030	LU-1 G-3
<i>It has been ten years plus since the Community Plan 2030 process started and it has been almost nine years since it was approved and adopted. As the plan is approximately 80% underway, it is more than an appropriate time to update the plan with the community's input and assistance. This had been approved as part of the 2020 budget, but was removed from the budget due to COVID.</i>	
Review and update planning and building fees as necessary to further recoup staff time and costs	G-4.1 LU-2.4
<i>Staff regularly reviews fees to make sure they reflect the City's adopted approach of recouping approximately 90% of staff time and costs associated with any request, application or process. Planning and building fees have largely not been altered for at least five years, and while there is definitely an opportunity for further recoupment, there may also be an opportunity to reduce some fees as many processes have become more efficient with Citizenseve.</i>	
Work with the Finance to coordinate business license classifications with the uses listed in the Unified Development Code	G-4.3.1
<i>When the updated zoning code was adopted in 2016, a new list of possible uses within the community was created and accepted. However, the Finance Department has also created a list of businesses over the years through the business license process. Regularly, a business license is presented for review with a use listed that is unidentifiable. With the acceptance and maintenance of a single list, staff will be more familiar with the list and able to provide a more efficient review.</i>	

POLICE

Reduce UCR Part I Offenses (NIBRS Offenses) by 5%	C-1.3.1, 1.3.4
Realize department-wide full staffing (minus COVID frozen positions)	C-1.2.5
Maintain and enhance community engagement programs (neighborhood watch, S.T.E.P., National Night Out, Explorer Program, Citizens Police Academy, Youth Citizens Police Academy, and Police Volunteer Program)	CC-4.1.2 C-1.2.6, 2.1.2, 4.3.4
Collaborate with Office of Emergency Management and execute All Hazards Table Top Exercise relative to potential threats	C-1.1.1

PUBLIC WORK & ENGINEERING

Continue executing mill & overlay, microsurfacing, striping, curb & gutter, and sidewalks per pavement management system	TR-1TR-1.1.2 TR-5.4.1
Implement bridge rehabilitation and preventative maintenance measures for all city bridges	TR-5.4.1 EI-1.1.1 EI-1.1.2
Continue to research and improve sidewalks to meet federally mandated ADA standards	TR-1.1.4

Migrate the desktop applications to web based for staff, and improve citizen access to GIS data and mapping information. **G-4.2.1**

Pursue new financial resources to help fund long-term storm water monitoring requirements and awareness. **EI-1.4.8**

Research and implement infrastructure application fees from consultants and developers **G-4.2.1**

UTILITIES

Complete preliminary design and move to final design for Compton Drive Wastewater Plant Flood Protection **EI-3**

Ongoing engineering for planned construction of a sheet-pile flood wall which will ring the City's Compton Drive Wastewater Treatment Facility.

Complete design of Dewey Bald Area Water System Improvements. **EI-1**

Finalization of engineering for the planned construction of a 750,000-gallon water tower, associated water booster system and water mains. These improvements will allow for water service to annexed areas not currently served, enhanced water pressure to areas with inadequate pressure and additional water storage within the City's water distribution system for peak demand and fire protection.

Install automated pumping equipment in Lift Station 46 wetwell. **EI-1**

Under an existing contract Utilities transports sewer flows by truck from a sewer wetwell located west of Hwy 265 in the area of Whisper Cover and Estates at Majestic Point. The City has provided this service since 2008. At the start of the agreement only a few dwellings existed in the developments and the flow was easily maintained. With the growth that has occurred in the area it has become difficult to keep pace with truck pumping. With additional construction planned it is necessary to proceed with installation of automated pumping equipment.

Complete new EPA Risk & Resiliency requirements, including continuity of operations in conditions such as a pandemic. **EI-1**

Utilities staff will be working with a group of Cities in Missouri who are consulting with the Missouri Public Utilities Alliance to conduct a required Risk and Resilience Assessment of each entities public water and wastewater system which will result in revisions to existing emergency response procedures to better address current conditions being faced by public utilities.

Seek possible grant funding for hardening both City water plant intake stations against flood damage and service interruptions. **EI-1**

Both City water treatment plant intake stations are susceptible to damage and interruption of operations due to flooding. These are the final two water structures adjacent to Lake Taneycomo that require additional protection. Funding sources may be possible to help off-set the cost of these improvements.

2022-2025 GOALS

Community
Plan 2030
Reference

Highlighted in yellow = goal shared by Administration

CLERK

Review and add additional public access to documents **G-3**

With Laserfiche, additional documents can be faced out for public access. An example of this would be ordinances and resolutions which are available through the intranet but could be faced out with web access on the internet. As more records are added to Laserfiche, additional records can be evaluated for public access.

Centralize City records including paper, electronic and those stored in third party software into an electronic retention repository when possible **G-3**

A continual upgrading of processes, procedures and software to create workflows and paperless processes with the result being a central repository of City records in Laserfiche.

FINANCE

Select third party to audit telephone, electricity, etc. for savings to the City **G**

Work with HR on pay scale revision **G**

Increase credit rating through Standard and Poors process **G**

Redefining the definitions of the Priority Based Budgeting (PBB) goals and overall PBB review

Timekeeping system for all employees to save time and money as well proper programs accountability across departments

Good Governance- Protects, manages, optimizes and invests in its human, financial, physical and technology resources.

Continue to review fee schedules **G-4.2.2**
POS-1.2.3

Start the process for renewal of the Transportation Tax (sunsets in 2025)
Achieve a 30% reserve

FIRE

Fire Station #4 - design, build, equip and staff a new fire station serving the southwest part of the City

This project is currently on hold during the COVID pandemic that has affected revenues for our City. Hopefully, or optimistically, this project will move forward in the future to better serve the southwest parts of the City.

Develop and implement a dashboard system to track and monitor performance measures

As part of the accreditation process, the FD needs to establish a dashboard system to better track performance measures – examples include turn-out & response times, personnel response numbers to working fires, fire & life safety inspections and compliance.

Adopt the 2024 ICC Codes in partnership with the Planning & Development Department

The City is currently using the 2018 ICC code series. In years past, we have adopted every other series (done every three years) and we do not want to be more than one series out of compliance to sustain ISO ratings for the community.

Complete a Community Risk Assessment

This is an evaluation of fire and non-fire hazards and risk, taking into account all pertinent facts that increase or decrease risk in order to define standards of cover for the community as part of the accreditation process.

Replace dated Outdoor Warning Siren Units and integrate electronic monitoring and activation

The FD has been replacing the OWS units as needed (equipment failures) with several remaining that are 30 plus years old that are no longer supported by the vendors. As equipment is replaced, we are working to build the system to be monitored and to be activated electronically with a goal of reducing maintenance and city personnel time.

HUMAN RESOURCES

Improve the HR software platform (onboarding and employee learning and development)

Developing a methodology for succession planning across all departments to respond to possible retirements of senior staff

Looking at all means necessary to reign in benefits costs without exposing employees to unacceptable risks

Developing new pay structures for City-wide application to help attract the best people

Ensuring taking all steps necessary to hire the best people available for the position

INFORMATION TECHNOLOGY

Create an updated strategic information technology plan for the organization to use as a roadmap and clearly identify, document, and strategically fund a unified vision for important technology projects and initiatives

Improve the technology governance of the organization by formalizing processes and procedures to ensure that technology investments support specific business objectives

Identify opportunities to better leverage technology to enhance the community in areas such as communication, wayfinding, traffic management, parking, citizen engagement, and improved transparency

Establish dedicated funding sources for technology items to improve planning for future technology projects and fund critical network infrastructure and cybersecurity components to ensure they are replaced timely according to industry standards

Procure and implement a modern cloud-based Enterprise Resource Planning (ERP) system to replace the city's current drastically outdated financial system

Implement a new system to provide on-demand reporting with real-time data and dashboard features that are accessible by all city staff and the public to increase transparency, decision making, and reporting capabilities

Identify cost-effective opportunities to migrate operational software to secure cloud-based platforms to increase employee mobility, improve disaster recovery, and reduce local infrastructure demand

PARKS & RECREATION

Develop a plan to expand the campground

POS-1.2.1

Expanding the campground would meet a need for current demand and provide additional revenue for the Park's Department.

Establish a park or greenspace for residents in the southwest portion of the community

POS-1.3.4

This need was identified in the 2030 Community Plan.

Continue to establish public, private relationships as a way to improve programs, events and facilities

POS-1.3.6

Public Private partnerships will continue to be crucial in assisting the Park's Department with funding, providing additional resources for programs and events and address the expansion of Branson's athletic initiatives.

Continue to develop a connected trail system

**POS-3.1.2,
3.1.3**

Additions to the Roark Creek trail were planned in 2020 to extend the trail system. These projects were delayed due to funding challenges due Covid-19. We hope to continue with trail develop and especially a connect trail system in future years.

Develop a park master plan

POS-1.3.1

Developing a park master plan is an unfunded goal. The plan could help identify needs in the department and possibly funding mechanisms.

PLANNING & DEVELOPMENT

Implement a contractor certification process in conjunction with contractor licensing so applicants can prove reasonable competency in specific building trades (i.e. electrical, mechanical and plumbing)

LU-3.2

In an effort of trying to do more with less, staff continues to conduct the required and necessary building inspections with only two full-time staff. A required certification process would insure their time is not wasted at any jobsite, and that their inspections can be performed as efficiently as possible. This would be due to an increased confidence in the contractor's abilities and skills as opposed to the current system which allows anyone to be a contractor of a trade without any training or knowledge.

Work with Taney County on county-wide building and zoning codes	G-4.3
<i>There is significant need to strengthen the City's relationship with the County to insure development and construction near the City's borders is completed resulting in a safe and sound structure. Because the likelihood of surrounding properties eventually annexing into the City limits to take better advantage of the City's services, it is in the City's best interests to know what is being annexed is of a certain standard.</i>	
Review and make recommendations for updating the building codes to the 2024 series	G-3
<i>Work with the Fire and Utilities Departments to review and analyze new building codes. While the ICC prepares codes in three year cycles, the City has decided to mirror the other jurisdictions in the region and only review every other cycle. As a result, the 2021 cycle will be skipped.</i>	
Implement new strategies and actions from the Community Plan 2030	
<i>The update of the Community Plan 2030 will provide staff, particularly Planning staff, with guidance as to what the next projects or areas of interest to address are as they pertain to code changes based on the desires of the community.</i>	
Reinstate biennial Community and Business Surveys to evaluate the City's services and offerings	G-3
<i>The City has distributed surveys to residents and business biennially for the past decade as a way to measure its strengths and weaknesses. These surveys were scheduled to be distributed Fall of 2020 but was eliminated due to COVID's impact on the City's budget. It is important when reviewing the survey data for them to be performed around the same time of year to avoid potential discrepancies.</i>	
Provide assistance and support as necessary to the Transportation Master Plan, Parks Master Plan, 76 Streetscape Project and Downtown Streetscape Project	TR-4.1 POS-1.3.1 CC-2,3

POLICE

Develop a department in-service training program and provide topic specific training for all department personnel

Realize department-wide full staffing

Complete successful transition to NIBRS

Maintain Community Engagement Initiatives

Develop sustainable fleet management plan

Complete new facility planning/document process

PUBLIC WORK & ENGINEERING

Research funding sources to implement street light installation in neighborhood subdivisions for safety purposes. **TR-1.1.4**

Research with MODOT additional grant opportunities to continue renovation and replacement of traffic signals throughout the city for enhanced efficiency of traffic movement **TR-4.4, 4.4.2**

Consolidate and centralize all GIS data to enterprise server **G-4.2.1**

Thorough analysis of all roadways, pedestrian and bike circulation, and ADA as well as an analysis of multiple transportation alternatives and alternative methods to colored route system through a Transportation Master Plan	TR-4.1
Review on-street parking standards and determine feasibility of paid parking within the downtown district	TR-1.1.4
Complete storm water and detention system mapping	G-4.2.1
Begin design for segments 1, 2, 4, 5 & 6 of the 76 Entertainment Community Improvement District	T-5.4.1 CC-1.4 CC-2.6 CC-3.6 T-3.1
Asset management software citywide	G-4.2.1
Research funding sources/grants for completing the downtown streetscape improvements	TR-4.4.2
Develop new street standards for all road classifications to include landscape features, sidewalks, street trees, landscape medians, on-street parking, parkways and lighting	TR-1.2.1
UTILITIES	
Harden both City water plant intakes against flood damage and service interruptions	EI-1
<i>Both City water treatment plant intake stations are susceptible to damage and interruption of operations due to flooding. Two structures in the City's infrastructure adjacent to Lake Taneycomo that require additional improvement for flood resiliency.</i>	
Construction of Dewey Bald Area Water System Improvements	EI-1
<i>Planned construction of a 750,000 gallon water tower, associated water booster system and water mains. These improvements will allow for water service to annexed areas not currently served, enhanced water pressure to areas with inadequate pressure and additional water storage within the City's water distribution system for peak demand and fire protection.</i>	
Upgrade aged and undersized water mains along 76 Country Boulevard	EI-1
<i>Necessary water main upgrades to be constructed in conjunction with planned roadway improvements. Project to include 12" water mains on both sides of roadway which will provide a main artery for water flows between the City's water pressure zones and allow a looped redundant feed for all customers along the roadway. The artery is also a necessary component to distribute water to planned improved neighborhood water systems throughout the City.</i>	
Upgrade aged and undersized water mains in neighborhoods with priority given to areas with existing lead and copper material lines	EI-1
<i>Needed water main improvements in City neighborhoods where existing water mains are aging and deteriorating. A large percentage of existing neighborhood water mains are also undersized and do not provide desired water flows for fire protection.</i>	

Transition maintenance and repair of sewer service laterals in rights-of-way from the responsibility of customer to Utility	EI-3
<i>Initiative to further reduce impact of ground water infiltration into the City's sewer collection system, thus reducing treatment and conveyance costs and reducing potential for sanitary sewer overflows. Would allow the Utility to properly maintain connections to public sewer mains and portions of laterals typically under pavement and within easements.</i>	
Provide additional enclosed storage space for maintenance equipment and utility trucks	A35
<i>Additional building bays at the water distribution and sewer collection maintenance area for storage of water pumping equipment and flushing vehicles, excavation equipment and stocked utility trucks.</i>	
Provide Water and Sewer services to annexed areas that have little to no infrastructure	EI-1
<i>A number of areas within the existing City limits are not provided with public water and sewer infrastructure. The goal would be to provide or participate in a cost share for the installation of infrastructure when development occurs in these areas to promote structured growth within the existing City limits.</i>	
Expansion of the Cooper Creek Wastewater Treatment Plant	EI-1
<i>Provide capacity in the Cooper Creek wastewater plant treatment processes to keep pace with growth and demand in the service area.</i>	
Personnel structure improvement plan to fulfill staffing needs to meet critical maintenance requirements, regulatory requirements and to provide opportunity for employee growth and advancement.	
<i>Further personnel structure improvements to enhance our succession plan, which began in 2018, and promote growth while providing a pathway for development of employees with potential to advance within the organization.</i>	
Update technical specifications for public water and sewer infrastructure installations	EI-1
<i>Work with partnering departments to provide a comprehensive update of City technical specifications and design criteria. Utilities focus will be on water and sewer infrastructure to create a uniform document that includes all current specifications for material types and installation procedures of water and sewer mains, service connections and related components.</i>	



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

Glossary & Acronyms

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

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

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

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

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

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

Bond – A written promise to pay a sum of money on a specific date(s) at a specific

interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

BPD – Branson police Department.

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

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

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

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

Capital Expenditures – money spent by the city for acquisition or maintenance of fixed assets, such as land, buildings or equipment.

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

CID – Community Improvement District.

CIP – Capital Improvement Program.

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

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

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

DNR – Department of Natural Resources.

Enterprise Fund – A type of fund required by the Generally Accepted Accounting Principles (GAAP) to account for business-type activities similar to those found in the private sector.

EPA – Environmental Protection Agency.

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

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

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

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

Full-Time Equivalents (FTE) – Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

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

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

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

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

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

GFOA – Government Finance Officers Association.

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

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

LAGERS – Local Government Employees Retirement System.

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

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

funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

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

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

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

MODOT – Missouri Department of Transportation.

NFP: Non for Profit.

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

The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

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

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

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

PBB – Priority-Based Budgeting.

Proprietary Funds – Accounts for services for which the city charges a fee, internally and externally. There are two types of proprietary funds, enterprise and internal service.

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

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

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

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

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

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

TCAD – Taney County Ambulance District

TCHD – Taney County Health Department

Transportation Development District (TDD) – A geographical area or district created under Missouri law to encourage development of the area within its boundaries by imposing a sales tax.

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

End Notes

ⁱ <https://www.census.gov/quickfacts/fact/table/bransoncitymissouri.MO/PST045219>

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

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

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

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

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

^{vii} https://apps.dese.mo.gov/MCDS/Reports/SSRS_Print.aspx?Reportid=f04838c4-c116-4ee1-b9b2-8eb6c4cfab45

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

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

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

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

^{xii} <https://www.tripadvisor.com/TravelersChoice-Attractions>

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

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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
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