

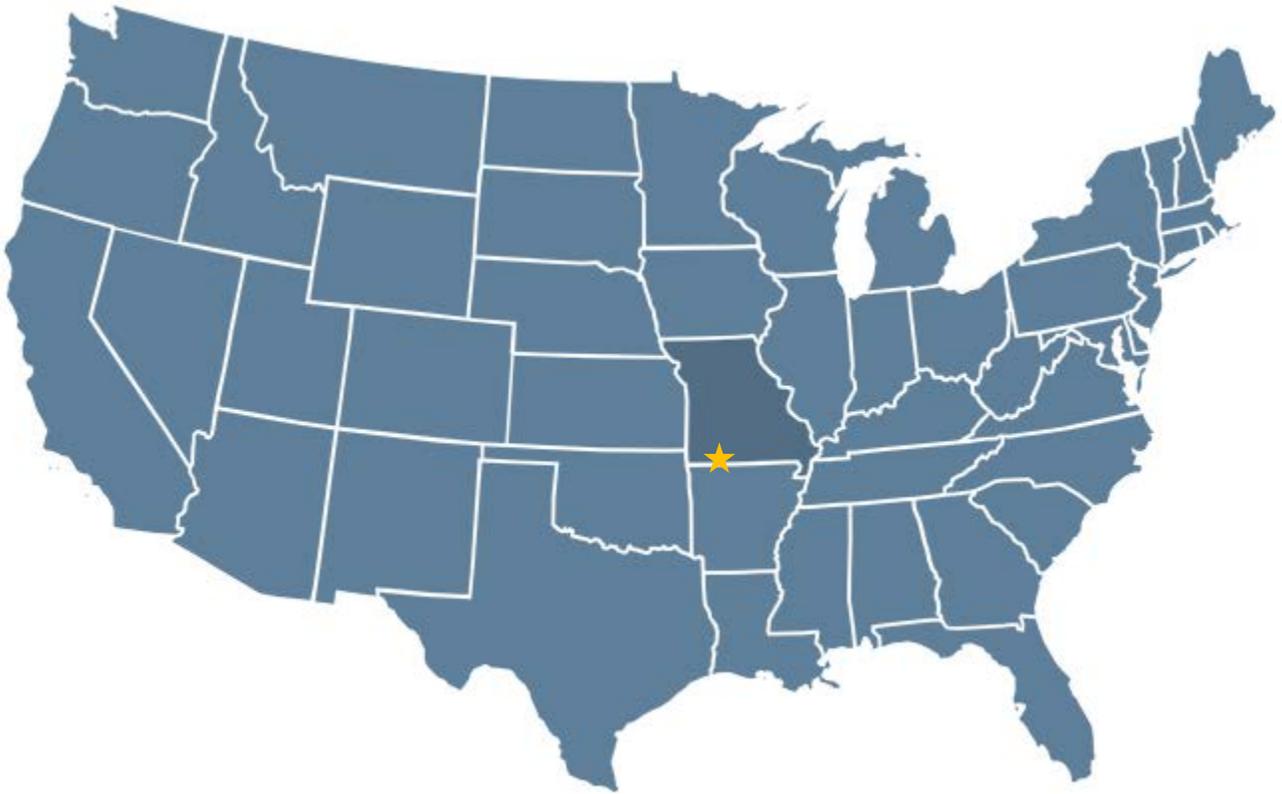
FY 2022
ANNUAL BUDGET

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FISCAL YEAR 2022

OPERATING & CAPITAL BUDGETS

CITY OF BRANSON, MISSOURI



January 1, 2022 – December 31, 2022



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.

Contents

2022 Budget Message	7
Municipal Officials	13
Department Directors	13
Organizational Chart	14
Statistical & Supplemental Information	15
History	15
Government & Organization	15
Community Characteristics	16
Tourism	21
Community Services	25
City Financial Structure, Policy & Process	28
Description of Funds and Fund Types	28
Sources of Revenue	32
Revenue Summary by Fund	37
Financial Policies & Practices	40
Budget	41
Budget Timeline for FY2022 Budget	43
Priority-Based Budgeting	44
Accounting	68
Payroll	68
Investments	68
Purchasing	68
Capital Improvement Program	69
Risk Management	73

Long-Term Indebtedness.....	73
Long-Term Financial Planning.....	77
Expenditure Summary by Fund	78
Departmental Information	80
Five-Year Personnel Summary.....	80
Mayor & Board of Aldermen.....	91
City Administration	93
Communications.....	95
City Clerk & Municipal Court	96
Legal.....	102
Engineering & Public Works.....	104
Finance	113
Fire.....	119
Human Resources	125
Information Technology	131
Parks & Recreation.....	137
Planning & Development.....	143
Police	149
Utilities	155
Capital Budget	165
Five-Year Capital Summary	188
Fund Summaries.....	207
Strategic Plan	227
Glossary & Acronyms.....	241

2022 Budget Message

Honorable Mayor and Board of Aldermen:

It is my pleasure to present the City of Branson's 2022 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.

The City's commitment to financial sustainability helped Branson survive the COVID-19 pandemic of 2020. We continued to see the affects of the pandemic in 2021. It changed the way families vacationed, hindered the ability to fill jobs, increased inflation and slowed commercial projects. Regardless of the shortcomings, many of our businesses had a successful year, with tax revenues coming in higher than ever before, as well as a boom in the housing market. We were also able to provide our employees with a stipend using funds from the American Rescue Plan Act (ARPA).

Although the FY2021 budget was based on FY2019 numbers, we were able to continue 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-19 pandemic. While we continue to focus on the financial aspects of running a city, 2021 showed us that we are a caring and resilient community.

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:

- **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 FY2022 budget:

Major Capital Expenditures include:

- General Fund: \$750,000
- Tourism: \$4,493,000
- Transportation: \$1,825,000
- Public Safety: \$4,241,000
- Water/Sewer: \$2,506,000

Total One-Time Expenditures:

- General Fund: \$63,300
- Transportation: \$30,500
- Public Safety: \$143,650



As we begin FY2022, the pandemic continues to test the City's budget, capital, planned projects and employee wages. However, the 2022 budget provides the resources necessary to meet the needs of our community over the next year. The City's revenues must account for the natural growth in demand for city services, along with the added costs of park rehabilitation, street maintenance, and facility updates. While rising cost and keeping up with inflation continue to be our long-term challenge it is important that we look forward and constantly ask: what do 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 FY2022 budget forecast predicts a 1% increase, over 2021 projections, for both sales and tourism tax growth. 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 21 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 2017 to 2022						
	2017	2018	2019	2020	2021	2022
Original Budget	19,924,442	20,862,403	20,226,956	20,303,201	17,568,128	20,480,467
Revised Budget Projections	20,090,734	19,873,560	20,304,319	14,199,353	19,920,607	
Actuals	19,907,085	20,361,909	20,694,683	17,933,842		

Table 4 shows General Fund expenditures compared to budget projections since 2017.

Table 4 General Fund Expenditures 2017 to 2022						
	2017	2018	2019	2020	2021	2022
Original Budget	16,417,627	17,047,014	9,093,892	8,812,844	8,830,930	8,756,851
Revised Budget Projections	17,507,318	8,813,342*	8,759,395	8,374,987	8,530,620	
Actuals	16,135,757	8,306,742	7,990,924	8,286,605		

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

2022 and Beyond

In 2022, 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
- Continue to research additional ways consolidate services, or consider additional fees for services that have fallen below the market
- Continue to seek out additional funding sources to meet the challenge of increasing employee cost

FY 2022 holds financial challenges due to the continued uncertainties. It remains vitally important to take inventory of all the programs our City offers. 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 2022 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 01, 2021

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Branson for the annual budget beginning January 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and 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



Larry Milton
Mayor



Bill Skains
Alderman Ward 1



Cody Fenton
Alderman Ward 2



Ruth Denham
Alderman Ward 3



Stanley Dobbins
City Administrator



Clay Cooper
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

Kendall Powell | Utilities

Jeff Matthews | Police Chief

Ted Martin | Fire Chief

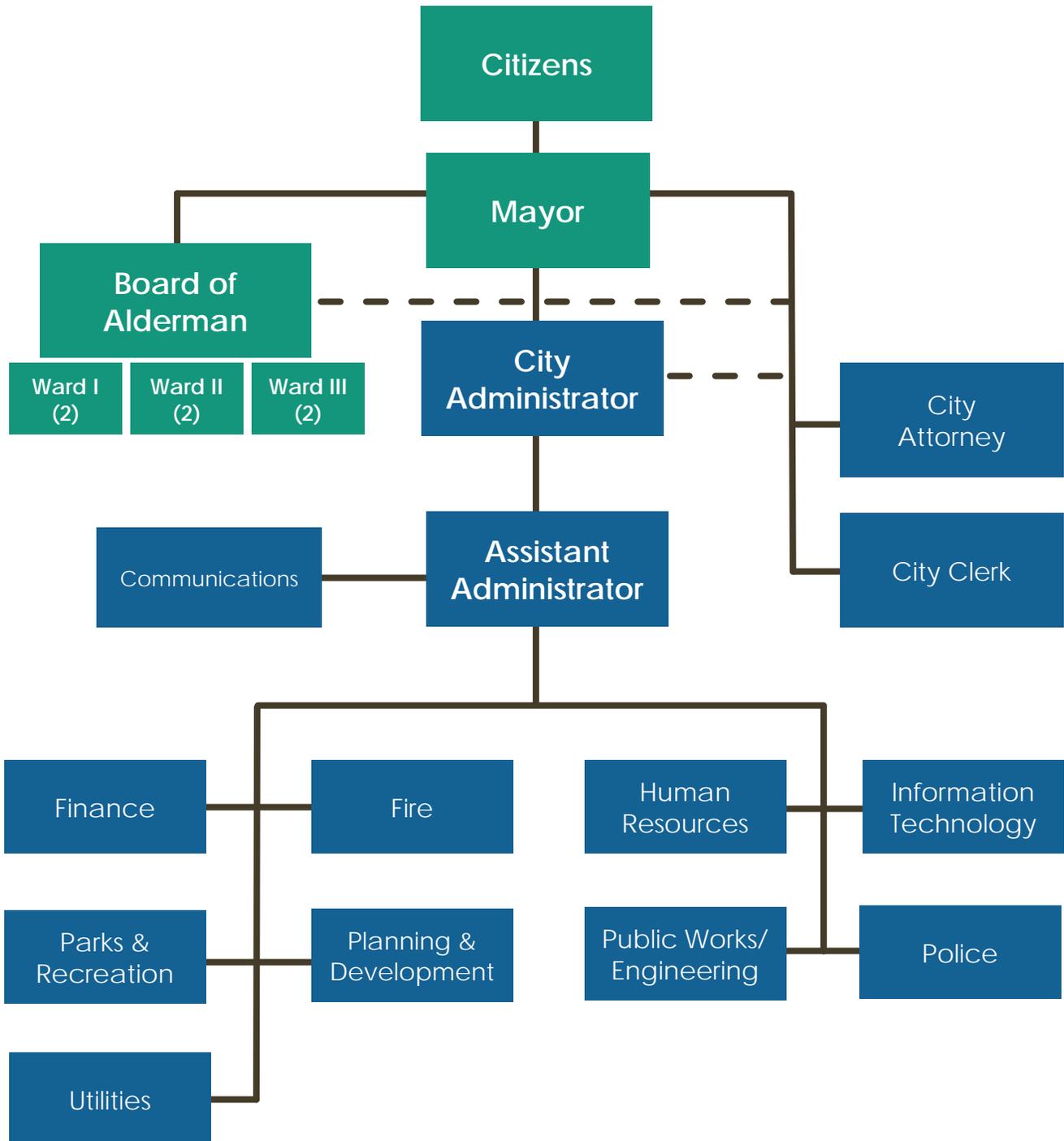
Chad Forster | Information & Technology

Jacob Phillips (Interim) | Planning & Development

Lisa Westfall | City Clerk

Chris Lebeck | City Attorney/Legal

Organizational Chart



Statistical & Supplemental Information

History

The City of Branson is 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 80,000 year-round residents. The city is home to 12,638 people (2020 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.

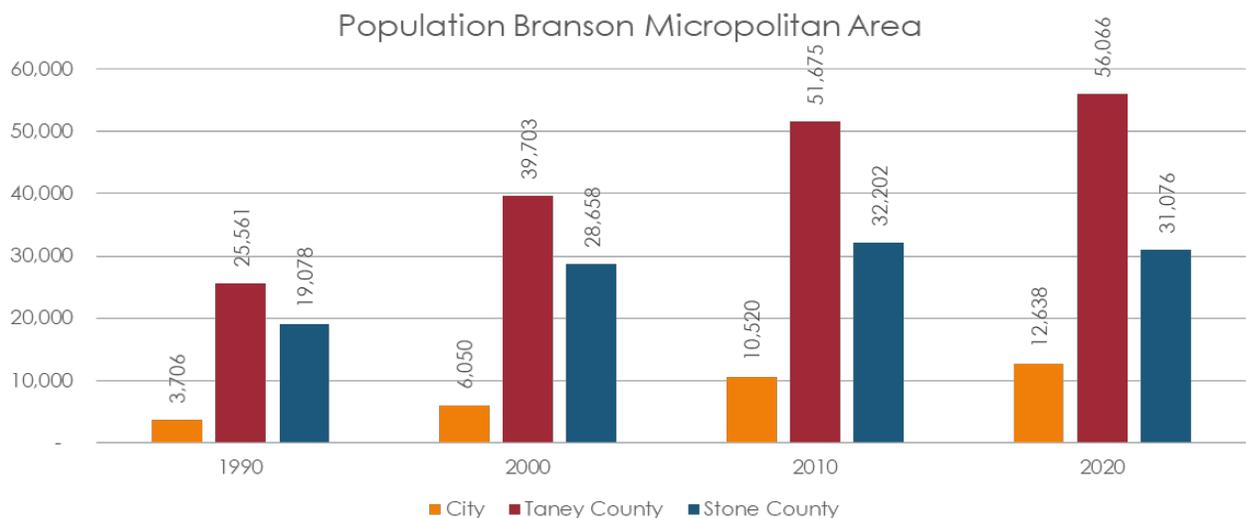
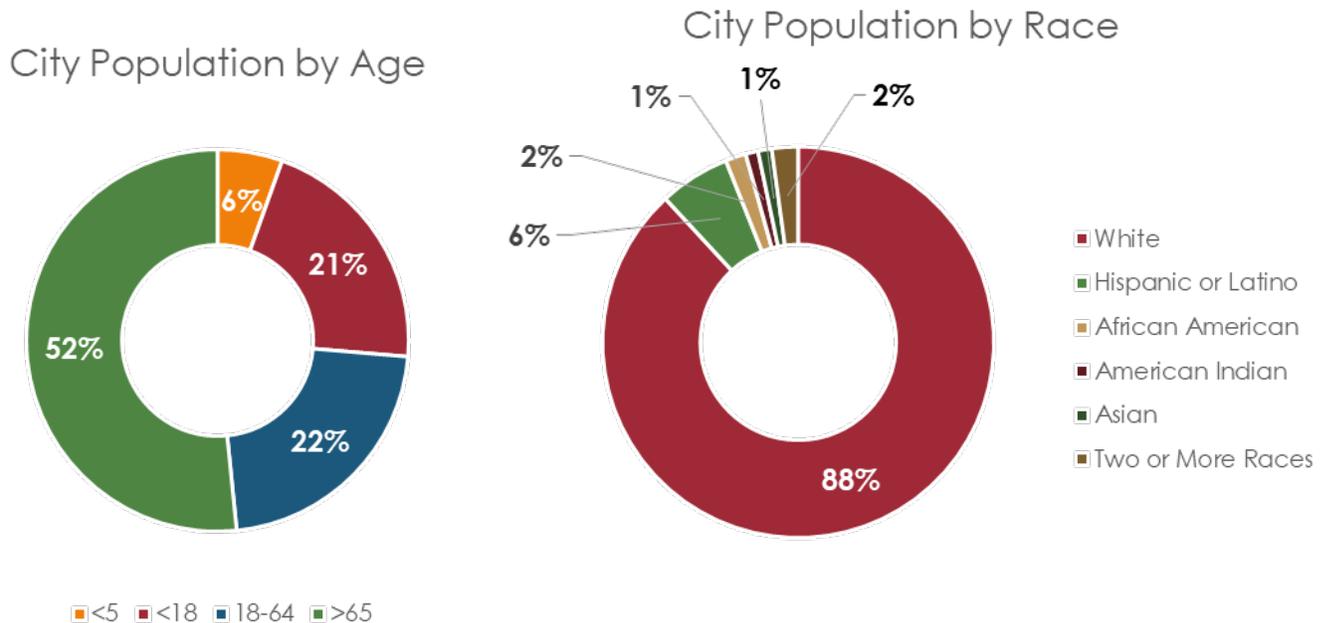
Government & Organization

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 10,520 in 2010 to 12,638 in 2020, which is a 20.1% growth rate. Taney County (population of 56,066) was the 9th fastest-growing county in the State of Missouri during the 2010 – 2020 decadeⁱ. Christian County, adjacent to the north and now a population of 91,697, was the second fastest growing county in the state with a 17.8% growth rate between 2010 and 2020ⁱⁱ. As of the 2020 Census, Taney and Stone Counties are projected to grow from a population of 81,457 in 2010 to 108,387 in 2030ⁱⁱⁱ. The charts below compare the last three decades of census reports.



Major Employers & Workforce

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

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

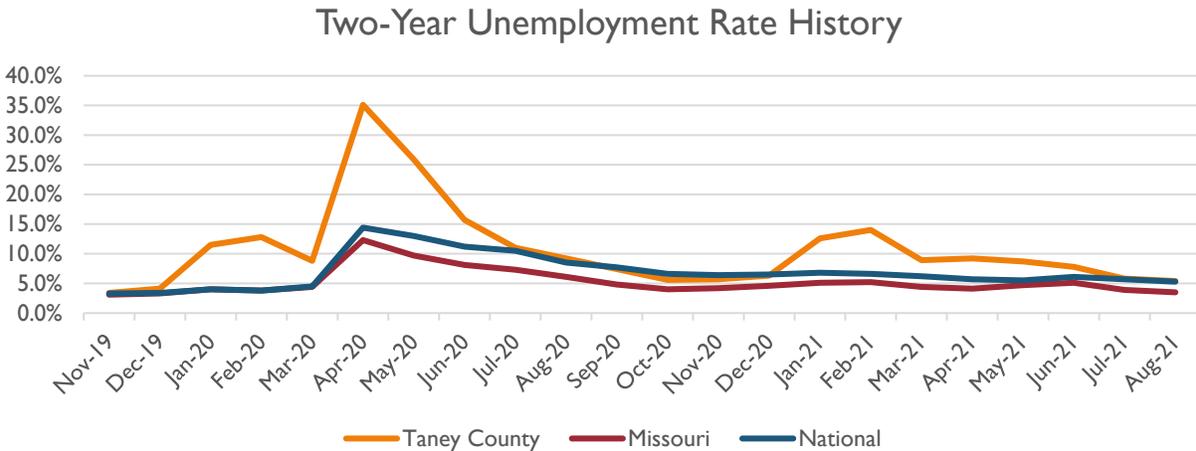
Business	Industry	# of Employees
Kanakuk Kamps	Summer Camp	2450
Herschend Family Entertainment	Theme Parks	1800
Cox Health	Hospital	1650
Big Cedar	Hospitality	1530
Branson Public Schools	Education	615
Tanger Outlets	Retail	550
Wyndham Resorts	Lodging	500
McDonald’s	Restaurant	420
Wal-Mart	Retail	400

Community Statistics

40.6	Median Age
2.3	Average Household Size
\$46,319	Median Household Income
16.7%	Persons below Poverty Level
912	Veterans
88.5%	High School Grad or Higher
22.7%	Bachelor’s Degree or Higher
4,915	Household Units
\$857	Median Monthly Rent
\$157,500	Median House Value
2072	Number of Companies
61.3%	Employed Population over Age 16
20.5	Median Travel Time to Work (in minutes)

The top 5 employment industries in the Taney County area are: arts, entertainment & recreation, and accommodation and food services; Retail trade; Professional, scientific, and management, and administrative and waste management services; Educational services, and health care and social assistance; Finance and insurance, and real estate

and rental and leasing. As tourism is a major economic force in the Branson area, Taney County experiences higher levels of unemployment in the non-tourism season and maintains levels of unemployment like Missouri and the rest of the nation for much of the year. The graph below provides a two-year history of unemployment levels^{iv}.



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 students^v. Branson maintains some of the best test scores in the State of Missouri. The Branson School District consistently achieves higher graduation rates, 94.8% 4-year average compared to the state average of 89.4%^{vi}. Additionally, as of 2020, 51.7% of students attend a post-secondary institution following graduation^{vii}. ACT scores (average 22.7) are slightly better than the state average (20.9)^{viii}. 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 \$78 million budget as of 2021^{ix}. Four campuses are scattered throughout the district and are home to five elementary schools, one junior high and one high school. The newest school, Buchanan elementary, opened in the fall of 2013.

Branson-Area Colleges & Universities

College of the Ozarks in Point Lookout, MO is a private, Christian liberal-arts college founded in 1906 with an enrollment of approximately 1,500 students. “Hard Work U” is an important local partner in both education and community leadership. The College places #2 in Best Undergraduate Teaching, #1 Best Value Schools, #1 Most Innovative

Schools (tie), #1 Top Performers on Social Mobility and #1 in Regional Colleges Midwest (tie) in the 2021 U.S. News Best Colleges^x.

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 #12 in Regional Universities Midwest (tie), #47 in Top Performers on Social Mobility and #2 Best Value School^{xi}.

Healthcare

Hospitals & Medical Care

Cox Medical Center Branson (shown below^{xii}) 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 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 Healthcare 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, 2022, TCAD will have completed 46 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-care 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 ensure 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 2021 destinations include Tampa, Myrtle Beach and Baltimore. 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 southwest Missouri. The airport is served by Allegiant, American Airlines, Delta and United and offers 12 nonstop destinations: Los Angeles, Las Vegas, Orlando, Phoenix, Tampa/St. Petersburg, Destin/Ft. Walton Beach, Charlotte, Chicago, Dallas/Ft. Worth, Atlanta, Denver and Houston.

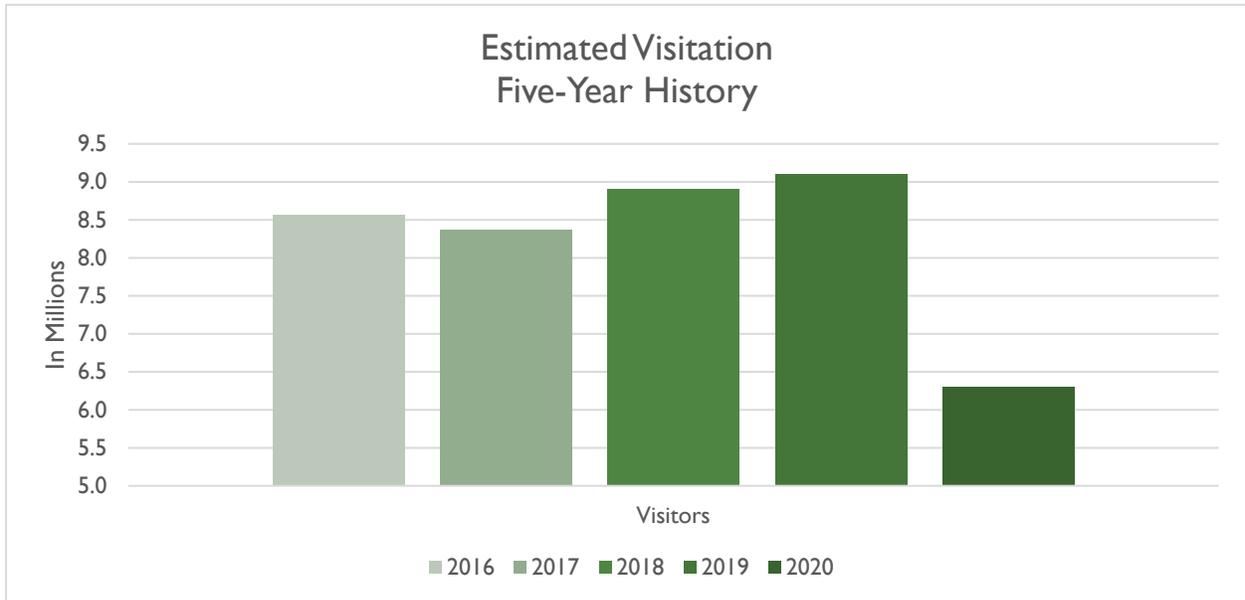
The city has taken the lead in solving one of its major concerns – traffic – during its rapid growth as a tourism destination. Since 1991, over \$80 million has been spent on new and reconstructed roads. This network of roads, designated as color-coded routes, has been designed to work in conjunction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

Tourism

In 2021, Branson ranked #3 in Best Weekend Getaways in the Midwest^{xiii}. Additionally, Forbes.com ranked Branson #4 in The Top Ten Best Places in America to Travel Right Now and Avoid the Pandemic^{xiv}.

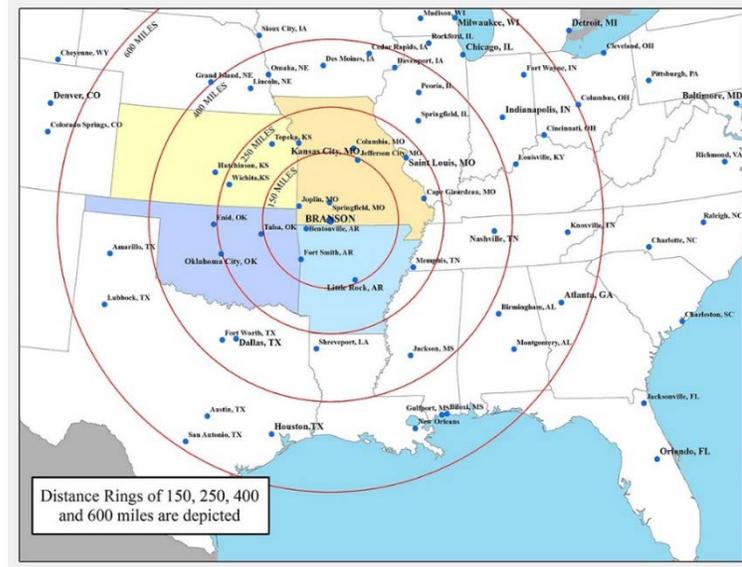
The city currently has a marketing contract with the Branson Lakes Area Chamber of Commerce and Convention & Visitors Bureau (CVB) paid for through revenues collected through the city's tourism tax. The CVB is responsible for marketing Branson through television, magazines, social media and other advertising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

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



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

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

Attractions

The city hosts a variety of attractions for visitors; hiking trails, zip-lines, museums, and an unlimited list of other amusements are available. The Branson-area is home to Silver Dollar City, an 1880's themed amusement park with modern attractions, was ranked #11 on the 25 Best Amusement Parks in the US to Visit in 2021 by [AttractionsofAmerica.com](https://www.attractionsofamerica.com)^{xvi}. Also, at the new Rivertown expansion, visitors will be able to explore the heritage of American exploration. It has some of the coolest (and wettest) rides and new food stands^{xvii}.

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 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 12,638 residents (2020 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 bookstore, 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 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 the sewer utilities within the city limits and 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 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 certain 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 is 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

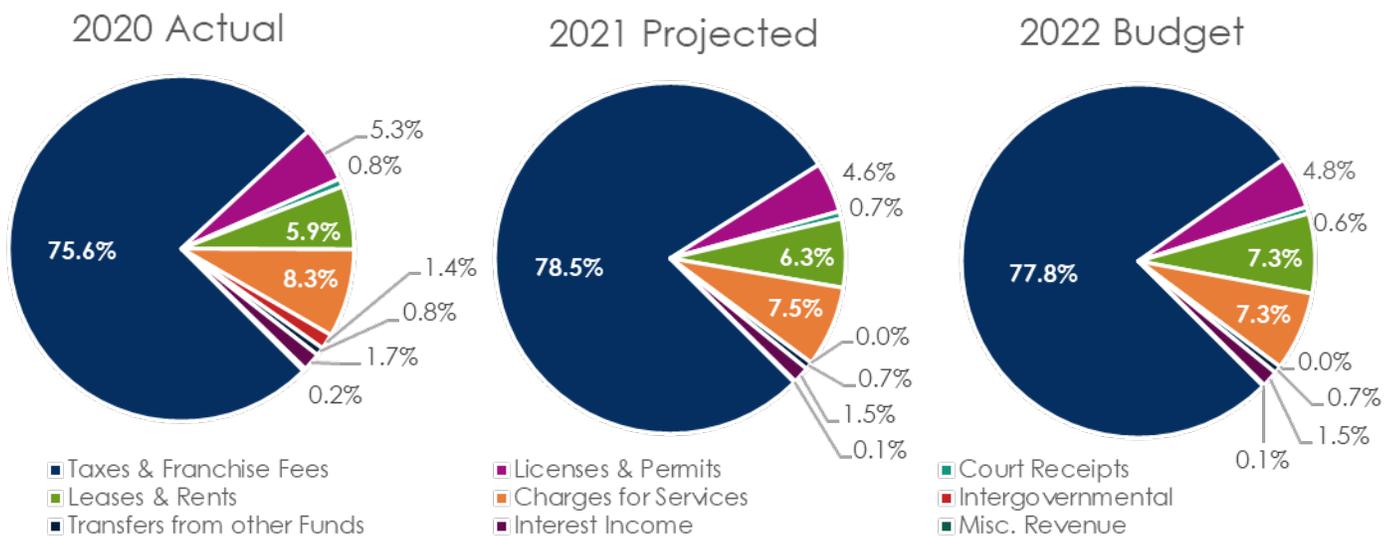
Various city departments currently use internal service funds as an avenue to save dollars for upcoming/expected capital projects such as heating and air units.

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 2021). 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.

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

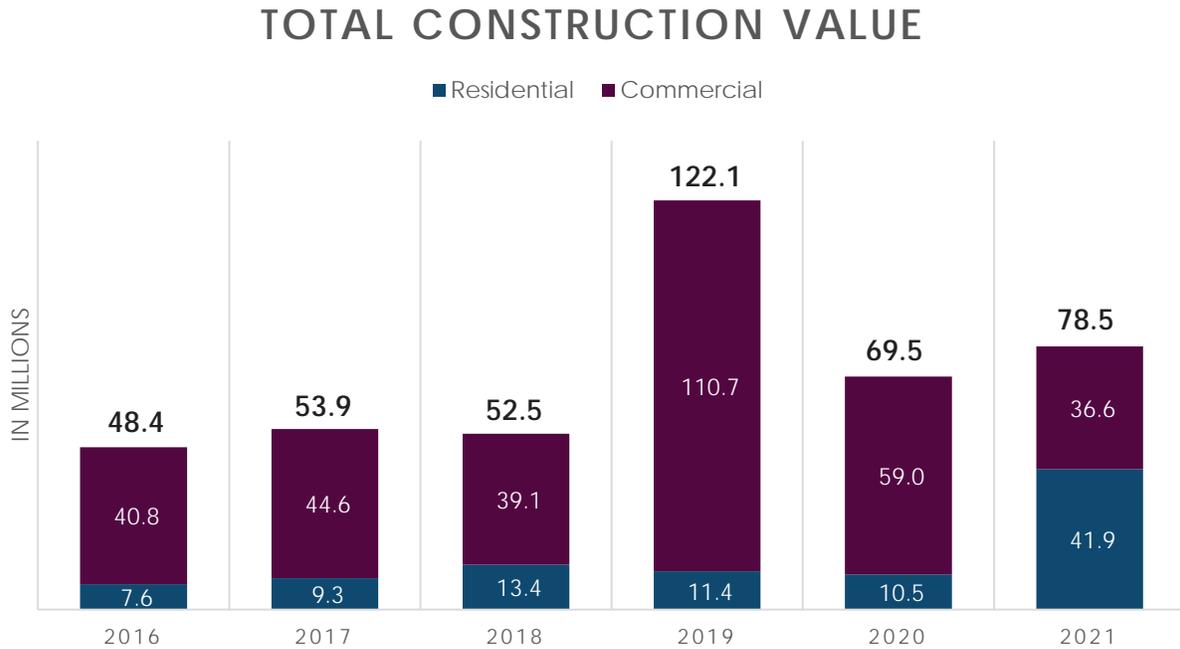


Construction Growth & Building Permits

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 2016:



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 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:

<i>Tax District</i>	<i>General Retail</i>	<i>Tourism Sales (lodging & entertainment)</i>	<i>Food & Beverage Sales (retail)</i>
<i>Branson Proper</i>	9.35%	12.35%	9.725%
<i>76 Entertainment CID</i>	10.35%	13.35%	10.725%
<i>Branson Landing</i>	10.35%	13.35%	10.725%
<i>Branson Hills</i>	9.85%	12.85%	10.225%
<i>Historic Downtown</i>	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
2012	422,719,961	49,339,802	472,059,763	OTC	0.1875
2013	408,047,292	50,725,309	458,772,601	Branson R-4 Schools	4.0941
2014	408,376,165	49,044,341	457,420,506	County Health	0.1332
2015	395,426,871	49,894,093	445,320,964	County Handicapped	0.0949
2016	392,937,809	51,163,437	444,151,246	Senior Citizens Service	0.0475
2017	390,964,990	52,436,014	443,401,004	City of Branson	0.5786
2018	397,561,194	52,110,615	449,671,809	State of Missouri	0.0300
2019	405,015,592	54,511,513	459,527,105	Total	5.1658
2020	456,032,572	57,610,117	513,642,689		
2021	479,148,090	52,082,578	531,230,668		

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

General Revenue by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Taxes & Franchise Fees	13,666,590	13,554,446	15,753,810	16,037,302
Licenses and Permits	951,384	803,340	930,912	986,174
Court Receipts	137,222	185,000	136,575	125,000
Lease and Rents	1,072,621	1,459,981	1,269,776	1,502,476
Charges for Services	1,494,917	1,312,327	1,498,874	1,496,679
Intergovernmental	260,755	-	-	-
Interest Income	306,447	210,000	307,662	309,571
Bond Proceeds	-	-	-	-
Misc. Revenue	43,906	43,034	22,998	23,265
Total General	17,933,842	17,568,128	19,920,607	20,480,467
Transportation Revenue by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Taxes & Franchise Fees	5,791,430	5,705,443	7,309,509	7,370,532
Misc. Revenue	-	-	-	-
Transportation	5,791,430	5,705,443	7,309,509	7,370,532
Debt Service Fund - 160 BM Revenue by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Taxes & Franchise Fees	74	75	5	5
Interest Income	-	-	-	-
Bond Proceeds	-	-	-	-
Misc. Revenue	-	-	-	-
Total Branson Meadows	74	75	5	5
Debt Service Fund - 165/171 BL Revenue by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Taxes & Franchise Fees	2,694,491	2,550,005	3,064,169	3,079,641
Lease and Rents	455,000	455,000	455,000	455,000
Lease Termination	-	-	-	-
Intergovernmental	3,210,735	2,711,307	4,366,556	4,410,221
Interest Income	198,016	250,400	5,348	5,402
Unrealized Gain/(Loss)	(119,699)	-	-	-
Total Branson Landing	6,438,543	5,966,712	7,891,073	7,950,264

FY2022 Annual Budget

Debt Service Fund - 170 BH	2020	2021	2021	2022
Revenue by Object	Actual	Budget	Projections	Budget
Taxes & Franchise Fees	774,277	735,100	778,190	735,100
Lease and Rents	-	-	-	-
Lease Termination	-	-	-	-
Intergovernmental	3,472,469	3,369,296	3,518,609	3,352,638
Interest Income	29,109	91,041	523	91,951
Unrealized Gain/(Loss)	-	-	-	-
Total Branson Hills	4,275,855	4,195,437	4,297,322	4,179,689

Parks	2020	2021	2021	2022
Revenue by Object	Actual	Budget	Projections	Budget
Cigarette Tax	68,403	75,000	58,236	75,000
Campground	830,596	927,200	1,102,575	1,140,284
Intergovernmental	23,742	-	5,500	-
Rents & Leases	137,255	140,836	146,556	142,336
Contributions	52,590	55,000	32,574	40,000
Pool Admissions	67,596	128,600	136,036	145,760
Swim Team	3,255	17,900	11,468	20,700
Ball Programs	97,535	172,100	179,650	185,475
Golf	-	-	-	-
Tennis Revenue	12,100	16,000	15,320	16,000
Recreation Center/Tournaments	87,245	137,100	122,625	137,100
Concessions	128,114	190,000	176,160	210,000
Day Camp	7,930	65,000	55,400	78,200
Dog Park	7,471	6,200	8,431	6,200
Community Center	14,380	27,000	22,118	29,000
Special Events	15,449	14,500	6,323	15,775
Cheerleading	-	-	-	-
Total Parks	1,553,661	1,972,436	2,078,972	2,241,830

Tourism	2020	2021	2021	2022
Revenue by Object	Actual	Budget	Projections	Budget
Taxes & Franchise Fees	8,480,228	7,310,266	12,974,715	13,104,462
Intergovernmental	296,669	-	201,560	-
Gain/Loss Sale of Asset	6,814	-	-	-
Interest Income	118,019	50,844	83,824	84,611
Bond Proceeds	-	-	-	-
Misc. Revenue	180,000	180,000	500,000	500,000
Total Tourism	9,081,730	7,541,109	13,760,099	13,689,073

Public Safety - Police Revenue by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Taxes	2,645,326	2,612,500	3,476,637	3,511,403
Licenses and Permits	7,375	15,836	10,400	10,504
Intergovernmental	117,478	100,000	104,698	-
Interest Income	34,101	24,750	40,456	42,000
Bond Proceeds	-	-	-	-
Misc. Revenue	52,469	522	9,151	5,636
Total Public Safety - Police	2,856,749	2,753,608	3,641,342	3,569,543

Public Safety - Fire Revenue by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Taxes	2,164,358	2,137,500	2,658,673	2,700,000
Licenses and Permits	8,211	7,661	6,851	6,919
Intergovernmental	343,614	-	3,167	-
Interest Income	27,898	20,250	33,094	45,000
Bond Proceeds	-	-	-	-
Misc. Revenue	23,426	4,363	1,500	1,515
Total Public Safety - Fire	2,567,508	2,169,774	2,703,285	2,753,434

Water/Sewer Revenue by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
<i>Charges for Services:</i>				
Water	4,016,244	2,881,676	4,322,527	3,735,880
Sewer	3,925,460	4,283,000	4,227,150	4,521,450
Rental Income				
Misc. Revenue	76,959	74,750	68,973	82,856
Unrealized Gain/(Loss)	21,458	-	-	-
<i>Nonoperating Revenues</i>				
Water Connection Charges	900	1,010	1,010	1,020
Sewer Capacity Fees	-	-	-	-
Sewer Connection Charges	414,706	335,258	335,258	338,611
Interest Income	70,930	27,000	78,129	35,000
Donated Funds	1,073,699	-	-	-
Intergovernmental	511,590	-	-	-
Gain on Disposal of Capital Asset	-	-	-	-
Income (loss) before Transfers	-	-	-	-
Total Water/Sewer	10,111,946	7,602,694	9,033,047	8,714,816

	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Total Combined Revenues	60,611,338	55,475,417	70,635,261	70,949,654

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.

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.

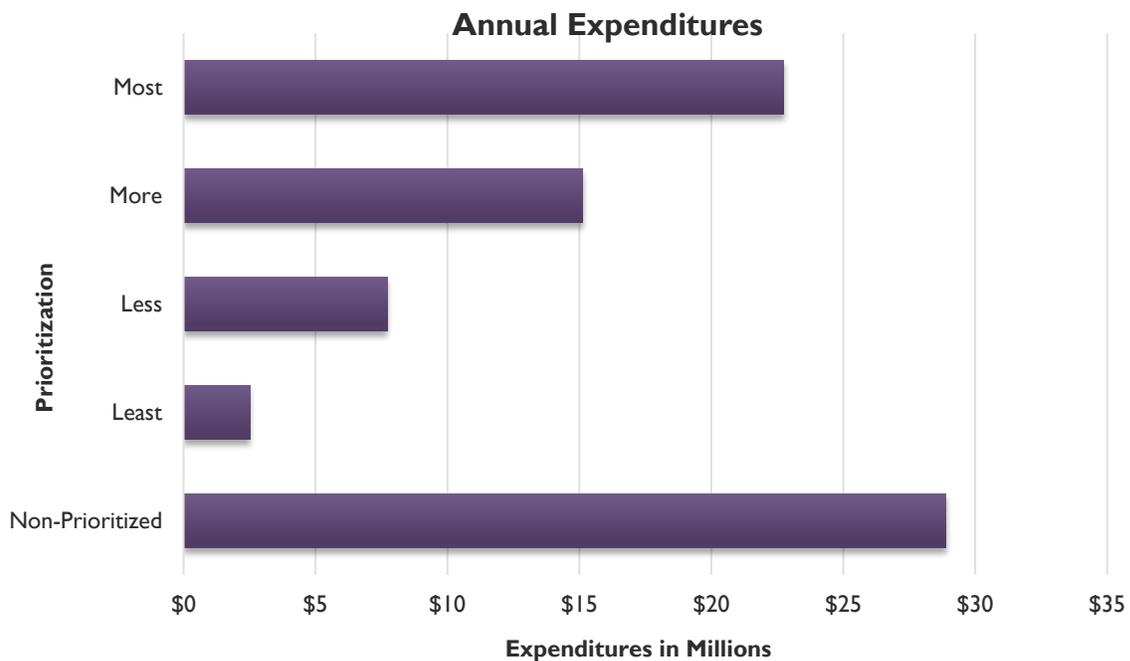
Budget Timeline for FY2022 Budget

Date	Item
06.23.2021	Department Heads provide FY21 Budget Projections
06.30.2021	<ul style="list-style-type: none"> • Human Resources Director provides projected insurance rates and wellness incentives • FY22 Capital requests due • Finance Department reviews, adjusts and complete FY21 projections and FY22 estimated payroll costs, non-departmental items and revenue estimates
07.09.2021	Budget & Finance and Capital Committees score FY22 capital items
07.16.2021	Department Heads submit final changes to Finance Department
07.30.2021	Finance Director completes budget analysis
08.02.2021	Human Resources Director submits the FY22 final insurance rates and health & wellness incentives to the Finance Director
08.06.2021	Department Heads brief City Administrator and Finance Director on respective budgets
09.17.2021	Budget & Finance and Capital Committees review the proposed budget
09.30.2021	Budget workshop to discuss the final proposed budget
10.11.2021	Finance Director submits finalized budget for the Board of Aldermen Agenda
10.26.2021	Budget is read the first time by the Board of Aldermen
11.09.2021	Budget is read for the final time by the Board of Aldermen and budget adopted
01.01.2022	<ul style="list-style-type: none"> • Finance Department prepares FY2022 budget book & enters budget into accounting system • Adopted budget is recorded and goes into effect
01.31.2022	Finance Director distributes official budget document

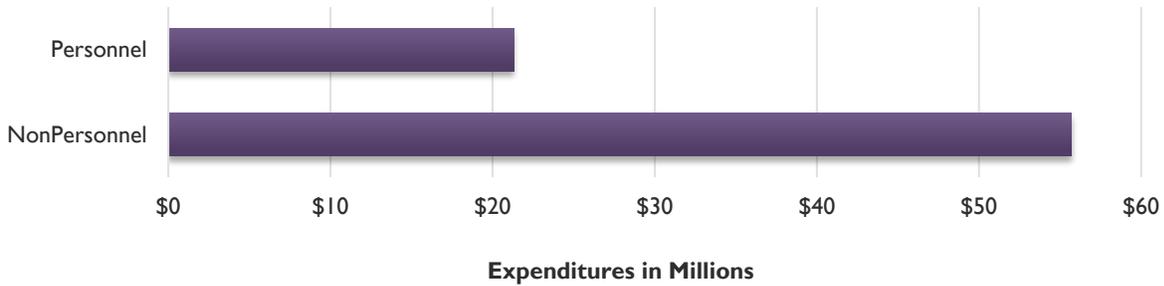
Priority-Based Budgeting

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 based on 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.

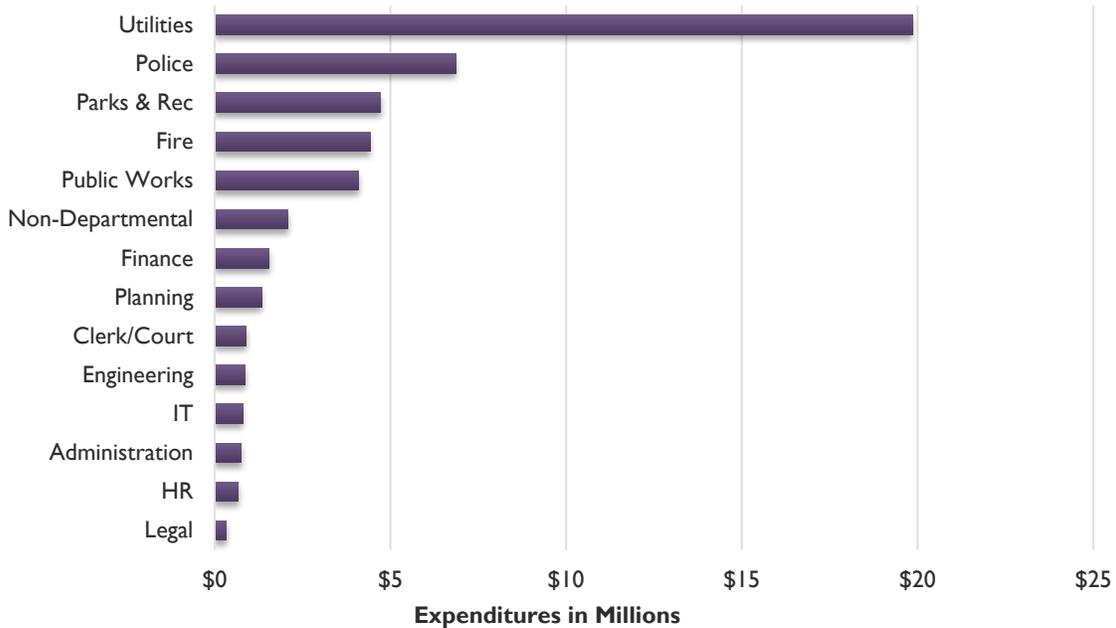
The graph below titled “Annual Expenditures” represents the city’s entire 2021 budget. In the graph, prioritization means how closely the program is aligned with the community goals (results). The non-prioritized category largely includes amounts for debt payments (including TIF districts located within the city), tourism tax, and convention center expenditures.



Program Cost by Type (All Funds)



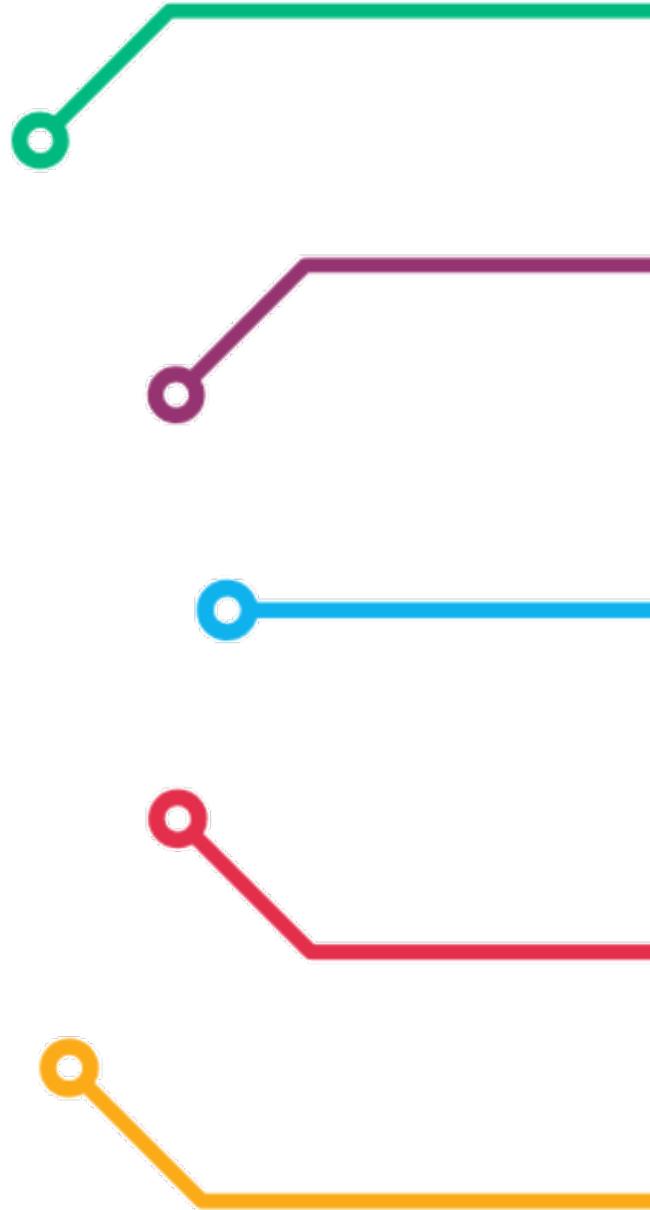
Program Cost by Department (All Funds)



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.

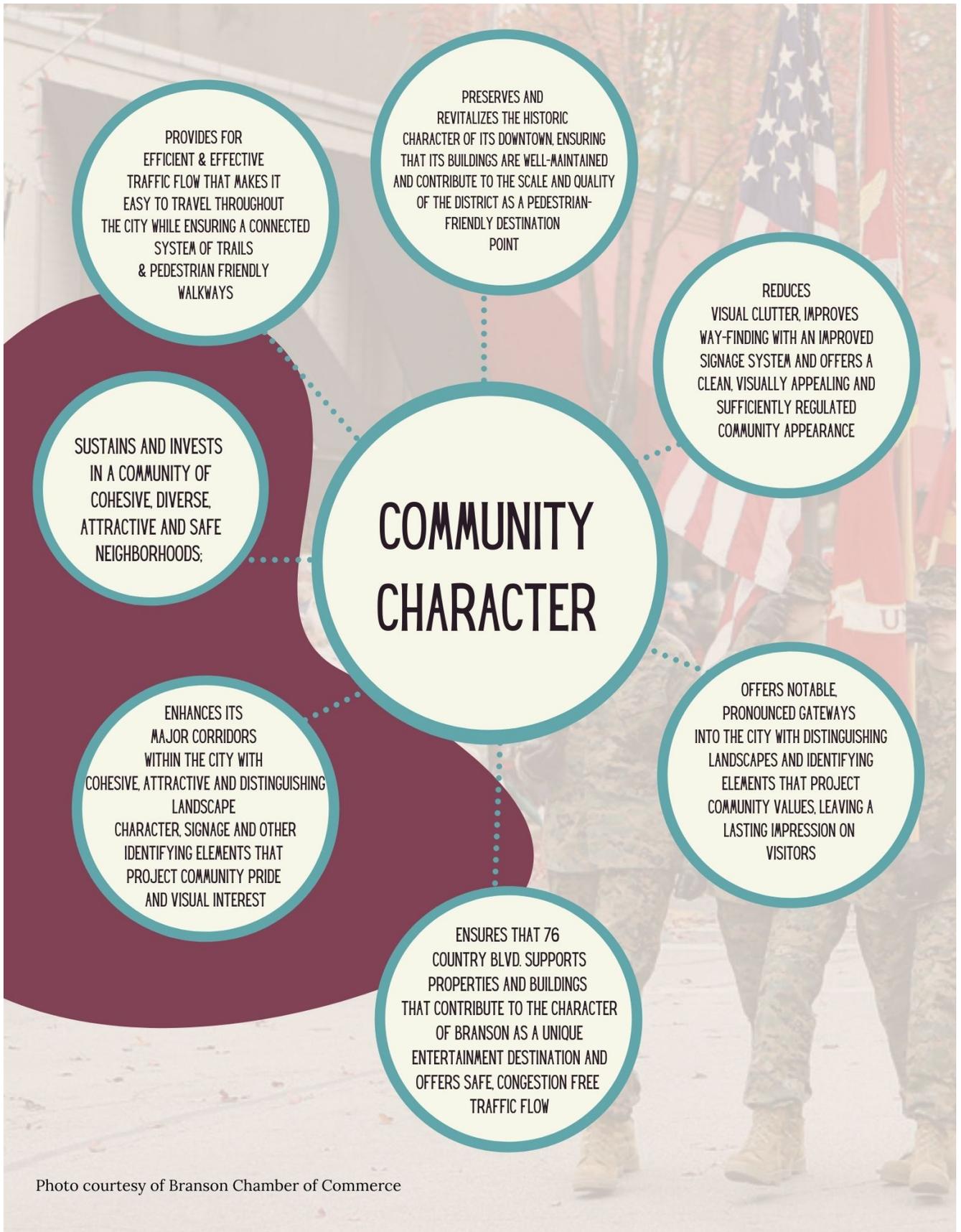
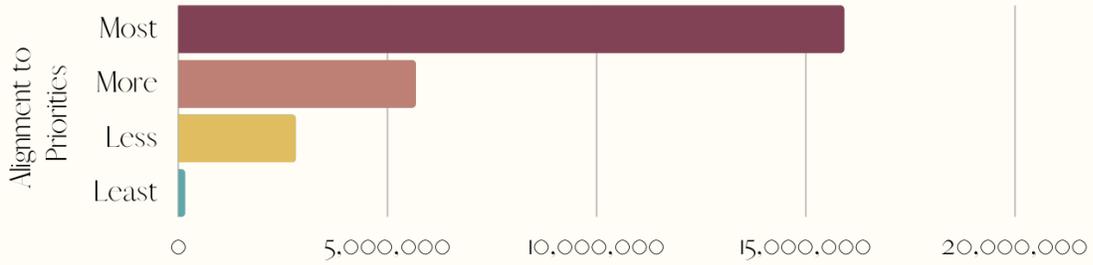
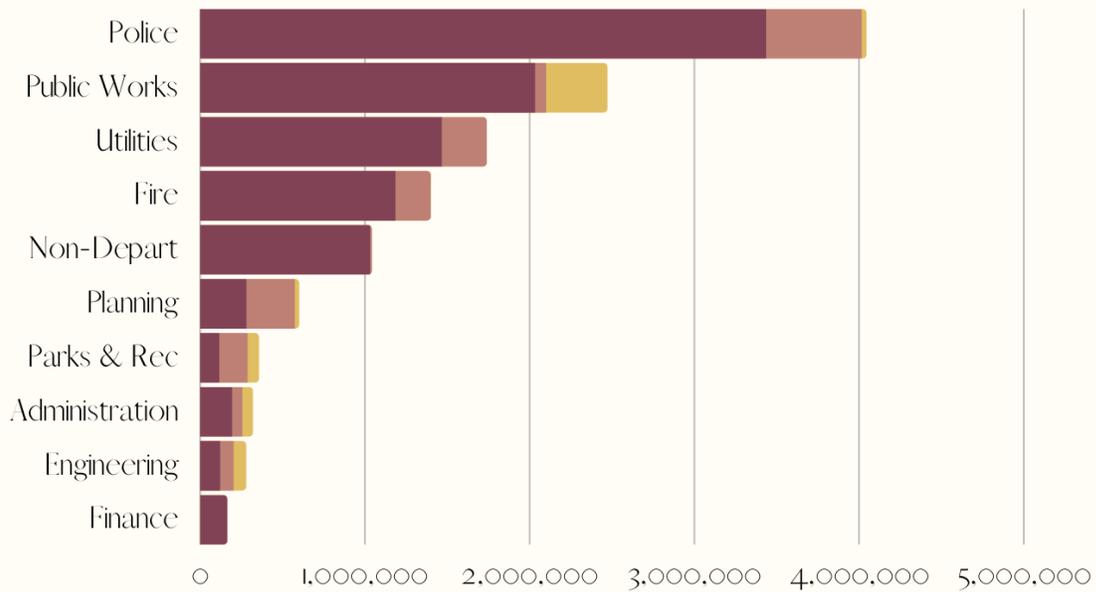


Photo courtesy of Branson Chamber of Commerce

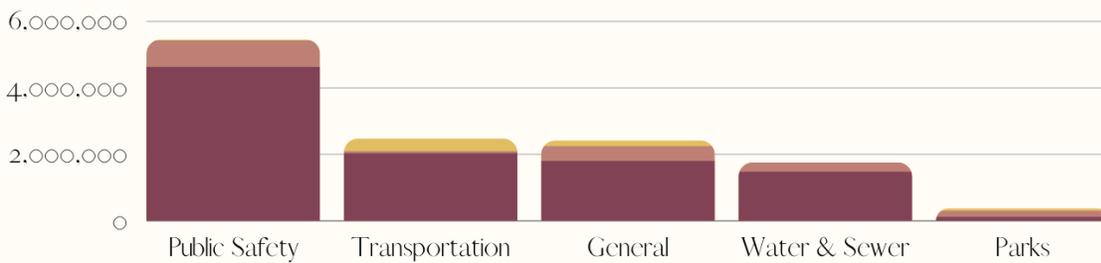
Spending by Level of Contribution to Community Character:



Community Character Contribution by Department:

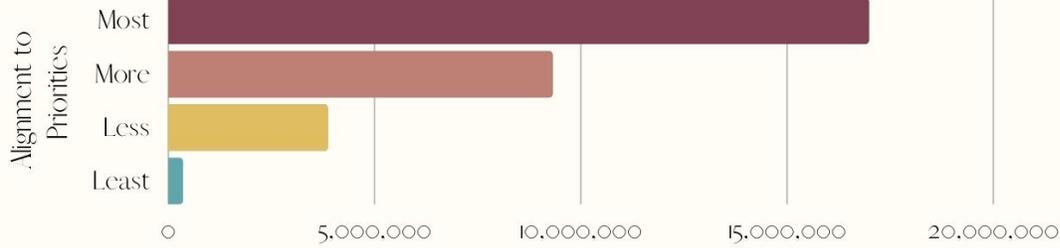


Community Character Spending by Fund:

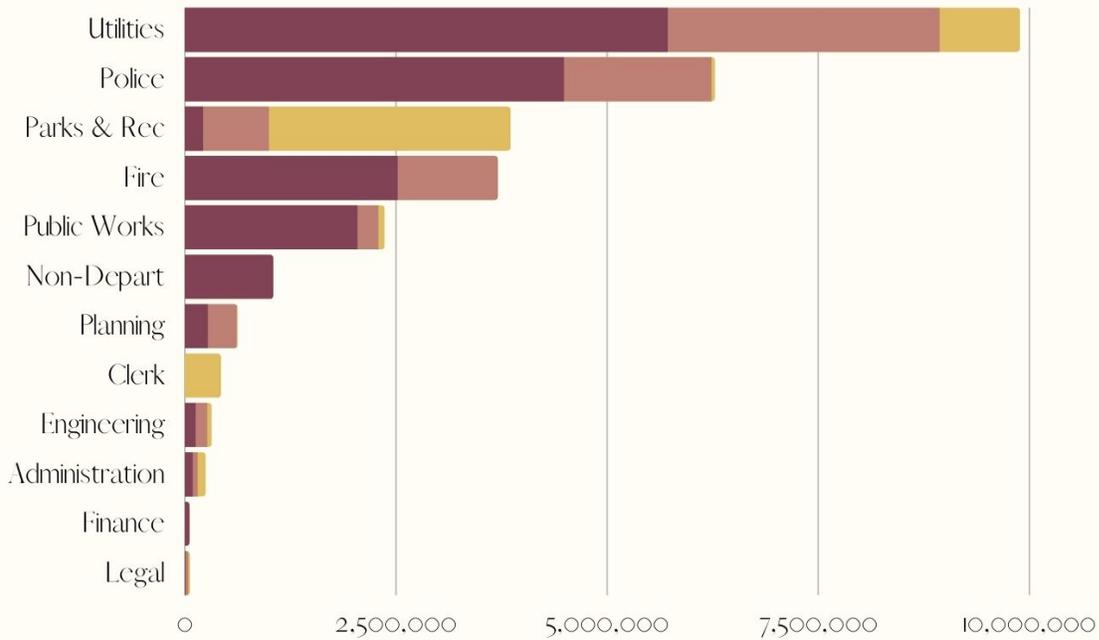




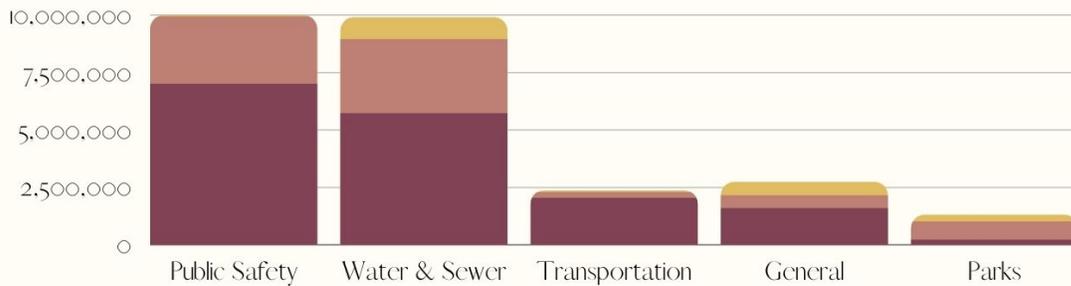
SPENDING BY LEVEL OF CONTRIBUTION TO SAFETY, HEALTH & SOCIO-ECONOMIC:

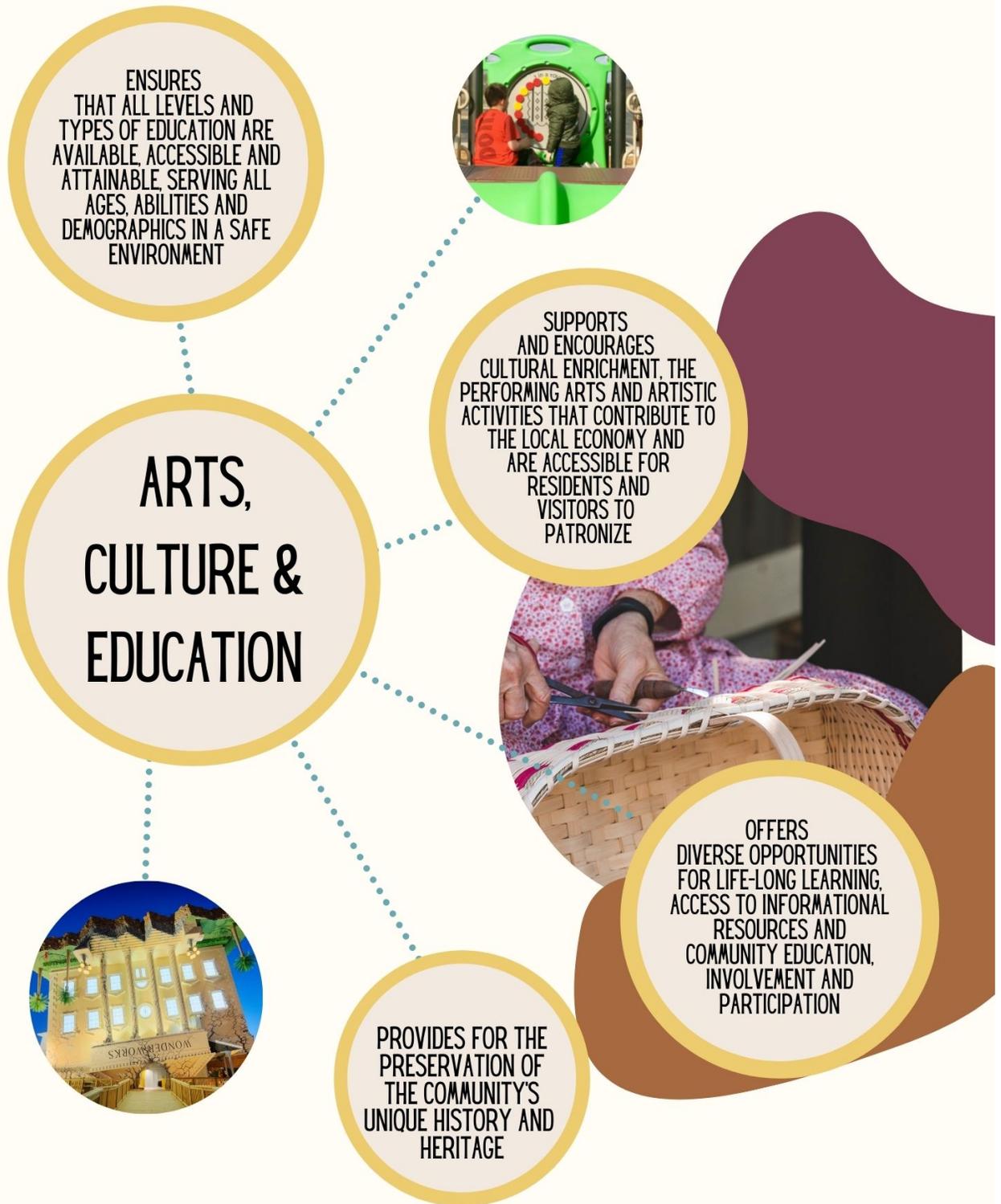


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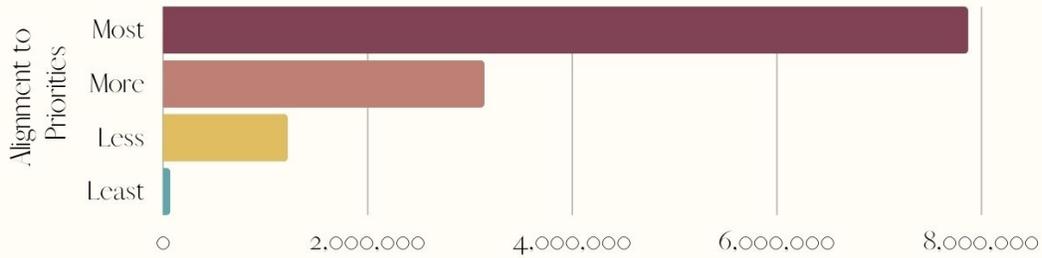
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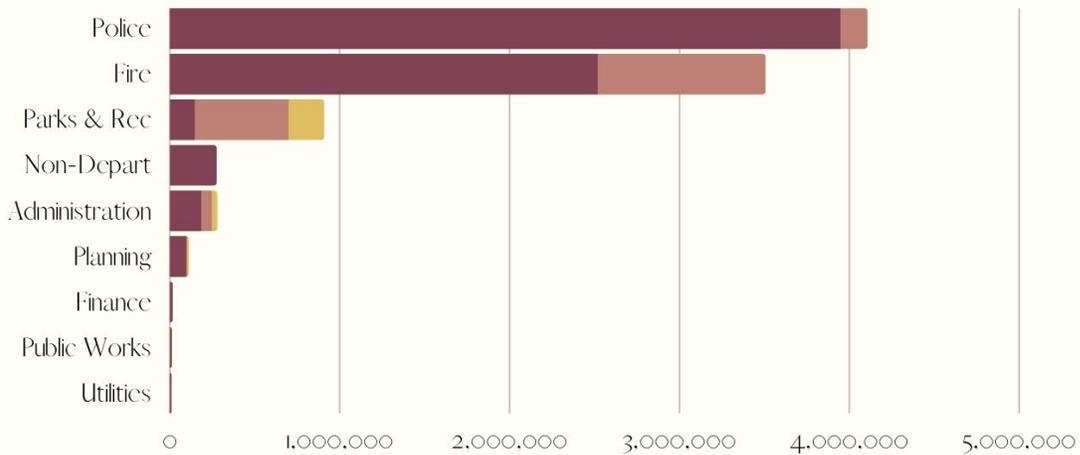


Photos courtesy of Branson Chamber of Commerce

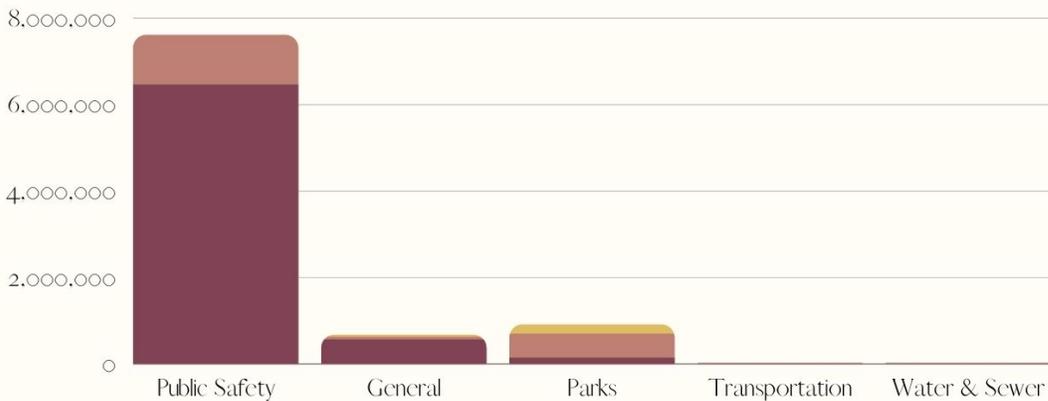
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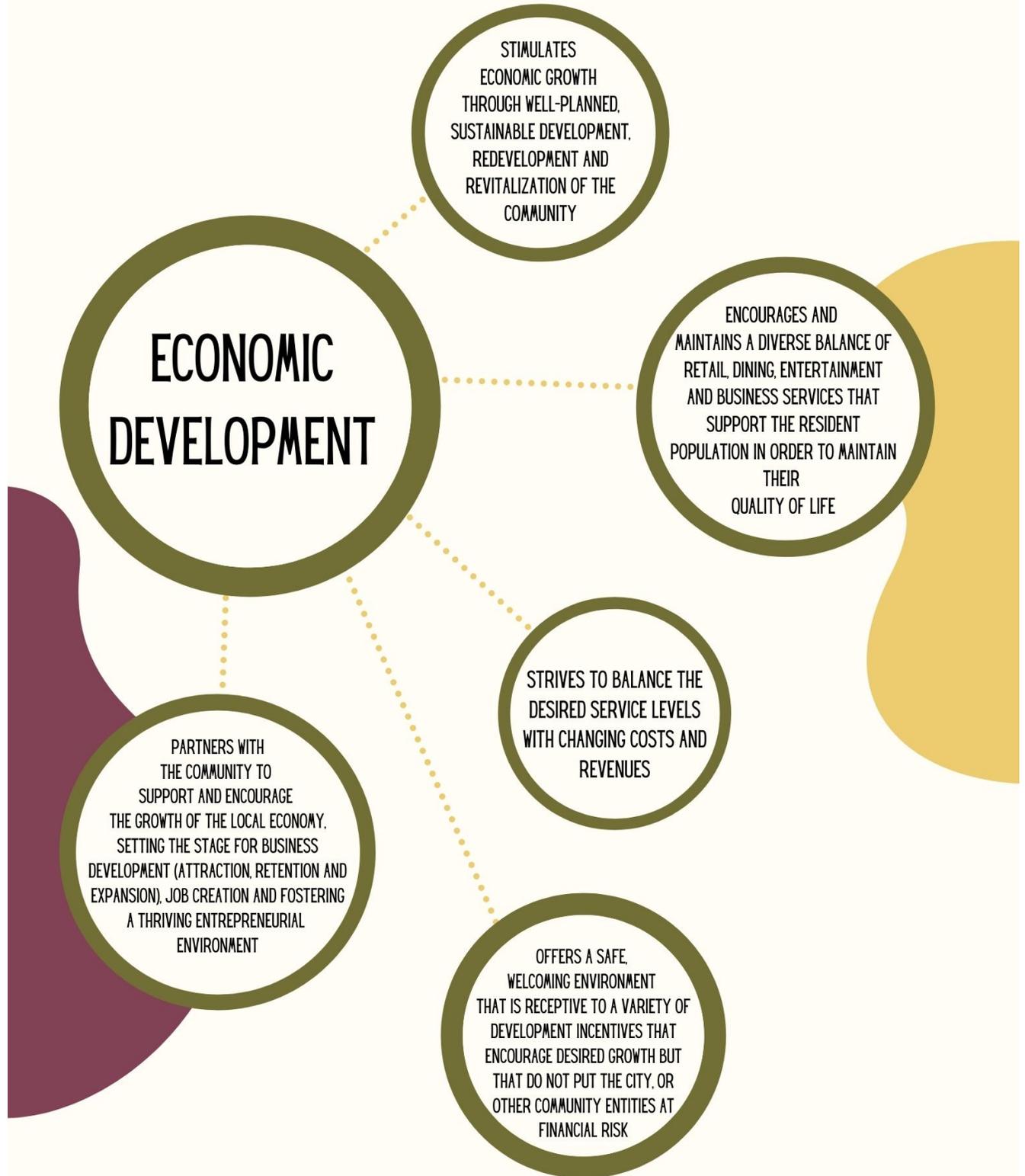


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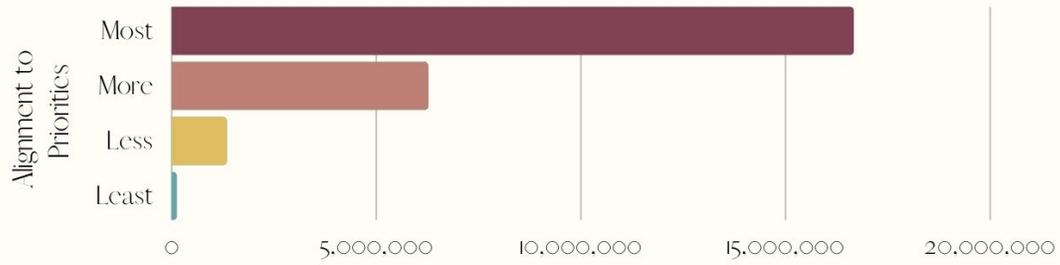


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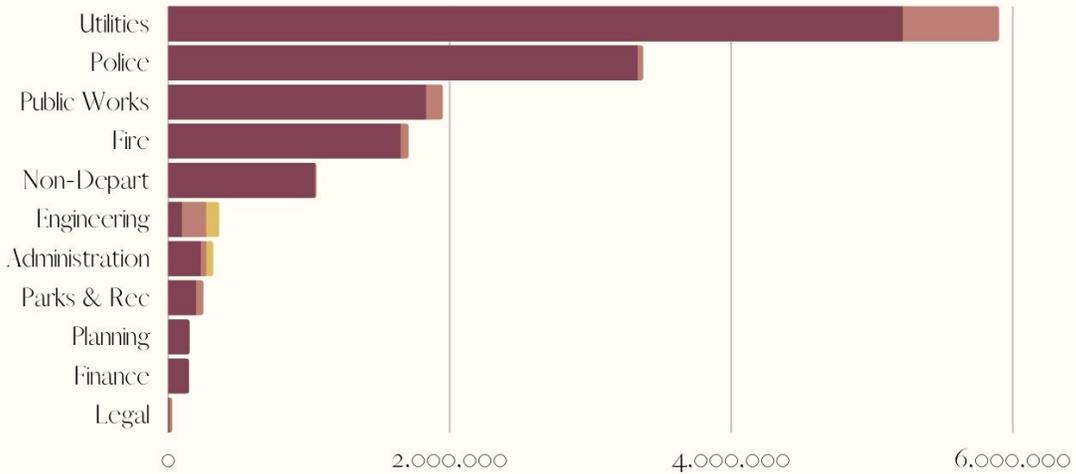




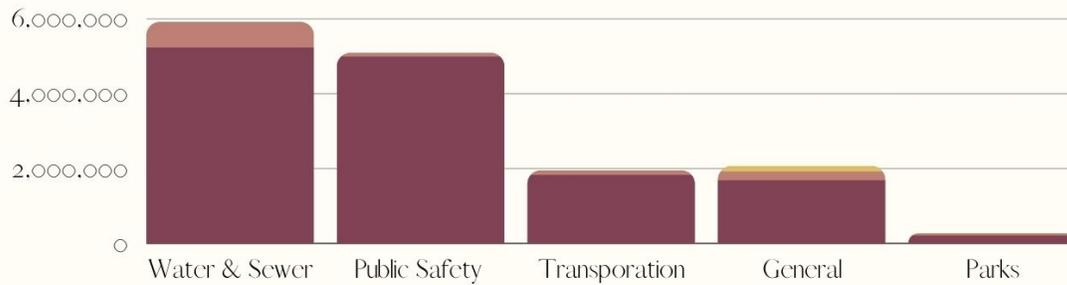
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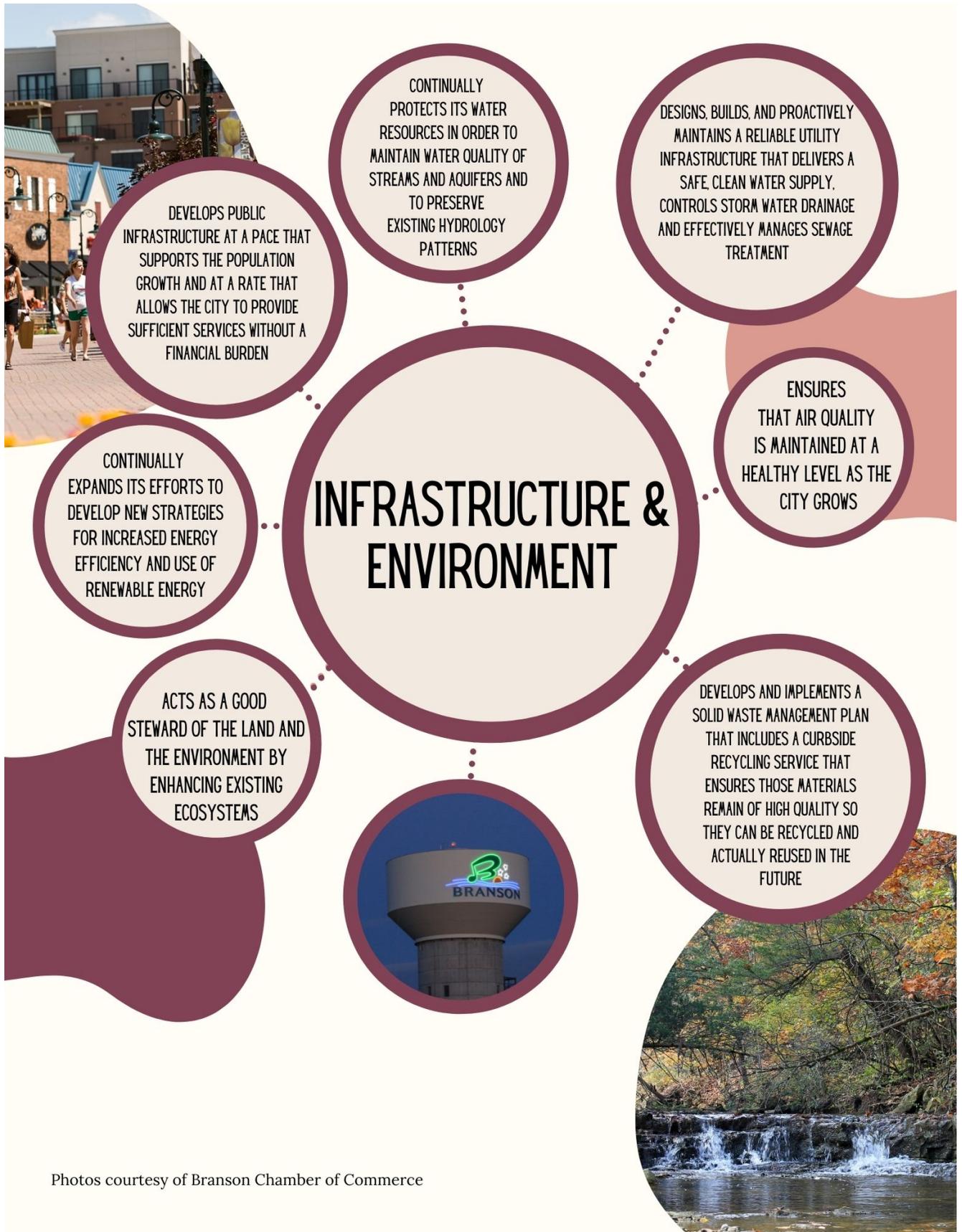


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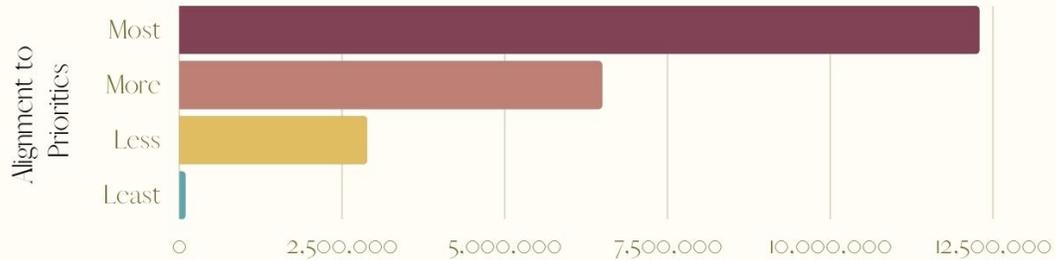
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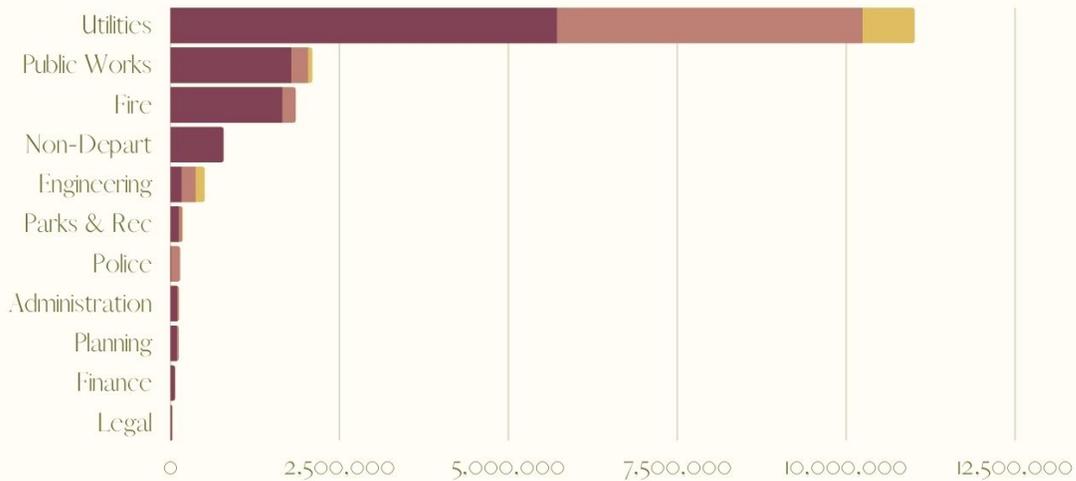


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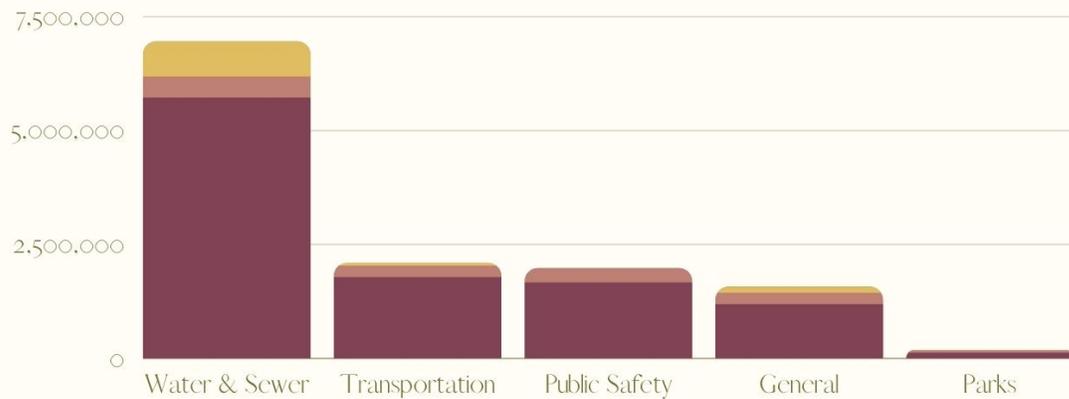
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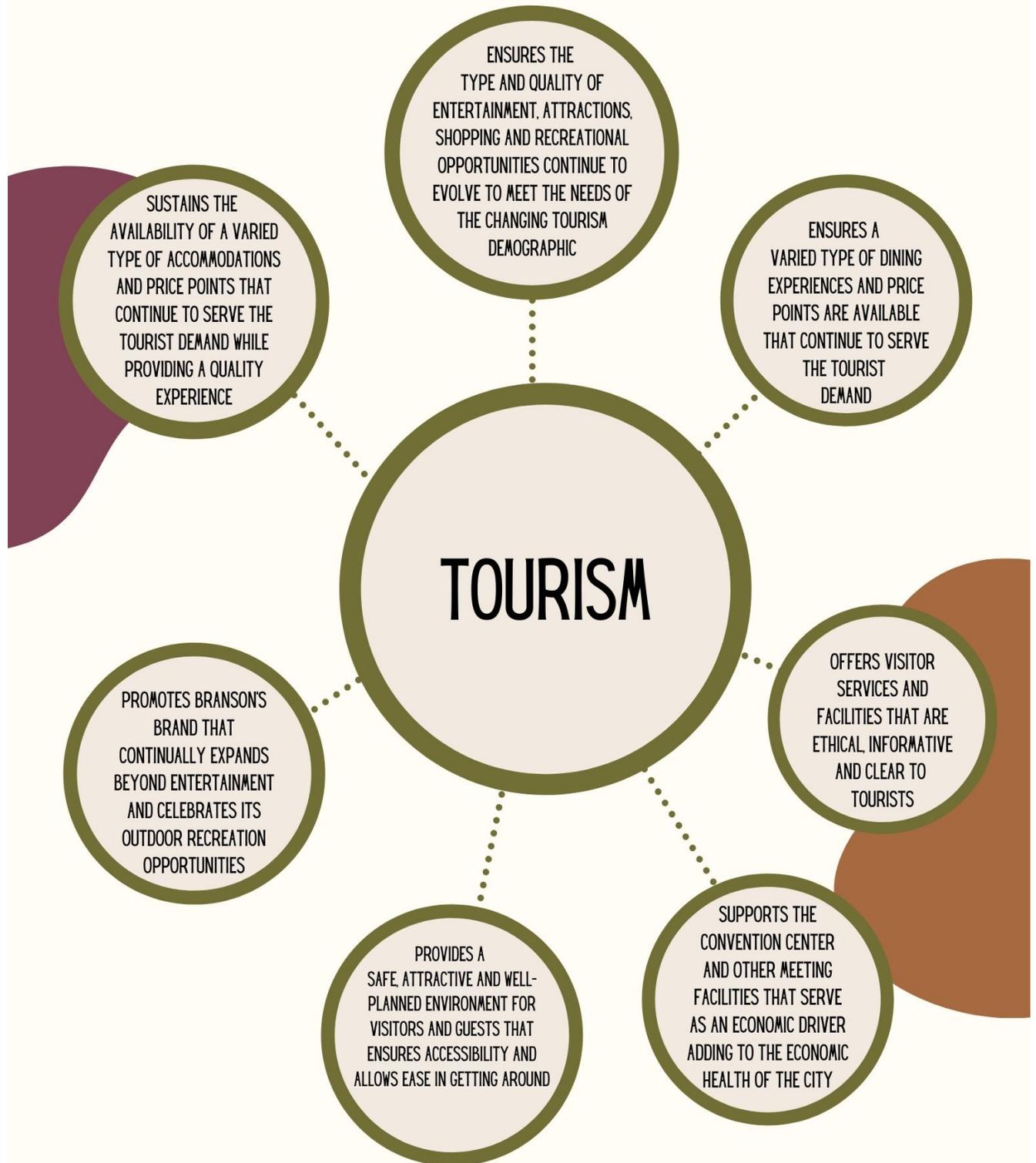


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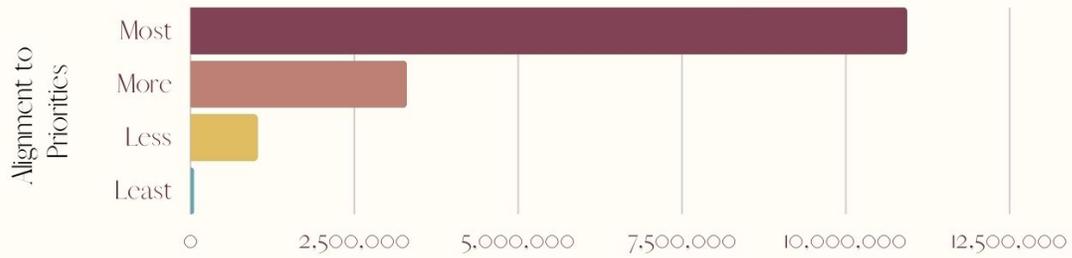


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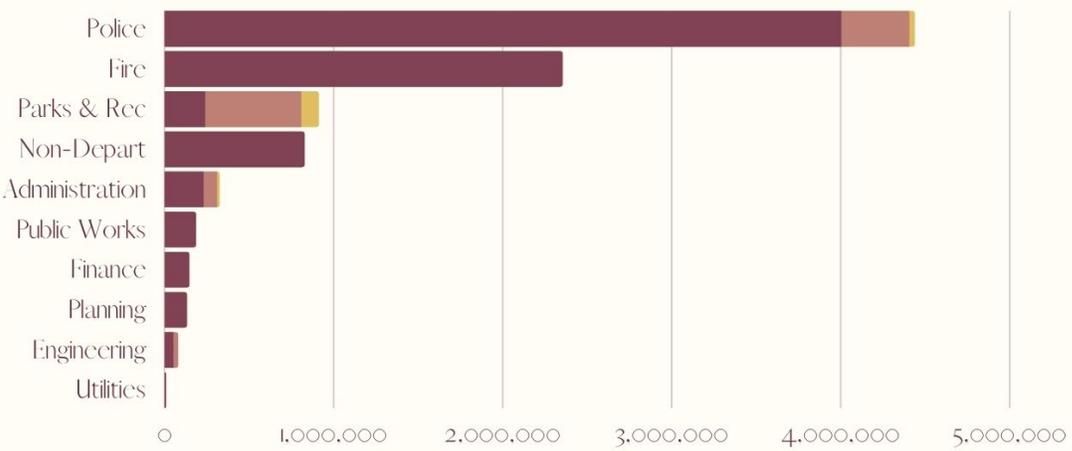




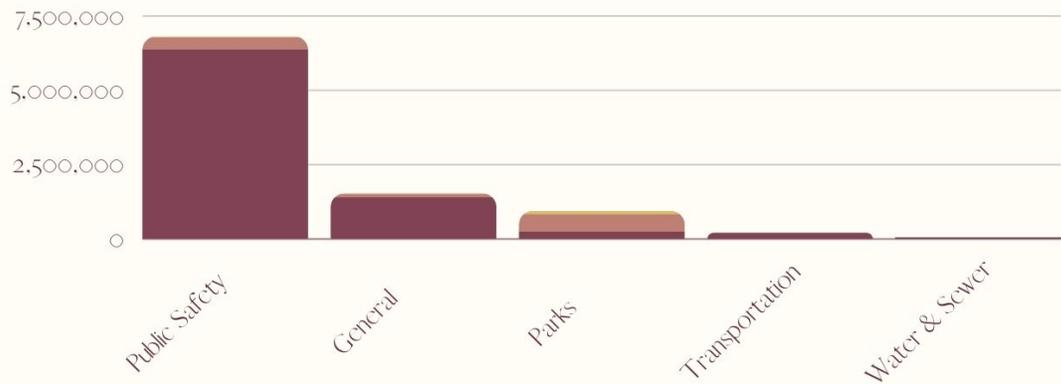
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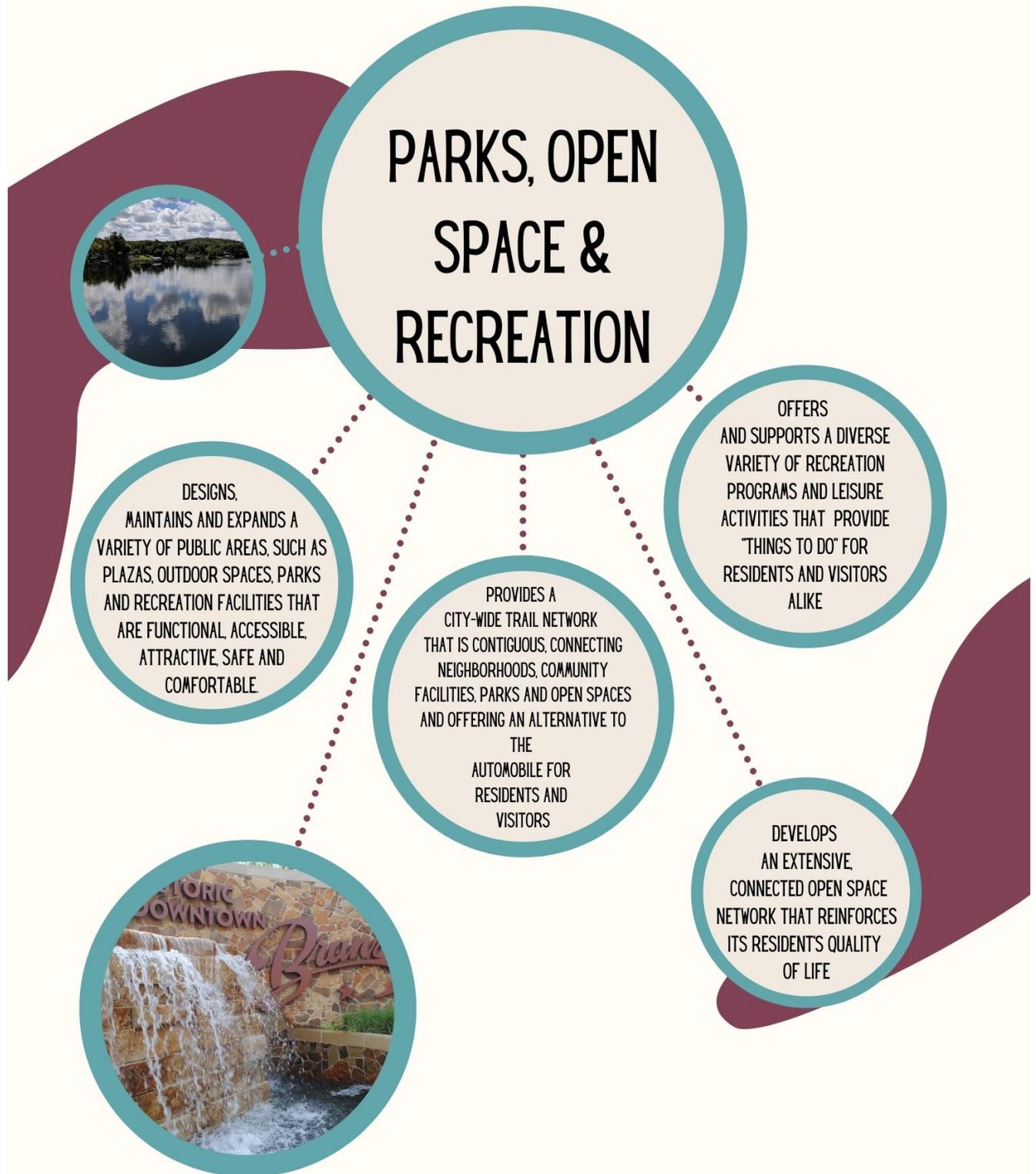


TOURISM CONTRIBUTION BY DEPARTMENT:



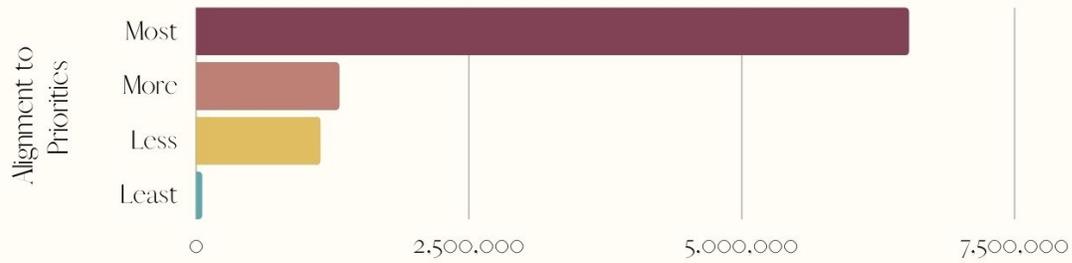
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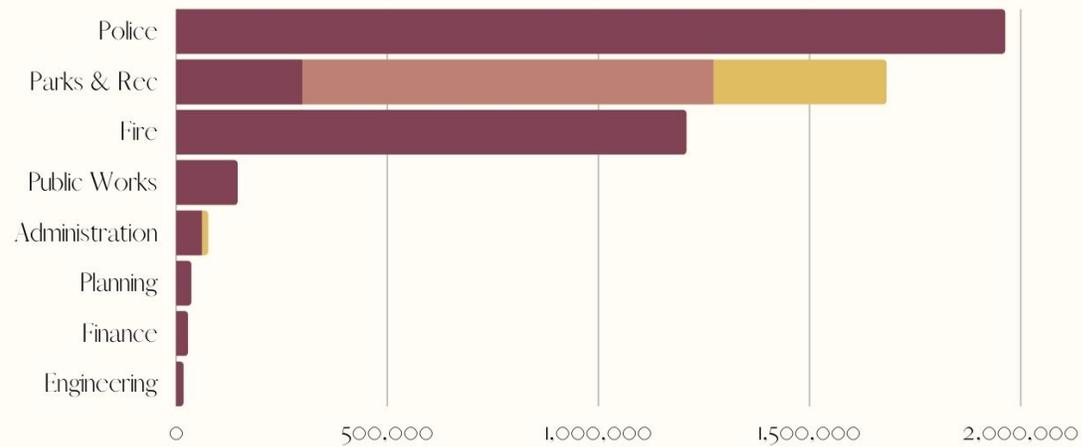


Photos courtesy of Branson Chamber of Commerce

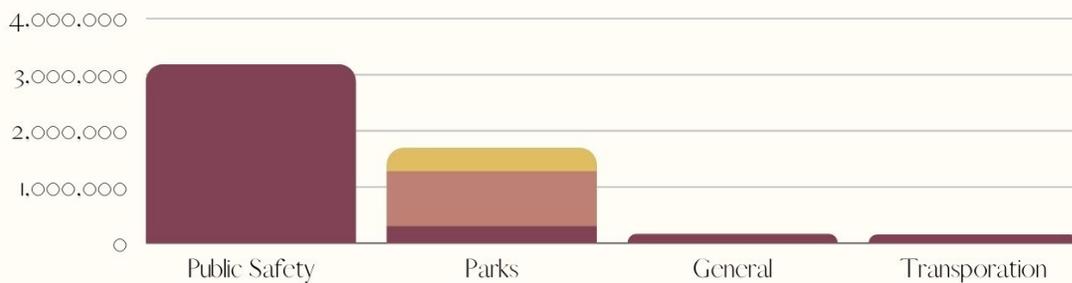
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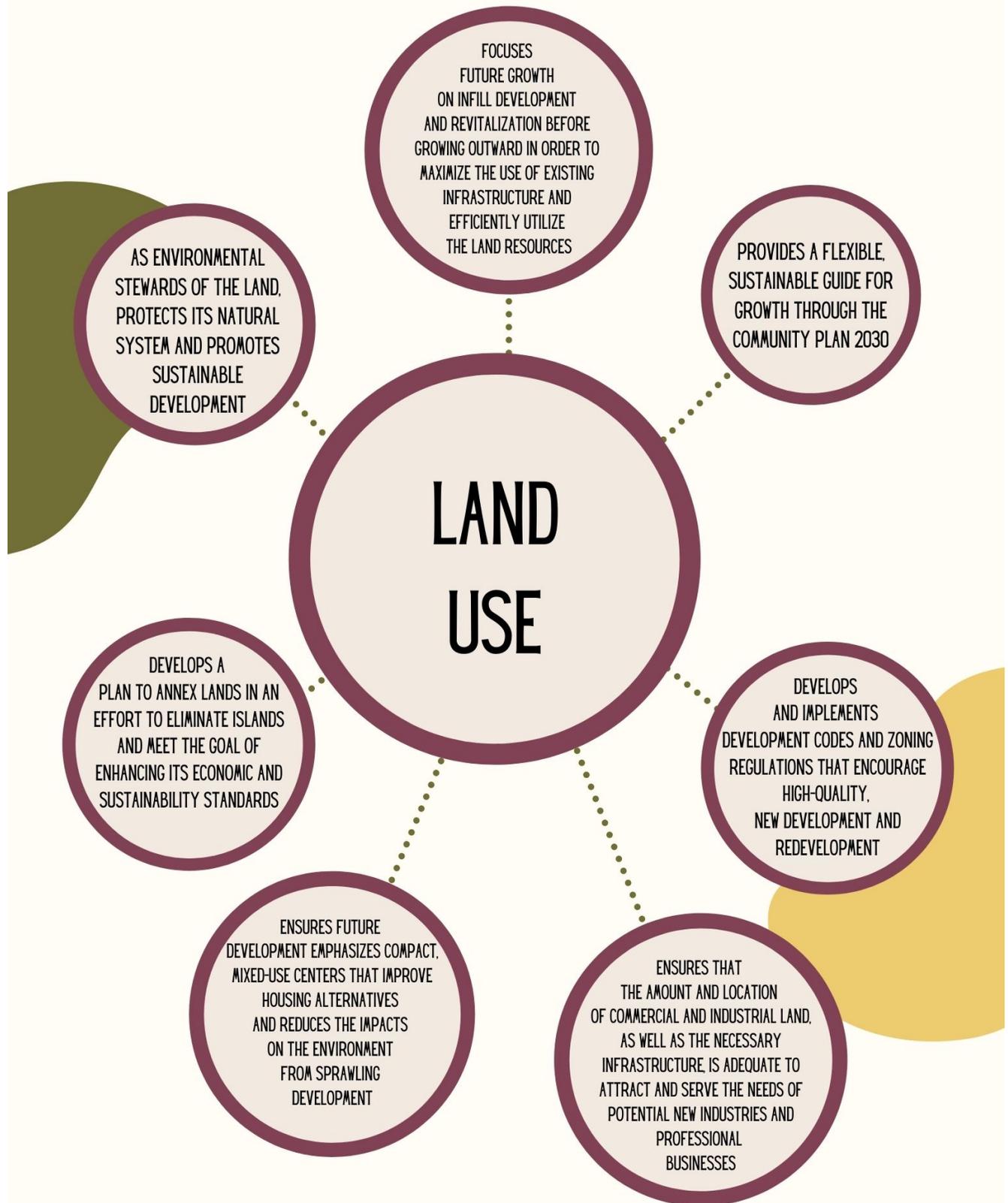


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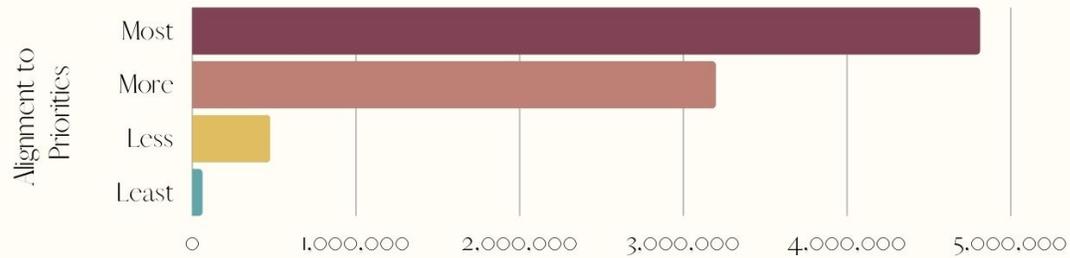


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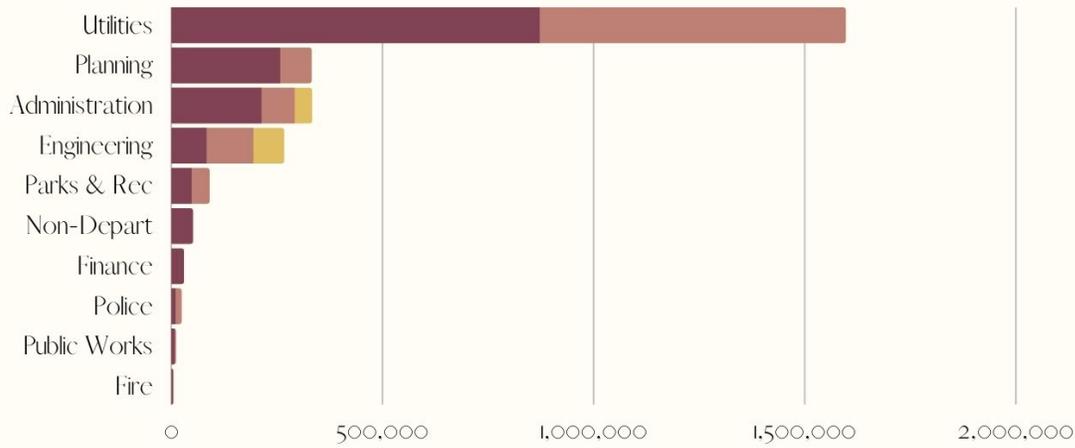




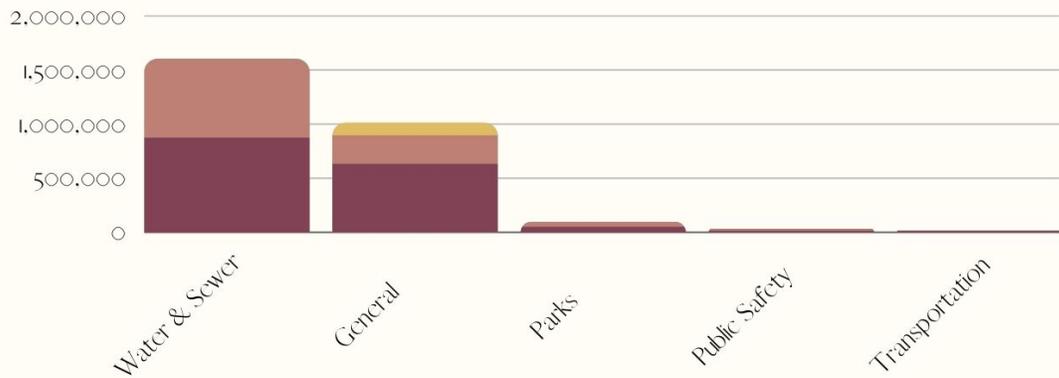
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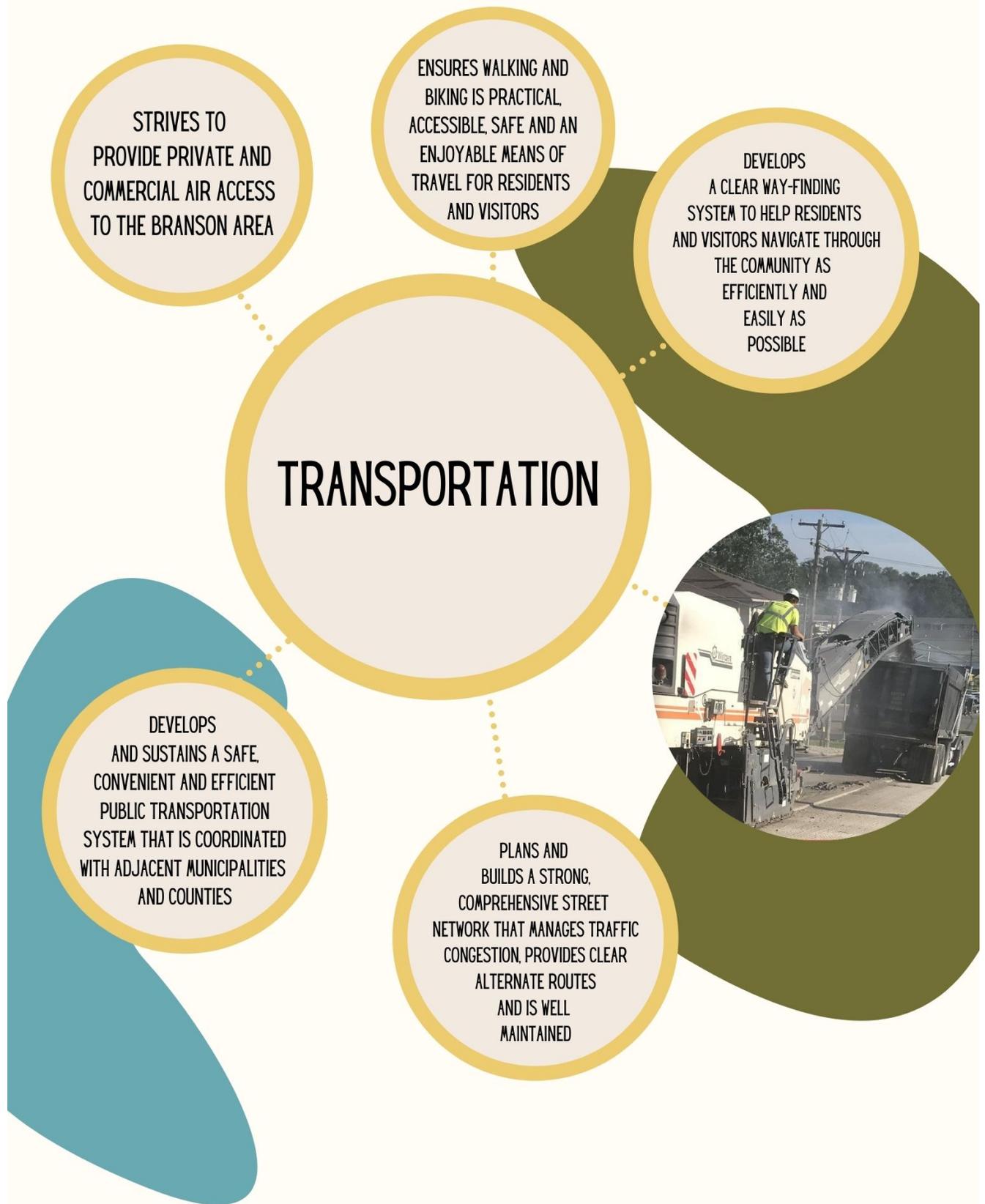


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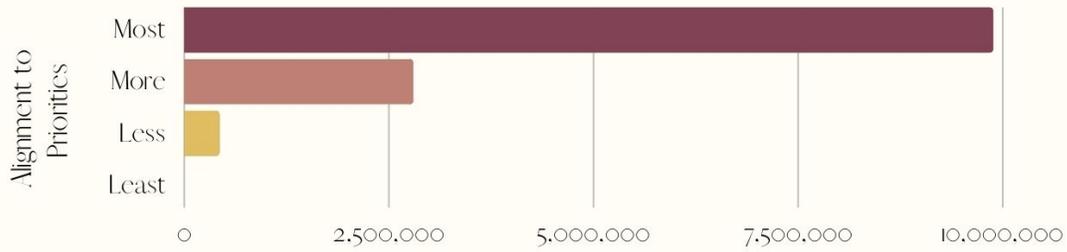


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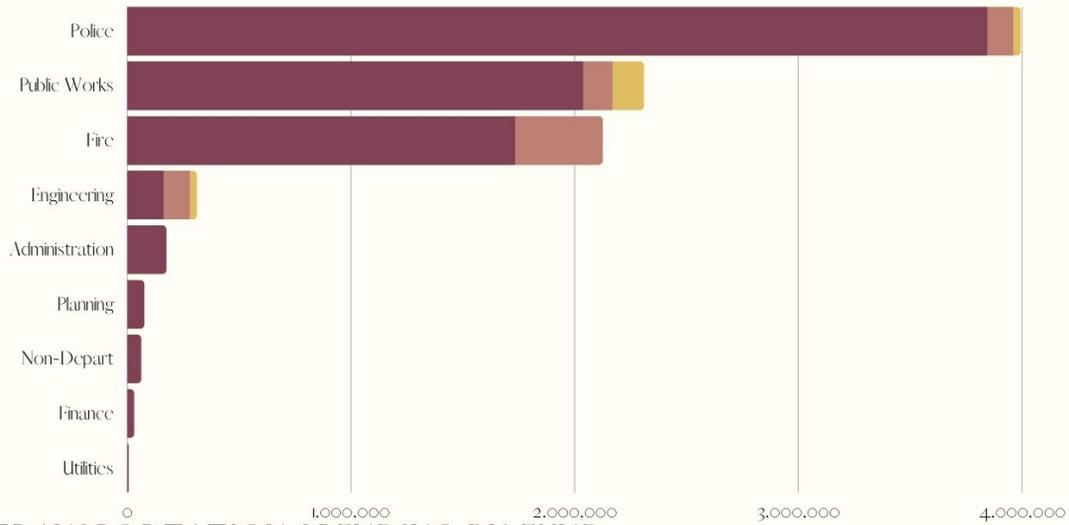




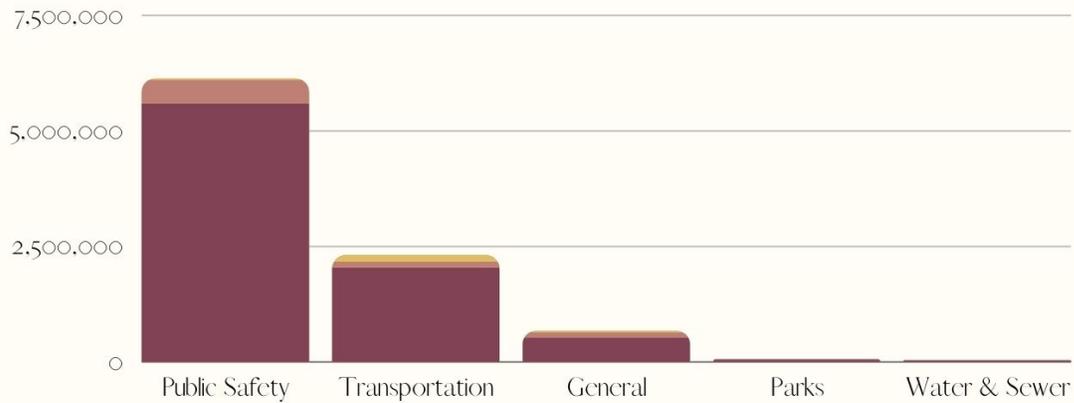
SPENDING BY LEVEL OF CONTRIBUTION TO TRANSPORTATION:



TRANSPORTATION CONTRIBUTION BY DEPARTMENT:

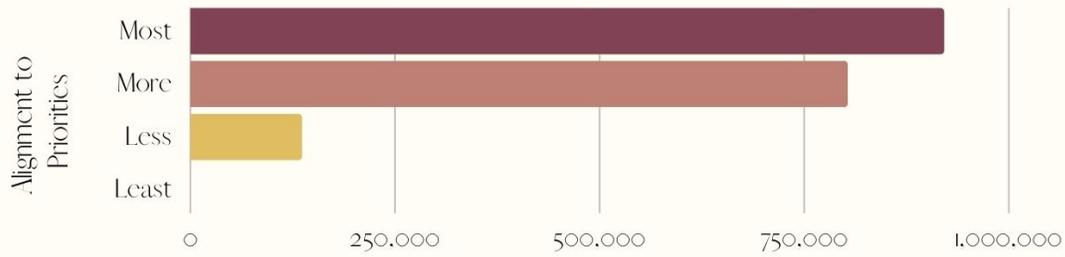


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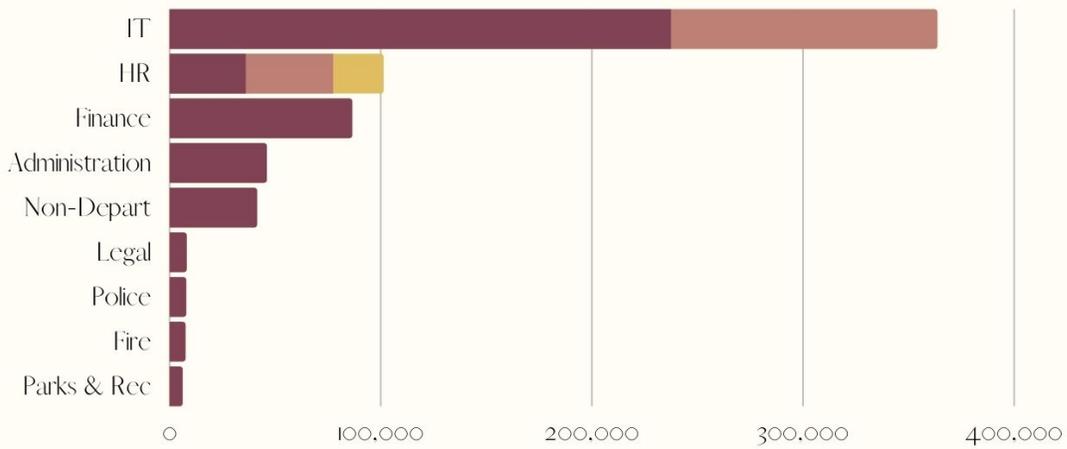




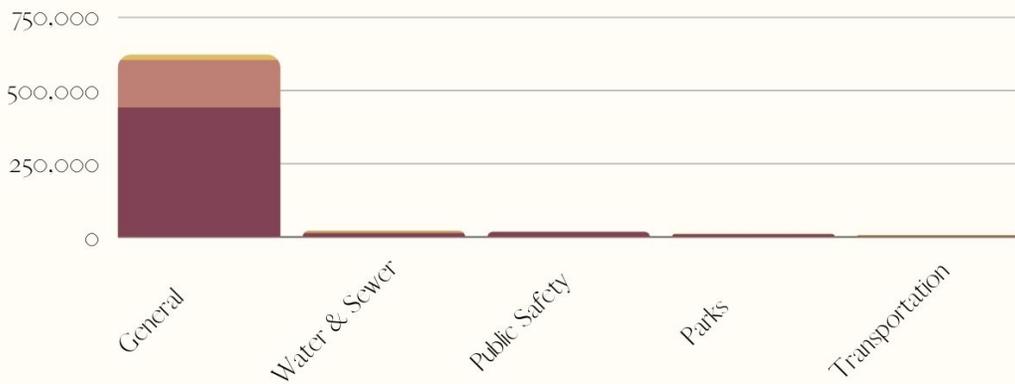
SPENDING BY LEVEL OF CONTRIBUTION TO GOOD GOVERNANCE:



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 ensures 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 considers 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 capital budget program for FY2022 can be found beginning on page 155. The city's current 5-year CIP projections can be found beginning on page 188.

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.

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 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. However, due to the COVID-19 pandemic, the projects were, again, put on hold. Progress was made in 2021 as over \$1.2 million was spent on the Highway 76 Utility Undergrounding Project for Segment 3.

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.

However, in November 2021, S&P Global Ratings revised the outlook to stable from negative and affirmed its 'A-' long-term rating on the Missouri Development Finance Board's series 2012A and 2015A infrastructure facilities revenue bonds (Branson Landing Project) and 'A' long-term rating on the board's 2011A infrastructure facilities revenue bonds. All Bonds were issued for Branson.

The outlook revision reflects S&P Global Ratings' view of the city's proactive measures to stabilize finances through cost-cutting measures, despite experiencing declines in primary revenue sources during the pandemic. This resulted in reserves and flexibility remaining stable during 2020 instead of the projected large deficit spending. Further supporting the outlook revision is the city's conservative budgeting approach with balanced-to-surplus results projected for 2021 and budgeted for 2022.

The chart below shows the city's long-term debt balance as of December 31, 2021:

Long-Term Debt

Fund	Bond Issue	Original/Refinanced Issue Amount	Balance as of 12/31/2021	Maturity Date
101	GENERAL FUND			
	Energy Performance	1,091,000	461,061	10/01/23
160	BRANSON MEADOWS			
	2011A MDFB	35,810,000	22,865,000	12/01/31
165	BRANSON LANDING			
	2012A MDFB Branson Landing	33,450,000	15,585,000	12/01/27
	2015A MDFB Branson Landing	62,560,000	52,315,000	06/01/34
170	BRANSON HILLS			
	2005A IDA Branson Hills	14,760,000	11,340,000	05/01/27
	2005B*	1,889,338	1,889,338	
	2007A IDA Branson Hills	3,385,000	2,890,000	05/01/26
	2017A IDA Branson Shoppes	35,545,000	17,465,000	11/01/29
	2017B IDA Branson Shoppes*	8,668,665	7,000,102	
171	BRANSON LANDING IDA			
	2005A IDA Branson Landing	18,560,000	10,080,000	06/01/29
240	TOURISM			
	2010 B Tourism Tax Rev	7,540,000	1,345,000	01/01/22
	2017 Certificates of Participation	12,000,000	-	06/01/27
Grand Total		235,259,003	143,235,501	

Principal and Interest Payments through Maturity by Fund

	General - 101 Fund			Branson Meadows - 160 Fund		
	Principal	Interest	Total	Principal	Interest	Total
2022	\$238,579	\$11,893	\$250,472	\$2,590,381	\$341,450	\$2,931,831
2023	239,563	5,189	244,752	2,611,164	320,866	2,932,030
2024			-	2,651,928	279,871	2,931,799
2025	-	-	-	2,692,501	238,236	2,930,737
2026	-	-	-	2,737,461	195,964	2,933,425
2027-2031	-	-	-	9,744,289	347,466	10,091,755
2032-2036	-	-	-	-	-	-
	\$478,142	\$17,082	\$495,224	\$23,027,724	\$1,723,853	\$24,751,577

	Branson Landing - 165/171 Funds			Branson Hills - 170 Fund		
	Principal	Interest	Total	Principal	Interest	Total
2022	\$6,375,000	\$3,399,938	\$9,774,938	\$2,165,000	\$2,011,160	\$4,176,160
2023	6,520,000	3,122,200	9,642,200	2,255,000	1,924,560	4,179,560
2024	7,005,000	2,829,638	9,834,638	2,345,000	1,834,360	4,179,360
2025	7,515,000	2,510,176	10,025,176	2,440,000	1,740,560	4,180,560
2026	8,055,000	2,162,288	10,217,288	5,425,000	1,559,873	6,984,873
2027-2031	27,710,000	5,860,412	33,570,412	25,964,440	1,809,820	27,774,260
2032-2036	14,800,000	908,844	15,708,844	-	-	-
	\$77,980,000	\$20,793,496	\$98,773,496	\$40,594,440	\$10,880,333	\$51,474,773

	Tourism - 240 Fund			All Funds Combined		
	Principal	Interest	Total	Principal	Interest	Total
2022	\$1,345,000	\$29,254	\$1,374,254	\$12,713,960	\$5,873,488	\$18,587,448
2023				11,625,727	5,452,608	17,078,335
2024				12,001,928	5,023,662	17,025,590
2025				12,647,501	4,568,765	17,216,266
2026				16,217,461	5,972,855	22,190,316
2027-2031				63,418,729	6,207,878	69,626,607
2032-2036	-	-	-	14,800,000	14,507,362	29,307,362
	\$1,345,000	\$29,254	\$1,374,254	\$143,425,306	\$47,606,618	\$191,031,924

Legal Debt Margin Calculation for Fiscal Year 2020

Assessed Value	459,527,105
Debt Limit (20% of assessed value)	91,905,421
Obligations	
Tourism revenue bonds	3,225,000
General obligation bonds	
Promissory notes	9,542,486
Total bonded debt	12,767,486
Less	
Debt reserve funds	2,018,438
Total net debt applicable to limit	14,785,924
Legal debt margin	77,119,497

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.

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

For the 2022 budget year, there are no new employees budgeted and, due to the lack of new employees, some directors have restructured their departments to better utilize their current employees.

Mayor & Board

Position & Title	Type	2018	2019	2020	2021	2022
Mayor	Elected	1	1	1	1	1
Board	Elected	6	6	6	6	6
Total		7	7	7	7	7

Administration

Position & Title	Type	2018	2019	2020	2021	2022
City Administrator	Full Time	1	1	1	1	1
Assistant City Administrator	Full Time	0	1	1	1	1
Administration Office Manager	Full Time	1	0	0	0	0
Communications Manager	Full Time	1	1	1	1	1
Executive Assistant to City Administrator	Full Time	0	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	0
Office Assistant III	Full Time	0	0	0	0	1
Total Full Time Employees		4	5	5	5	5

City Clerk

Position & Title	Type	2018	2019	2020	2021	2022
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	1	1	1
Total Clerk Full Time Employees		4	4	5	5	5

MUNICIPAL COURT

Position & Title	Type	2018	2019	2020	2021	2022
Court Clerk	Full Time	0	0	0	1	1
Deputy Court Administrator	Full Time	1	1	1	0	0
Court Specialist	Full Time	3	3	3	3	3
Total Court Full Time Employees		4	4	4	4	4

LEGAL

Position & Title	Type	2018	2019	2020	2021	2022
City Attorney	Full Time	1	1	1	1	1
Associate City Attorney	Full Time	0	1	0	0	0
Compliance Specialist	Full Time	1	1	0	0	0
Total Legal Full Time Employees		2	3	1	1	1

Engineering/Public Works

Engineering

Position & Title	Type	2018	2019	2020	2021	2022
City Engineer	Full Time	1	0	0	0	0
Public Works and Engineering Director	Full Time	0	1	1	1	1
Assistant City Engineer	Full Time	1	1	1	1	1
Office Specialist III	Full Time	0	0	0	1	1
Office Specialist II	Full Time	1	1	1	0	0
Office Assistant III	Full Time	1	1	1	1	1
CAD Specialist	Full Time	1	1	1	1	2
GIS Manager	Full Time	0	0	0	1	1
GIS Coordinator	Full Time	1	1	1	0	0
GIS Analyst	Full Time	0	0	0	1	1
GIS Technician	Full Time	1	1	1	0	0
Engineering Project Manager	Full Time	2	2	2	2	2
Intern	Seasonal	2	1	1	1	1
GIS Intern	Seasonal	0	1	1	1	1

Public Works

Assistant Public Works Director	Full Time	1	0	0	0	0
Operations Manager	Full Time	0	1	1	1	1
Streets Supervisor II	Full Time	1	1	1	1	1
Heavy Equipment Operator	Full Time	3	3	3	3	3
Streets Maintenance Worker II	Full Time	2	2	2	2	2

FY2022 Annual Budget

Streets Maintenance Worker I	Full Time	6	5	5	5	6
Building Maintenance Supervisor	Full Time	1	1	1	1	1
City Hall Custodian	Full Time	1	0	0	0	0
Hwy 76 Maintenance Worker	Full Time	1	1	1	1	1
Building Maintenance Tech	Full Time	1	1	1	1	1
Garage/Service Center Supervisor	Full Time	1	1	1	1	1
Master Mechanic	Full Time	2	2	2	2	2
Mechanic Assistant	Full Time	1	1	1	0	0
Sign Shop Supervisor	Full Time	1	1	1	1	1
Sign Shop Technician	Full Time	1	2	2	2	2
Office Assistant II – Public Works	Full Time	2	1	1	1	0
Office Assistant III – Public Works	Full Time	1	1	1	1	1
Environmental Specialist	Full Time	1	1	1	1	0
MS4 Coordinator/Storm Water Technician	Full Time	1	1	1	1	0
Recycling Center Supervisor	Full Time	1	1	1	1	0
Maintenance Worker I Recycling	Full Time	1	1	1	1	0
Maintenance Worker I Recycling	Part Time	1	1	1	0	0
Intern	Seasonal	2	1	1	0	0
Seasonal Laborer	Seasonal	6	6	6	4	4
Total Full Time Employees		39	37	37	36	33
Total Part Time Employees		1	1	1	0	0
Total Seasonal Employees		10	9	9	6	6
Total All Employees		50	47	47	41	39

Finance

Position & Title	Type	2018	2019	2020	2021	2022
Finance Director	Full Time	1	1	1	1	1
Assistant Finance Director	Full Time	1	1	1	1	1
Accountant II	Full Time	1	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	2	2	1	1	1
Utility Accountant	Full Time	1	1	1	1	1
Accountant	Full Time	3	2	2	2	2
Licensing Officer	Full Time	1	1	1	1	0
Licensing Compliance Manager	Full Time	0	0	0	0	1

Office Assistant III	Full Time	0	1	1	1	1
Accounting Clerk	Full Time	1	1	1	1	1
Utility Clerk	Full Time	1	0	0	0	0
Intern	Part Time	1	1	1	1	1
Total Full Time Employees		14	14	14	14	14
Total Part Time Employees		1	1	1	1	1
Total All Employees		15	15	15	15	15

Fire

Position & Title	Type	2018	2019	2020	2021	2022
Fire Chief	Full Time	1	1	1	1	1
Assistant Fire Chief	Full Time	1	1	1	1	1
Division Chief	Full Time	1	3	3	3	3
Battalion Chief	Full Time	3	3	3	3	3
Office Specialist II	Full Time	0	0	0	1	1
Office Specialist	Full Time	0	0	1	0	0
Office Assistant III	Full Time	1	1	0	1	1
Office Assistant II	Full Time	1	1	1	0	0
Captain	Full Time	9	9	9	9	9
Fire Marshal/Fire Prevention Officer	Full Time	1	1	2	2	2
Engineer	Full Time	9	9	9	9	9
Fire Fighter	Full Time	18	18	18	18	18
Volunteer Firefighter	Part Time	2	2	2	2	2
Total Full Time Employees		47	49	50	50	50
Total Part Time Employees		2	2	2	2	2
Total All Employees		49	51	52	52	52

Human Resources

Position & Title	Type	2018	2019	2020	2021	2022
Human Resources Director	Full Time	1	1	1	1	1
Human Resources Assistant Director	Full time	0	0	1	1	1
Risk Manager	Full Time	1	1	1	1	1
Senior Human Resources Generalist	Full Time	1	1	0	0	0
Safety Officer/Training Coordinator	Full Time	1	1	1	1	1
Human Resources Generalist	Full Time	1	1	0	0	0
Human Resources Specialist I	Full Time	0	0	2	2	2

Human Resources Clerk	Full Time	1	1	0	0	0
Total Full Time Employees		6	6	6	6	6

Information Technology

Position & Title	Type	2018	2019	2020	2021	2022
Information Technology Director	Full Time	1	1	1	1	1
Operations Manager	Full Time	1	1	1	1	1
SCADA Network Administrator	Full Time	1	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		5	5	5	5	5

Parks & Recreation

Position & Title	Type	2018	2019	2020	2021	2022
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
Landscape Specialist	Full Time	0	1	1	1	1
Recreation Specialist II	Full Time	2	2	2	2	0
Recreation Assistant	Full Time	0	0	0	0	2
Office Assistant II	Full Time	1	1	1	1	1
Office Specialist	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	12	11	11	11	12
Supervisor I	Full Time	0	0	2	2	2
Supervisor II	Full Time	2	1	0	0	0
Parks Business Supervisor	Full Time	0	1	1	1	1
Recreation Manager	Full Time	0	0	0	0	1
Supervisor III	Full Time	1	1	1	1	0
Maintenance Superintendent	Full Time	0	0	0	0	1
City Hall Custodian	Full Time	0	1	1	1	1
Campground Manager	Full Time	0	1	1	1	1
Campground Operator	Part Time	2	0	0	0	0
Assistant Campground Manager	Part Time	0	0	0	0	1
Substitute Campground Operator	Part Time	6	0	0	0	0
Office Assistant	Part Time	4	4	4	4	4
Pool Manager	Seasonal	1	1	1	1	1
Concessions Manager	Seasonal	0	0	1	1	1

Concessions Crew Leader	Seasonal	3	3	3	3	3
Lifeguards	Seasonal	22	22	22	22	22
Head Lifeguards	Seasonal	2	2	2	2	2
Assistant Swim Team Coach	Seasonal	2	2	2	2	2
Seasonal Laborer	Seasonal	5	5	5	5	0
Concessionaires	Seasonal	22	22	22	22	22
Office Assistant	Seasonal	1	1	1	1	1
Day Camp Director	Seasonal	1	1	1	0	0
Day Camp Assistant Director	Seasonal	0	0	1	0	0
Day Camp Staff	Seasonal	14	14	14	14	14
Intern	Seasonal	2	2	2	2	2
Total Full Time Employees		22	24	25	25	27
Total Part Time Employees		12	4	4	4	5
Total Seasonal Employees		75	75	77	75	70
Total All Employees		109	103	106	113	102

Planning & Development

Position & Title	Type	2018	2019	2020	2021	2022
Planning & Development Director	Full Time	1	1	1	1	0
Senior Planner	Full Time	0	1	1	0	1
Plan Reviewer	Full Time	1	1	1	1	1
Planner	Full Time	2	0	0	1	1
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	0	0	0
Code Enforcement Officer	Full Time	1	1	0	0	0
MS4 Coordinator/Storm Water Technician	Full Time	0	0	0	0	1
Office Assistant III	Full Time	1	1	1	1	1
Total Full Time Employees		11	10	8	8	9

Police

Position & Title	Type	2018	2019	2020	2021	2022
Police Chief	Full Time	1	1	1	1	1
Assistant Chief	Full Time	1	1	1	1	1
Lieutenant	Full Time	3	3	3	3	3

Sergeant	Full Time	9	9	9	9	9
Training/Recruitment Coordinator	Full Time	1	1	1	1	1
Crime Analyst	Full Time	0	1	1	1	1
Police Officer	Full Time	38	41	41	41	41
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	2	2	2	2	1
Code Enforcement Supervisor	Full Time	0	0	1	1	0
Code Enforcement Officer	Full Time	0	0	1	1	3
Total Full Time Employees		72	76	78	78	78

Utilities

Water & Sewer | Water Treatment

Position & Title	Type	2018	2019	2020	2021	2022
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	0	0	0
Electrician II	Full Time	0	0	1	1	1
Total Water Treatment Full Time Employees		11	11	11	11	11

Water & Sewer | Water Distribution & Meter Maintenance

Position & Title	Type	2018	2019	2020	2021	2022
WD/SC Division Supervisor	Full Time	0	1	1	1	1
Supervisor III	Full Time	1	0	0	0	0
Supervisor II	Full Time	1	0	0	0	0
Utilities Crew Leader	Full Time	0	2	2	2	2
Equipment Operator II	Full Time	2	1	1	1	1
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	2	0	0	0	0
Maintenance Worker I	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	2018	2019	2020	2021	2022
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	3	2	2	2	2
Plant Operator I	Full Time	9	5	5	5	5
Operator Trainee	Full Time	2	2	2	2	2
Equipment/Plant Operator I	Full Time	0	2	2	2	2
Lab Technician	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	1	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		19	19	19	19	19

Water & Sewer | Sewer Collection

Position & Title	Type	2018	2019	2020	2021	2022
Crew Leader	Full Time	0	1	1	1	1
Maintenance Worker I	Full Time	3	0	0	0	0
Utility Worker I	Full Time	0	1	1	1	1
Utility Worker II	Full Time	0	1	1	1	1
Equipment Operator I	Full Time	0	1	1	1	1
Equipment Operator II	Full Time	2	1	1	1	1
Total Wastewater Collection Full Time Employees		5	5	5	5	5

Water & Sewer | Utilities Administration

Position & Title	Type	2018	2019	2020	2021	2022
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	Full Time	1	1	1	1	1
Backflow Prevention Technician	Full Time	1	1	1	1	1
Office Specialist III	Full Time	0	0	0	1	1

FY2022 Annual Budget

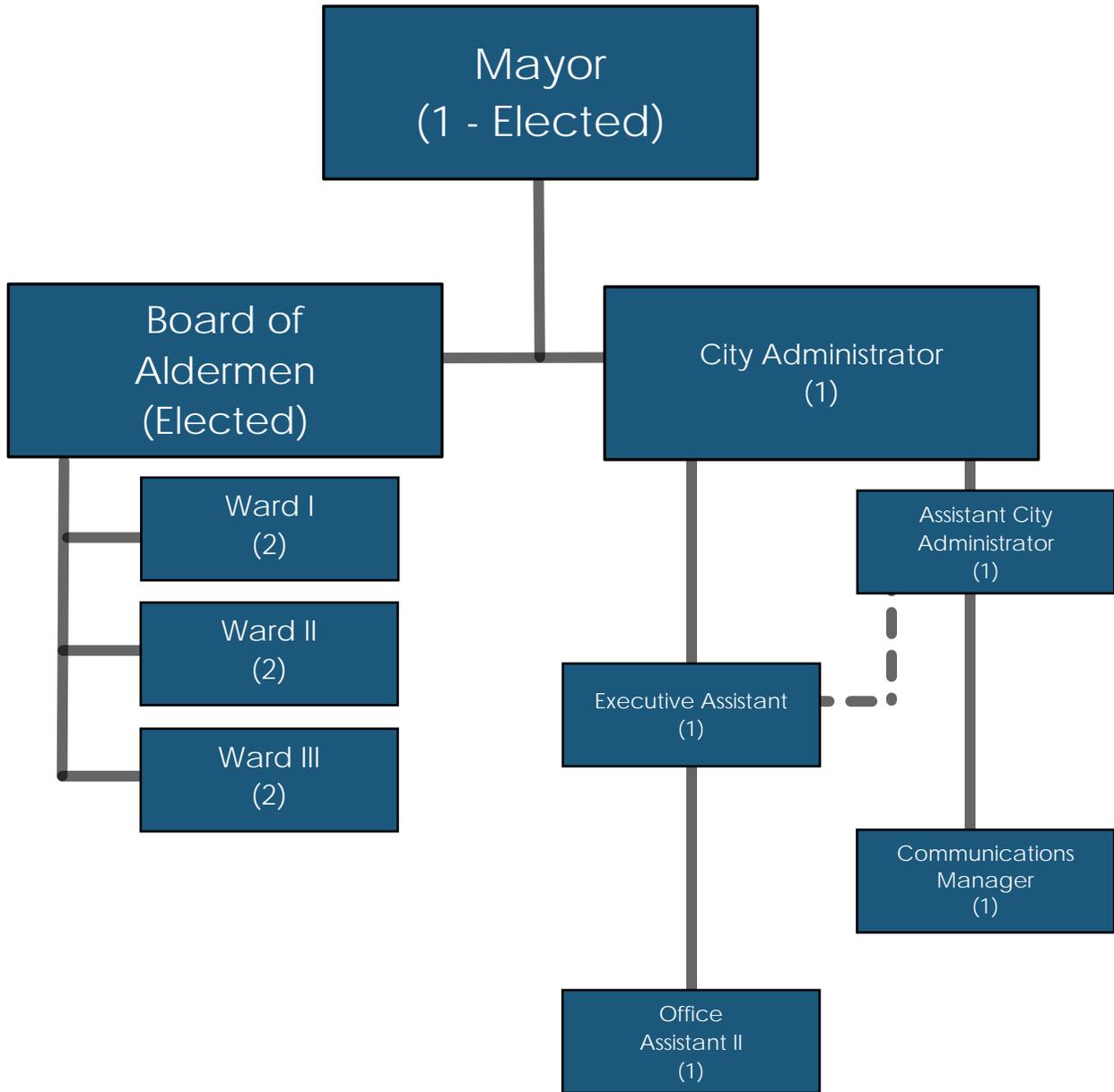
Administrative Services Manager	Full Time	1	1	1	0	0
Office Assistant III	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Total Utilities Administration Full Time Employees		7	7	7	7	7

Total Utilities	51	51	51	51	51
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Totals		2018	2019	2020	2021	2022
Total Full Time Employees		281	288	289	284	288
Total Part Time Employees		16	8	8	22	8
Total Seasonal Employees		85	84	86	79	76
Grand Total – All Employees		382	380	383	385	372
Mayor & Board of Aldermen		7	7	7	7	7

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 elected 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	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	57,815	80,364	80,324	80,364
Contractual Services	14,063	21,275	19,475	23,300
Commodities	1,101	6,725	6,346	9,875
Capital Expenditures	-	-	-	-
Total Mayor & Board	72,979	108,364	106,145	113,539



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.

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.

2022 Strategic Objectives

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

2023 - 2026 Strategic Objectives

.....

- 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

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City Administration	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	568,334	580,124	581,993	598,217
Contractual Services	3,769	8,750	7,350	8,550
Commodities	1,138	8,500	7,000	9,200
Capital Expenditures	-	-	-	-
Total City Administration	573,241	597,374	596,343	615,967

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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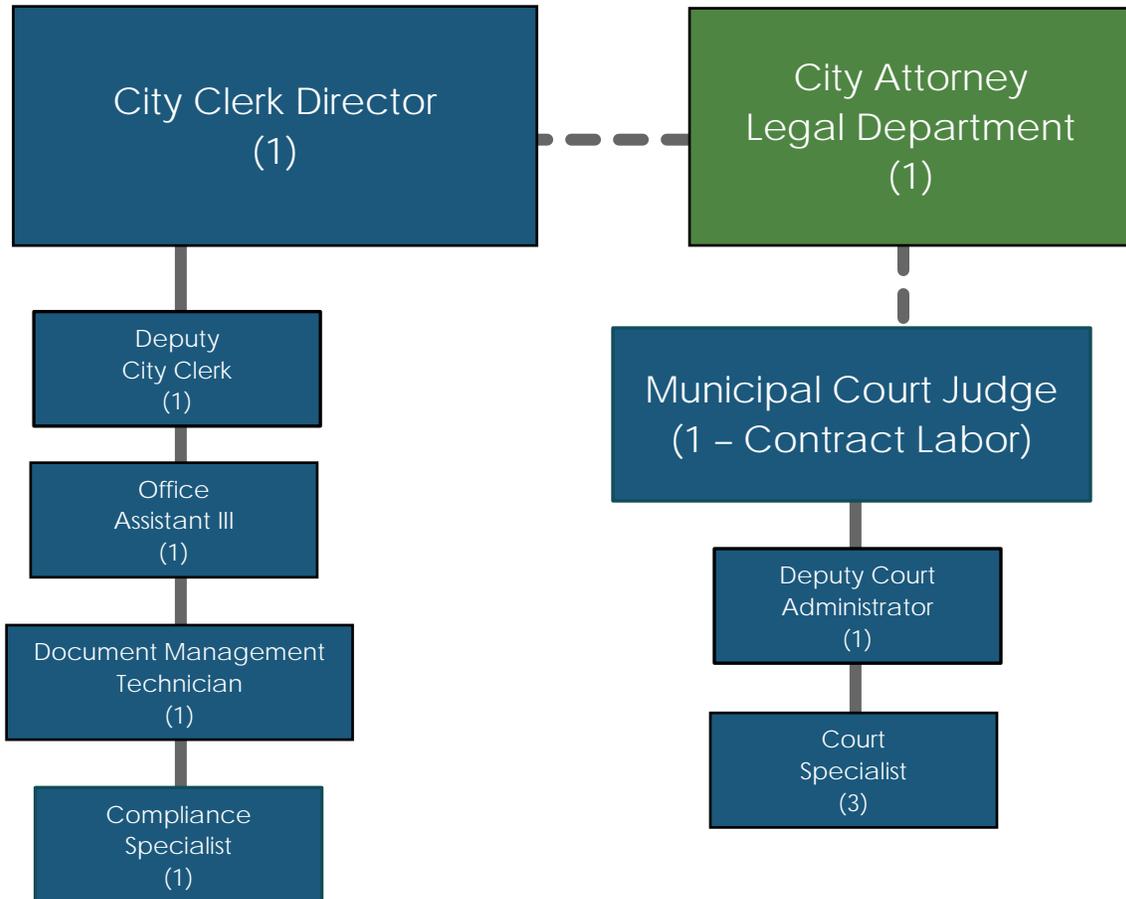
Communications	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	89,339	90,321	89,956	92,470
Contractual Services	339	1,820	1,420	1,820
Commodities	8	250	250	250
Capital Expenditures	-	-	-	-
Total Communications	89,686	92,391	91,626	94,540



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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** 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**. The Municipal Court is a division of the Circuit Court of Taney County, 46th Judicial Circuit. The Court handles alleged traffic, ordinance, and parking violations along with overseeing court appearances, fine payments, and community service. The Municipal Court Judge is appointed to hear cases brought before the Court by the City Prosecutor on court dates.

2021 Strategic Accomplishments

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- ✓ Finalized Implementation of PrimeGov for all boards, commissions and committees
- ✓ Processed document destruction for those that had reached retention and re-implemented the annual destruction process
- ✓ 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

2022 Strategic Objectives

.....

- Finalize quality review of all ordinances and resolutions scans
- Allow public access to ordinances and resolutions through Laserfiche Web Distribution Portal

- Implementation of DocuSign and retention process for documents
- Move towards total use of PrimeGov for calendaring Board of Aldermen meetings and documents

2023 - 2026 Strategic Objectives

.....

- 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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City Clerk				
Expenditure by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	415,598	472,705	471,905	485,416
Contractual Services	11,551	30,350	30,350	29,850
Commodities	2,040	5,150	5,150	5,150
Capital Expenditures	-	-	-	-
Total Clerk	429,189	508,205	507,405	520,416

Court				
Expenditure by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	254,773	308,216	206,141	210,850
Contractual Services	54,029	80,750	79,550	80,750
Commodities	573	1,700	1,700	1,700
Capital Expenditures	-	-	-	-
Total Court	309,375	390,666	287,391	293,300

Performance Measures

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Goal: Transparency

Critical Success Factor(s): Will encourage informed participation in local government

Performance Measure(s):

Percent of Mayor and Board approved ordinances and resolutions made available for public access within two weeks of passage*	Adopted FY 2022
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*New performance measure in FY 2022; targets will be set in future years after a baseline is established.

Goal: Manage an efficient, accurate and compliant Mayor and Board meeting process

Critical Success Factor(s): Good Governance

Performance Measure(s):

Percent of newly elected Board of Aldermen trained on meeting processes and procedures. *	Adopted FY 2022
Percent of Board of Aldermen meeting minutes approved within three regular meetings. *	Adopted FY 2022

*New performance measure in FY 2022; targets will be set in future years after a baseline is established.

Short Term Objectives:

	Planned Completion
Allow public access to ordinances and resolutions through Laserfiche Web Distribution Portal	Q3 FY 2022
Implementation of DocuSign and retention process for documents	Q1 FY 2022
Move towards total use of PrimeGov for calendaring Board of Aldermen meetings and documents	Q2 FY 2022

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.

2021 Strategic Accomplishments

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- ✓ In conjunction with the municipal court, move to a paperless prosecution model for citations and ordinance violations

2022 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
- With cooperation, streamline Board of Aldermen contract approval through the use of general appropriation bills and resolutions

Departmental Expenditures

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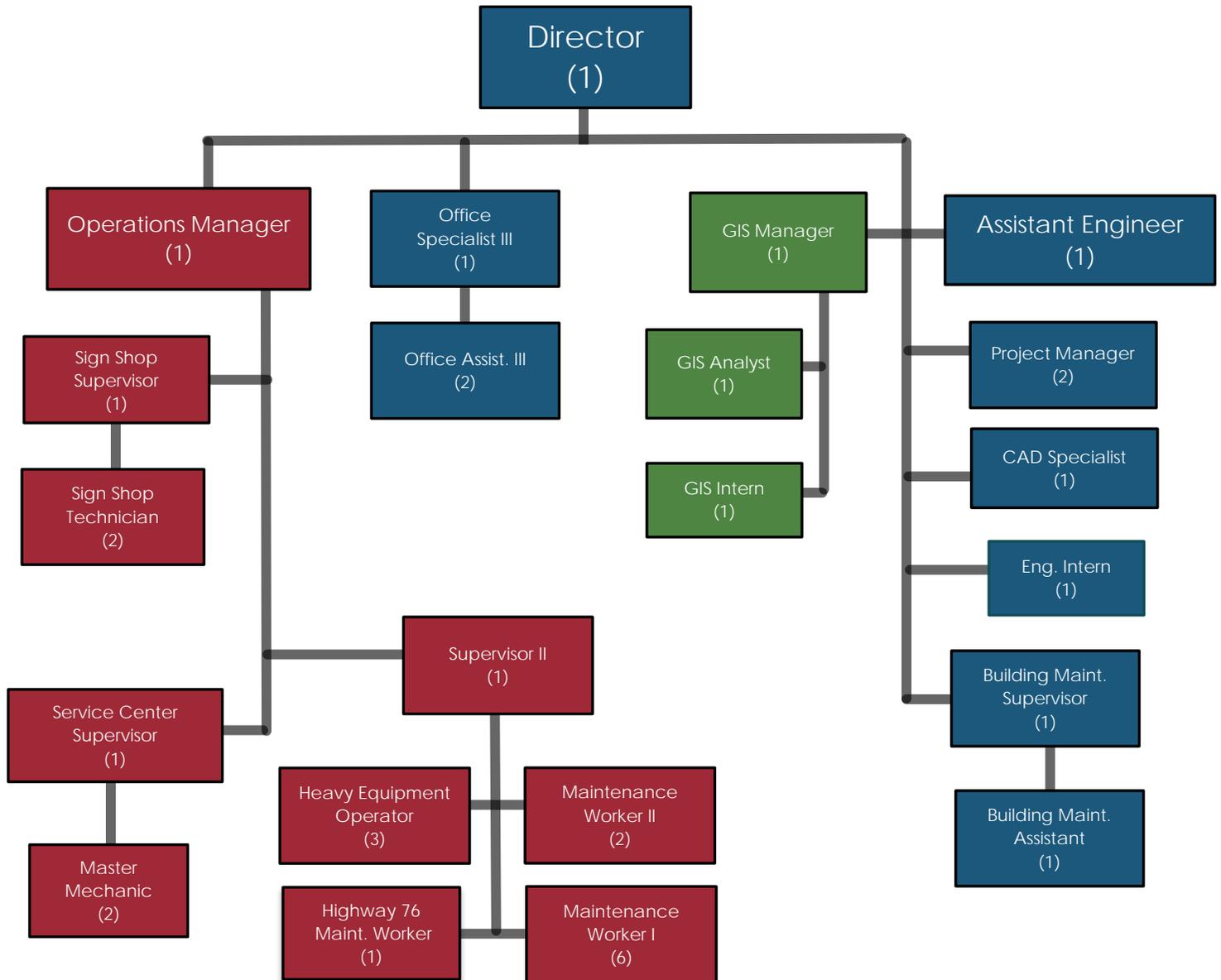
Legal	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	186,607	147,906	147,506	152,742
Contractual Services	105,781	152,575	148,475	152,575
Commodities	167	1,250	250	1,250
Capital Expenditures	-	-	-	-
Total Legal	292,555	301,731	296,231	306,567



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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, rights-of-way, repair of city vehicles, and city buildings. The department is made up of thirty-five 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, 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, maintenance of 16 signalized intersections, trail design, stormwater 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 master plan. This storm water master plan includes numerous stormwater projects throughout the city which mainly consist of areas of flooding. The city has 21 square miles for all watersheds draining through the city limits. The engineering department works to encourage improved storm water runoff, revising the City's Technical Specifications and Design Criteria for public improvement projects, preparing and amending existing ordinances as needed.

2021 Strategic Accomplishments

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- ✓ Completed 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

2022 Strategic Objectives

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- Continued executing mill & overlay, micro surfacing, striping, curb & gutter, and sidewalks per pavement management system
- Implemented bridge rehabilitation and preventative maintenance measures for all city bridges

- Continue to research and improve sidewalks to meet federally mandated ADA standards
- Started the process to migrate the GIS desktop applications to web based for staff and improve citizen access to data and mapping information
- Pursued new financial resources to help fund long-term storm water monitoring requirements and awareness
- Researched the Municipal Code concerning implementing infrastructure application fees from consultants and developers

2023 - 2026 Strategic Objectives

.....

- Research funding sources to implement streetlight 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

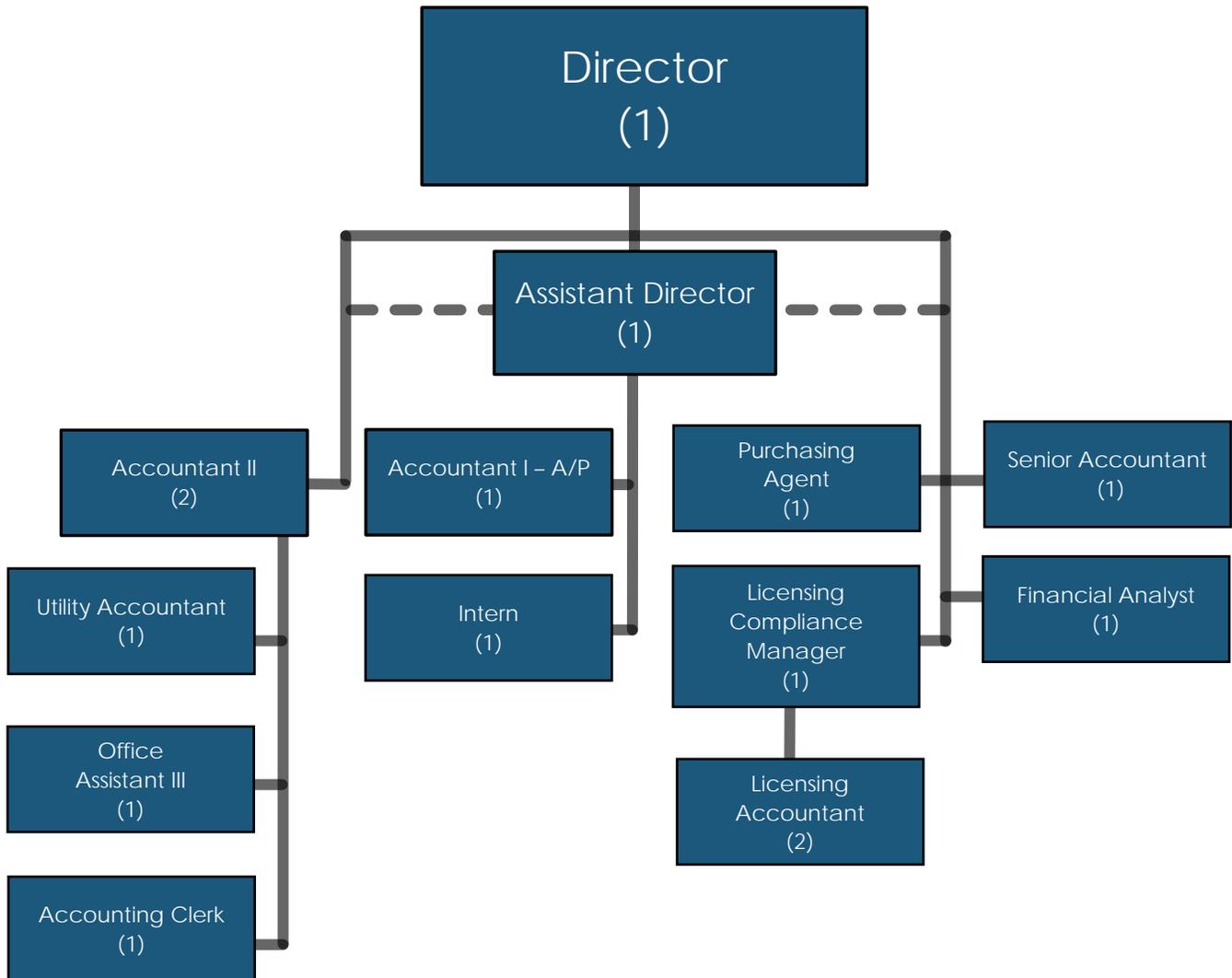
Departmental Expenditures

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Engineering	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	641,055	720,780	663,387	727,650
Contractual Services	39,794	44,700	48,030	55,145
Commodities	15,232	16,425	16,500	17,635
Capital Expenditures	-	-	-	-
Total Engineering	696,081	781,905	727,917	800,430

Public Works	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	378,107	430,178	193,936	179,992
Contractual Services	157,852	258,782	207,965	266,882
Commodities	18,337	22,677	24,575	34,675
Capital Expenditures	-	-	-	-
Total Public Works	554,296	711,637	426,476	481,549

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.

2021 Strategic Accomplishments

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- ✓ Updated departmental processes to include more paperless/electronic processing including bidding, p-card expense reports, and licensing
- ✓ Renewed bonding capacity/tourism tax renewal
- ✓ Implemented approved online modules for utility payments, business & liquor licensing, and an employee portal
- ✓ Received a clean audit report for FY2020 financials

2022 Strategic Objectives

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

2023 - 2026 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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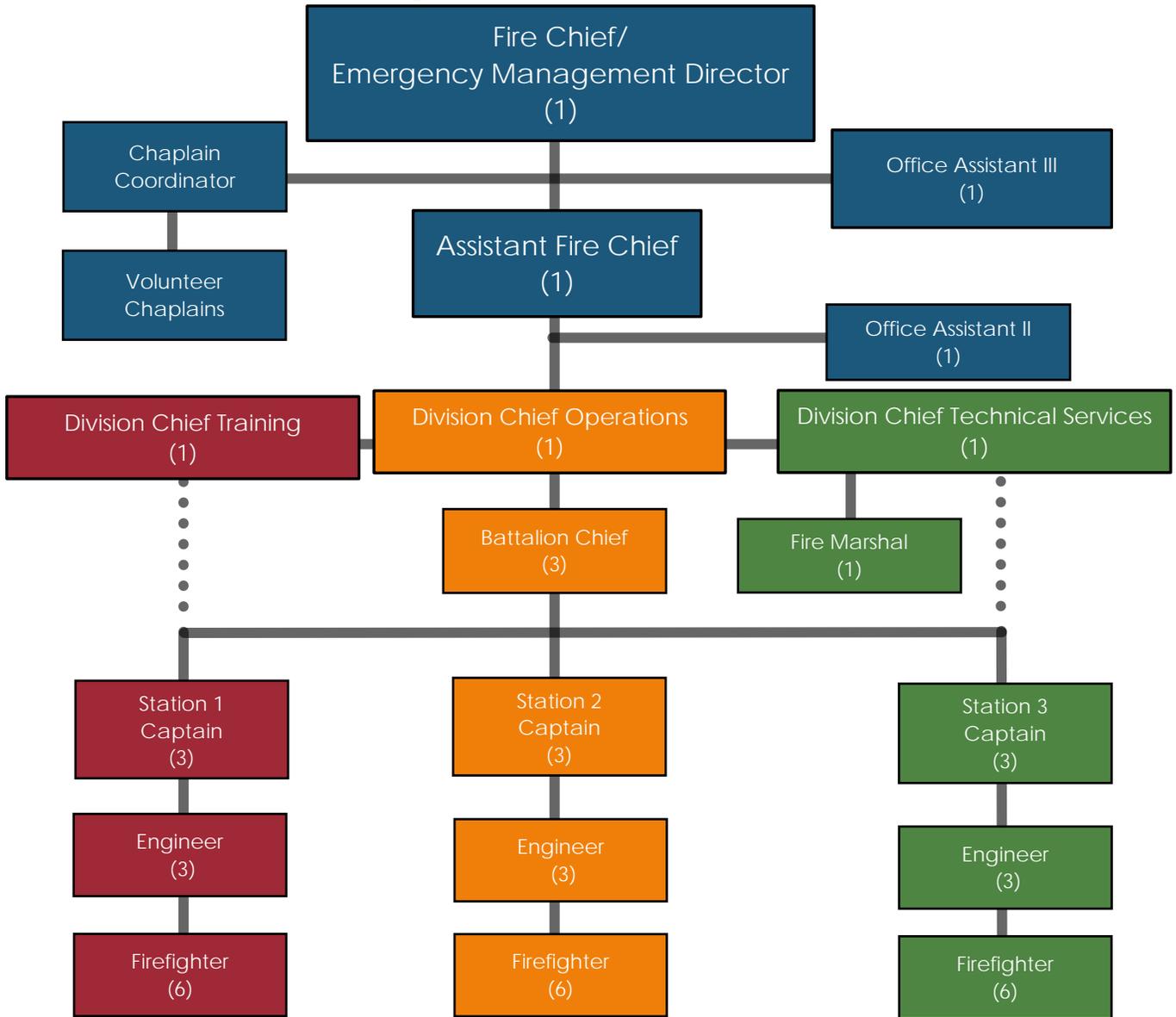
Finance	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	981,569	891,413	888,420	887,812
Contractual Services	70,429	94,008	93,708	105,468
Commodities	10,317	13,000	13,000	15,000
Capital Expenditures	-	-	-	-
Total Finance	1,062,315	998,421	995,128	1,008,280

Non-Departmental	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	14,896	-	-	-
Contractual Services	2,085,100	2,220,437	2,183,379	2,141,028
Commodities	212,046	16,000	16,000	16,480
Debt	117,876	238,580	238,580	238,580
Capital Expenditures	-	-	-	-
Total Non-Departmental	2,429,918	2,475,017	2,437,959	2,396,088



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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.

2021 Strategic Accomplishments

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- ✓ Installed 3 new Outdoor Warning Sirens
- ✓ Placed in-service 44 new Self-Contained Breathing Apparatus (SCBA)
- ✓ SCBA Cascade and Containment System replaced
- ✓ Provided National Incident Management System (NIMS) training
- ✓ Participated in a functional disaster exercise for City staff and the Emergency Operations Center (EOC)
- ✓ Implemented a new Records Management System (RMS)
- ✓ Restructured fire department budgeting processes to align with PBB and improve trending of expenditures

2022 Strategic Objectives

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- Complete a Community Risk Assessment
- Implement a program to reduce false fire alarms
- Continue providing NIMS Training for City Staff
- Implement a long-term maintenance program for fire station facilities

- Initiate design work for Fire Station #4
- Initiate the construction of a new Pierce Rescue-Engine (Fire Station 1)
- Review and Update International Fire Code Amendments
- Replace 2 Outdoor Warning Sirens

2023 - 2026 Strategic Objectives

.....

- Begin construction of Fire Station #4
- Start construction of a new Pierce Engine (Fire Station 4)
- Develop a Standards of Cover for the Fire Department
- Adopt 2024 ICC Codes in partnership with the Planning & Development Department
- Replace dated Outdoor Warning Siren Units and integrate electronic monitoring and activation
- Continue NIMS Training and Disaster Exercise Training opportunities for All-Hazards
- Develop and implement a dashboard system to improve performance measurements

Departmental Expenditures

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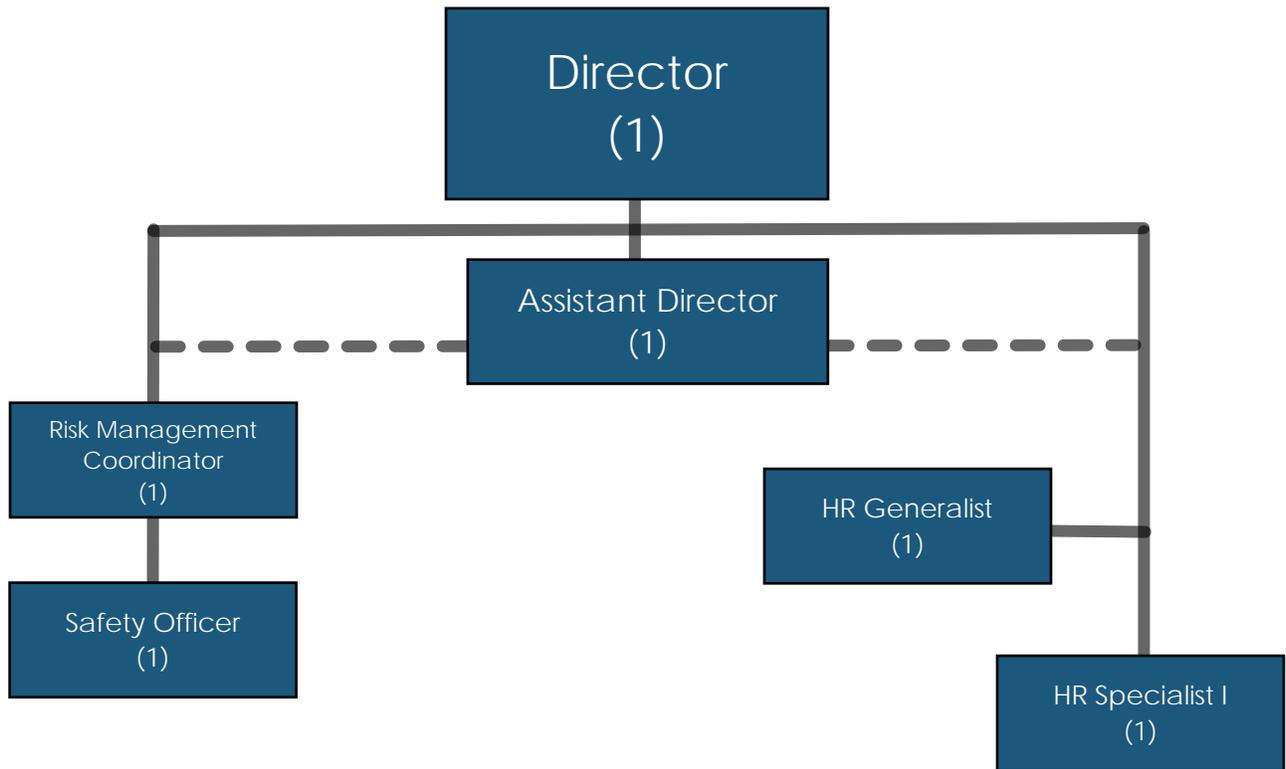
Fire Expenditure by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	3,766,734	3,877,687	3,880,189	4,001,188
Contractual Services	297,290	393,906	389,878	402,904
Commodities	117,921	186,900	185,090	188,900
Capital Expenditures	414,858	136,500	1,634,640	1,650,000
Debt Service	125,896	-	-	-
Total Fire	4,722,699	4,594,993	6,089,797	6,242,992

Performance Measures

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Objective	Benchmark	Actual 2020	Actual 2021	Target 2022
Reduce response times and provide an effective response force to the Southwest portion of the City by adding fire station #4	100%	0%	10%	50%
Reduce false fire alarm responses through community risk reduction and code enforcement	Quarterly review compared to previous year	0%	0%	10%
Complete a Community Risk Assessment for strategic planning of fire department standard of cover	100%	0%	0%	100%
Improve outdoor warning/communications by strategic placement/replacement of outdoor warning sirens	100%	5%	20%	33%
Replace Engine 1 to meet replacement schedule, lower maintenance costs of fleet, and improve response capabilities	100%	0%	50%	100%

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 rights-of-way; 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.

2021 Strategic Accomplishments

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- ✓ Started to develop pay structures for Department Heads, Police, Fire, and city-wide to help attract the best people
- ✓ Reviewed efficacy of the Health and Wellness Program
- ✓ Reviewed Requests for Proposals for the City's Benefits Broker which assisted the City in ensuring the City gets the best price possible on insurance coverages
- ✓ Strategically implemented a system to get the City set up to be in a position to save money on insurance costs so that the City can eventually go self-funded

- ✓ Focused on reducing property/liability and workers' compensation claims by enhancing the City's Safety Programs
- ✓ Partnered with IT, focus on mitigating risks for cyber intrusions (malware, ransomware, data corruption, etc.)
- ✓ Worked to mitigate staffing issues during pandemic by implementing employee protocols, providing weekly COVID-19 internal communication, managing employee illnesses, and ensuring the proper protections were in place to maintain a safe workplace environment
- ✓ 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
- ✓ Continued to look for opportunities to improve how we deliver real value-added benefits and services to employees at minimal expense
- ✓ Worked diligently through a year that has been coined "The Great Resignation" in which the City processed terminations and creatively recruited new employees

2022 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.
- Examine all means necessary to reign in benefits costs without exposing employees to unacceptable risks.
- Complete a Staffing and Compensation Study Analysis.
- Ensuring taking all steps necessary to hire the best people available for the position.
- Work with departments to create recruiting videos for open positions.
- Continue to develop and revise the Human Resources Manual to keep it current with new employment laws and employee needs.
- Enhance our employee, building, and asset protection program.
- Continue to identify and mitigate organizational risk exposures to reduce costs.
- Enhance employee awareness and accountability to the organization's safety programs through relevant training and education.

2023 - 2026 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
- Improve our employees understanding of Safety so that they have a mindset of thinking Safety First.

Departmental Expenditures

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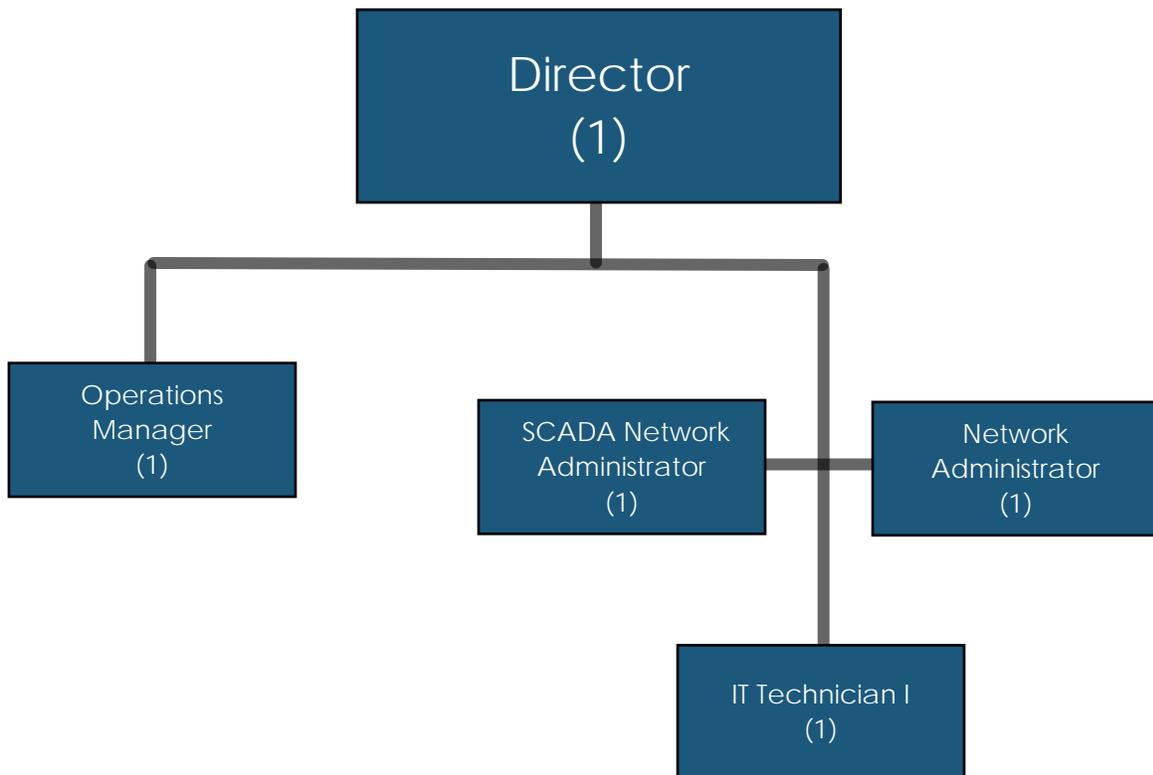
Human Resources Expenditure by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	426,341	450,941	445,117	457,353
Contractual Services	65,326	138,385	135,350	143,025
Commodities	6,700	18,800	15,850	15,000
Capital Expenditures	-	-	-	-
Total Human Resources	498,367	608,126	596,317	615,378

Performance Measures

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Measure	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Average Days for External Recruitment, Requisition to conclusion of Interview	n/a	n/a	n/a	73.27	64.03	83.98	76.0	88.29	91.06	100.58	113.94
Employee Rating of Overall Human Resources Service Quality	n/a	n/a	54%	n/a	n/a	76%	n/a	n/a	n/a	n/a	n/a
Average Calendar Days, from Liability Claim Receipt to Claim Closure	n/a	n/a	n/a	118	187	180	90	127	129	45	41
Number of Days Lost to injury per FTE	n/a	n/a	n/a	25	29	59	83	38	80	31	11
Employee Sick Leave Hours Taken per Work Hour	n/a	n/a	n/a	.0135	.0157	.0190	.0172	.0250	.0264	.0268	.0290

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 always available from on-call staff for critical services.

2021 Strategic Accomplishments

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- ✓ Performed a comprehensive review and update of the Uninterruptable Power Supply (UPS) Systems for all network component locations
- ✓ Proceeded with furthering paperless process initiatives for all city departments by leveraging custom forms
- ✓ Began implementation of electronic signatures for city contracts to reduce paper and improve business process efficiencies
- ✓ Performed wireless network infrastructure upgrade at the City's RV Park to expand coverage, improve reliability, and increase performance for customers

2022 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.
- Coordinate with all city departments to expand paperless process initiatives including expanded use of electronic signatures.

- Replace outdated security camera system at City Hall with modern cloud-based platform
- Upgrade all servers to the latest Microsoft Server operating system to maintain cybersecurity best practices

2023 - 2026 Strategic Objectives

.....

- Upgrade critical network infrastructure switching components to ensure continued network stability
- 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
- Design new purpose-built datacenter to host critical network components and replace the current retrofitted server room
- 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 Financial Management system to replace the city's current drastically outdated financial system
- Implement a new system to provide on-demand financial 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	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	357,771	369,599	370,590	380,902
Contractual Services	131,283	216,885	216,527	236,085
Commodities	87,393	145,550	145,500	101,050
Capital Expenditures	-	-	-	-
Total Information Technology	576,447	732,034	732,617	718,037

Performance Measures

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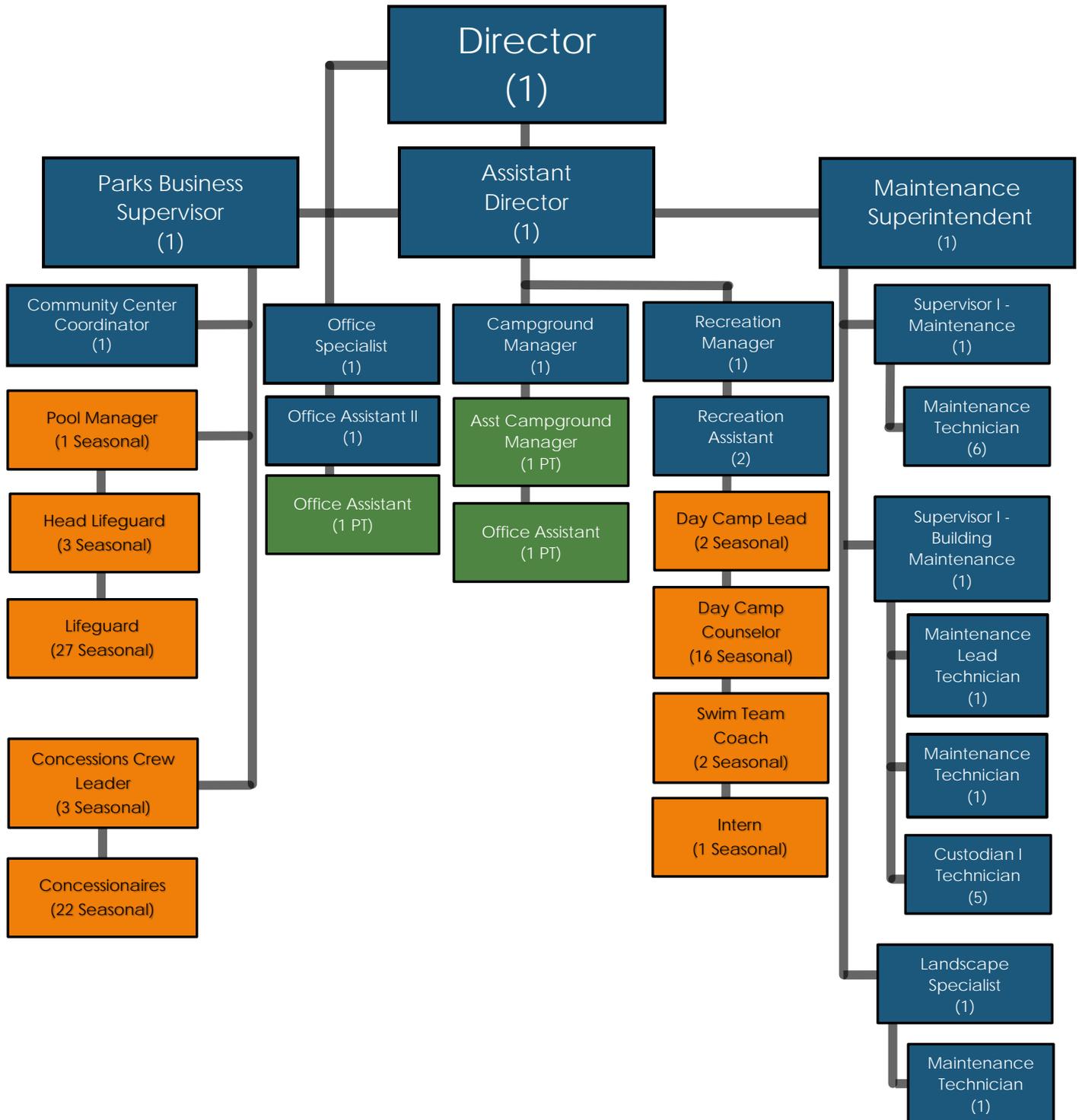
Measures	Actual FY2021
Desktops Supported	165
Laptops Supported	137
MDT's Supported	28
Mobile Phones	113
Tablets (iPads)	87
Total Users Supported	285
VPN Users	88
Desktop Phones	183
Servers	47



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Parks & Recreation Department

Organizational Chart



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Parks & Recreation

Overview

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The Branson Parks and Recreation Department's core mission is to be progressive, innovative, and resourceful while working in partnership with citizens to provide recreational opportunities for the enjoyment of our community. We are committed to maintain quality parks and facilities to enhance the quality of life for the citizens and visitors of Branson.

The department is divided into the following areas: Administrative Services, Recreation and Facility Management, and Park Maintenance. Each area has subordinate supervisors who report to the Parks Director who oversees a total of 24 full-time employees and up to 60 seasonal employees. The Parks Director is responsible for the overall direction, coordination, and evaluation of these operations.

The **Administrative** personnel are responsible for a majority of the planning and oversight of the Parks Department. Administrative services oversee areas such as of program administration, capital improvement, project administration, budget management, revenue forecasting, staff supervision, marketing and promotional activities, and contract management.

The **Recreational and Facility Management** personnel are responsible for administering programs, activities and special events provided to the community. In 2021, the Branson Parks and Recreation Department served nearly 5,000 youth through various sports and programs, 1,000 adult program participants, and over 4,000 community members through special events. New programs in 2021 include the Trips for Kids biking program, E-Sports, and Sensory Swims. In addition, the Branson Community Center serves hundreds of seniors each week with activities and is in partnership with Senior Age, providing in person and home bound meals to area seniors. The department is responsible to oversee and maintain facilities including the Branson Rec Plex, Aquatic Center, the Dog Park, the Branson Community Center, and the Branson Lakeside RV Park. The City's R.V. Park is a popular destination for visitors to Branson and provides revenue that helps support the department's operations. As a result, emphasis is consistently placed on improving the

R.V. Park and in 2021, the wireless internet hardware was upgraded and more R.V. sites received concrete pads.

The **Maintenance Division** is responsible to maintain all the maintenance and janitorial needs for the facilities and parks under our care. The City of Branson proudly cares for 16 parks encompassing over 450 acres and includes a wide variety of amenities such as playgrounds, walking paths and trails, public restrooms, landscaping, athletic courts and fields. Staff oversees the facility maintenance of the Branson RecPlex, the Branson Community Center, and the Branson Lakeside RV Park. The maintenance staff is constantly working to maintain and improve facilities and 2021 represented a big year for trails. A new eco-friendly porous pave trail was installed at Eiserman Park. In addition, over 160 acres of land south of the RecPlex was acquired that the department will work toward developing a trail master plan for future biking and hiking trails. The Maintenance Division works under the direction of the Park Maintenance Superintendent, with subordinate supervisors overseeing the maintenance, janitorial and landscaping areas.

2021 Strategic Accomplishments

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- ✓ Established an internal service fund to support maintenance issues for the park's department. In 2021, the fund was used to replace an HVAC unit, upgrade the wireless internet hardware at the campground and to replace a vehicle that was taken out of service.
- ✓ Installed a new eco-friendly porous pave trail at Eiserman Park as part of grant funding through the Department of Natural Resources and Missouri State University.
- ✓ Successfully implemented new outdoor initiatives to diversify programs for the community, including a Trips for Kids program to provide guided bike rides for kids in the community, additional hiking programs and new sensory swims.
- ✓ In continuation of our efforts with the tree management program, a Tree Resource Improvement Management (T.R.I.M.) Grant was received to assist in mitigating invasive trees and plants in six different park locations.
- ✓ Completed the necessary training to certify a staff member to become a certified playground inspector.

2022 Strategic Objectives

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- Continue in our efforts to upgrade facilities at the Branson Lakeside RV Park to bring in additional revenue and improve the experience of the RV guest
 - **Performance Measure/Indicator:**
 - Revenue tracking
 - Occupancy totals
 - Customer satisfaction
- Complete upgrades at Cantwell and Parnell Parks
- Continue to develop and connect trails
 - **Performance Measure/Indicator:**
 - Develop a trail through the Johnson property to create more trail connectedness
 - Work toward the creation of a trail master plan in Branson Hills
- Become a Sensory Inclusive Certified Venue
 - **Performance Measure/Indicator:**
 - Complete the necessary training to become sensory inclusive certified
 - Continue in our efforts to offer additional inclusive activities
- Continue in our tree reforestation efforts throughout the park system
 - **Performance Measure/Indicator:**
 - Continue to follow our tree care management plan to maintain existing trees and plant new trees
 - Continue to work in collaboration with the community to support our efforts in tree maintenance

2023 - 2026 Strategic Objectives

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- Develop a plan to expand the campground
- Establish a park or greenspace for residents in the southwest portion of Branson
- Continue to address energy conservation by converting parks and facilities to LED lighting

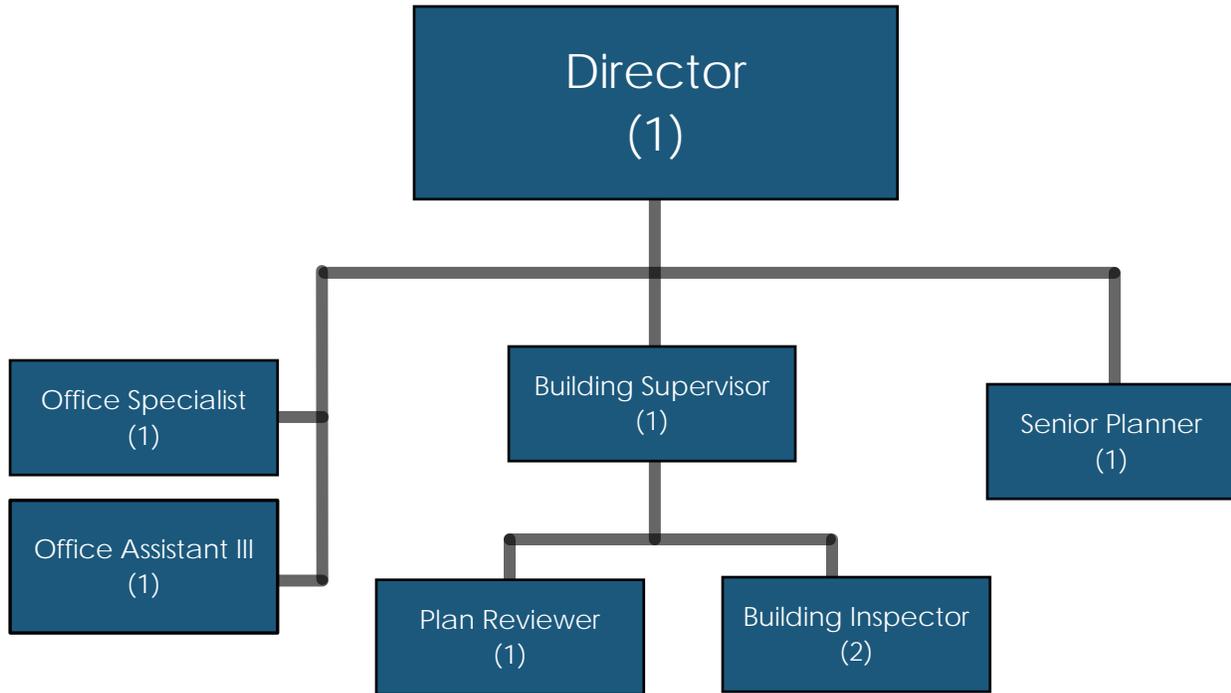
- Continue to develop a connected trail system
- Develop a park master plan

Departmental Expenditures

.....

Parks & Recreation Expenditure by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	1,483,276	1,846,531	1,670,734	1,965,495
Contractual Services	465,828	702,035	708,006	743,128
Commodities	179,262	296,515	314,475	354,110
Capital Expenditures	-	-	-	-
Total Parks & Recreation	2,128,366	2,845,082	2,693,215	3,062,733

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, landowners, 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 is 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.

2021 Strategic Accomplishments

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- ✓ Reviewed and updated planning and building fees as necessary to further recoup staff time and costs
- ✓ Completed several municipal code updates to provide additional clarity, simplification, and transparency
- ✓ Collected citizen and business evaluations of the city's services and offerings through the biennial survey

2022 Strategic Objectives

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- Initiate update of the Community Plan 2030
- Review and evaluate opportunities to improve the development's functions and provide more efficient results
- Coordinate with the Finance Department to unify business license classifications with the uses listed in the Unified Development Code

2023 - 2026 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
- Continue 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

.....

Planning & Development Expenditure by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	616,933	665,979	653,693	666,808
Contractual Services	55,182	63,150	69,370	117,650
Commodities	4,003	8,300	6,000	8,300
Capital Expenditures	26,038	-	-	-
Total Planning & Development	702,156	737,429	729,063	792,758

Performance Measures

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Total planning applications processed per year:

- 2020: 183
- 2021: (YTD): 230

Total building permits issued per year:

- 2020: 733 (490 commercial, 243 residential)
- 2021: (YTD): 800 (545 commercial, 255 residential)

Total value of building permits issued per year:

- 2020: \$71,530,055.00 (\$60,999,562.00 commercial, \$10,530,493.00 residential)
- 2021: (YTD): \$70,547,347.00 (\$55,765,039.00 commercial, \$14,782,308.00 residential)

Average days to issue building permits:

- 2020: 32 commercial, 19 residential
- 2021: (YTD): 30 commercial, 21 residential



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Police

Overview

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

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

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

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

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

The Support Services division assignments include:

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

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

2022 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 Tabletop Exercise relative to potential.
- Develop internal In-Service training model.

2023 - 2026 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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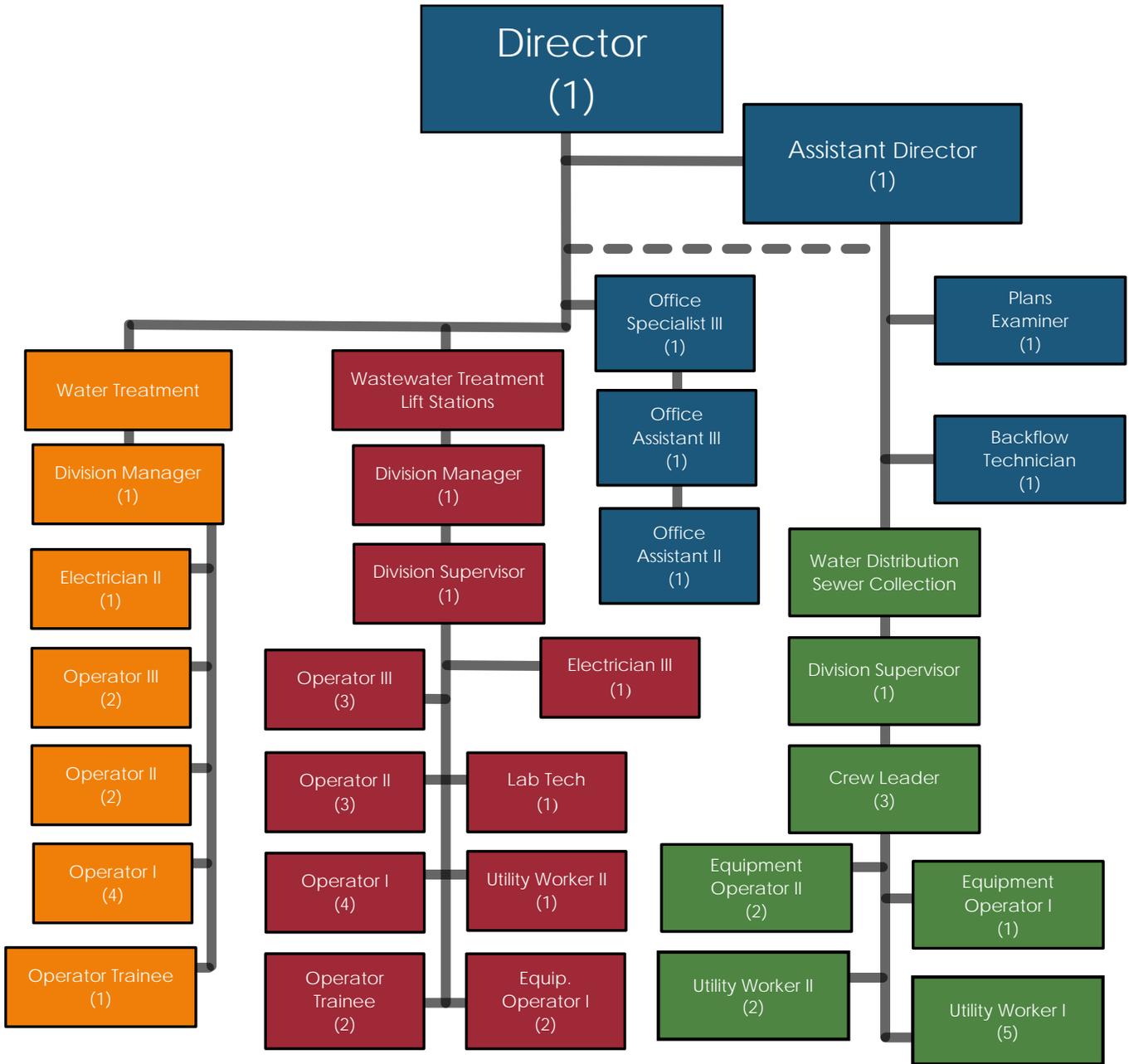
Police Expenditure by Object	2020 Actual	2021 Budget	2021 Projections	2022 Budget
Personnel Services	5,240,020	5,718,003	5,905,278	5,909,914
Contractual Services	294,510	459,152	370,936	459,320
Commodities	210,505	251,289	245,118	232,840
Capital Expenditures	150,687	750,000	700,000	400,000
Total Police	5,895,722	7,178,444	7,221,332	7,002,074



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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 daily 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 daily 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 daily 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 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.

2021 Strategic Accomplishments

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- ✓ Completed preliminary design for Compton Drive Wastewater Plant Flood Protection
- ✓ Completed design of Dewey Bald Area Water System Improvements
- ✓ Completed design of proposed 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 new EPA Risk & Resiliency requirements, including continuity of operations in conditions such as a pandemic

2022 Strategic Objectives

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- Begin and complete final design of the Compton Drive Wastewater Plant Flood Protection
- Begin construction of the Compton Drive Wastewater Plant Flood Protection
- Performed scheduled sewer main and manhole lining, repairs and replacements within the City's sewer collection system
- Begin construction of Dewey Bald Area Water System Improvements
- Install automated pumping equipment in Lift Station 46 wet well
- Begin a water tower maintenance program to maintain the integrity of the existing water towers
- Begin design of the Spring Creek neighborhood water system improvements
- Seek possible grant funding for hardening both City water plant intake stations against flood damage and service interruptions
- Begin design work to upgrade aged and undersized water mains in neighborhoods with priority given to areas with existing lead and copper material lines

- Update technical specifications for public water and sewer infrastructure installations

2023 - 2026 Strategic Objectives

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- Harden both City water plant intakes against flood damage and service interruptions
- Increase resiliency of wastewater system by adding additional flow equalization tanks to the collection system
- Upgrade aged and undersized water mains along 76 Country Boulevard
- 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
- Begin engineering of the Meadows Treatment Water Plant Expansion

Departmental Expenditures

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Utilities	2020	2021	2021	2022
Expenditure by Object	Actual	Budget	Projections	Budget
Personnel Services	3,740,502	3,804,374	3,808,783	3,854,785
Contractual Services	2,554,484	2,875,686	2,974,484	3,034,086
Commodities	541,702	536,366	569,861	664,485
Capital Expenditures	(127,941)	-	-	979,000
Debt Service	-	-	-	-
Depreciation	5,170,402	5,699,862	5,877,501	6,073,907
Transfers	737,856	50,000	50,000	1,577,000
Total Utilities	12,617,005	12,966,288	13,280,629	16,183,263

Performance Measures

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Goal: Provide safe drinking water for the City that meets or exceeds all Federal and State water quality standards

Critical Success Factor(s): Efficient and Effective City Service delivery

- Percent daily compliance with State drinking water quality standards
 - Target: 100%; 2021: 100%
- Percent of routine maintenance work orders completed as scheduled
 - Target: 100%; 2021: 100%
- Percent of water purchased from WSSC that was not scheduled
 - Target: < 2.0%; 2021: 0%
- Percent of water loss per calendar year
 - Target: < 10.0%; 2021: 25%

Goal: Provide sustainable City water, sewer, storm water, and vehicular bridge infrastructure in accordance with federal, State, and City standards, policies, and codes

Critical Success Factor(s): Stewardship of Infrastructure and Environment

- Percent of current fiscal year CIP rehabilitation project funds awarded (water main, sewer main, storm drain, bridge) as scheduled
 - Target: 100%; 2021: 0%
- Percent of current year CIP construction projects awarded as scheduled
 - Target: 100%; 2021: 0%
- Percent of water mains replaced as scheduled through the Water Main Rehab project
 - Target: 2.0%; 2021: 0%
- Percent of sanitary sewer mains replaced/rehabilitated as scheduled through the Sewer Rehab & Improvement CIP project
 - Target: 10.0%; 2021: 0%
- Percent of fire hydrants providing optimal flow (1,000 gpm) through the Water Main Rehab CIP project
 - Target: 100%; 2021: Unknown

Goal: Ensure safe and reliable distribution of drinking water for public use and fire protection through the efficient and effective operation and maintenance of the City's water infrastructure

Critical Success Factor(s): Efficient and effective City Service Delivery

- Percent of fire hydrants in service
 - Target: 100%; 2021: 99.7%

- Percent of fire hydrant annual inspections performed as required by State regulation (Each fire hydrant shall be inspected yearly)
 - Target: 100%; 2021: 29.8%
- Percent of fire hydrant preventive maintenance performed as scheduled
 - Target: 100%; 2021: 100%
- Percent of valve exercise and inspection performed as required by State regulation (Valves must be exercised and inspected once every 10 years)
 - Target: 10.0%; 2021: < 1%
- Percent of water valve preventive maintenance performed as scheduled
 - Target: 100%; 2021: 100%
- Percent of unidirectional flushing performed as scheduled
 - Target: 100%; 2021: 100%
- Percent of unscheduled water main service interrupting lasting less than six hours
 - Target: ≥ 90%; 2021: 20%
- Percent of water meters inspected as scheduled
 - Target: 100%; 2021: 100%
- Percent of water meter customer service requests responded to within two business days
 - Target: 100%; 2021: 100%

Goal: Ensure safe and reliable conveyance of wastewater from businesses and residences through the efficient and effective operation and maintenance of the City's sewer infrastructure

Critical Success Factor(s): Efficient and Effective City Service Delivery

- Percent of pump station preventative maintenance performed as scheduled
 - Target: 100%; 2021: 100%
- Percent of lateral preventative maintenance performed as scheduled
 - Target: 100%; 2021: 100%
- Percent of sewer main line condition assessments performed as scheduled using CCTV
 - Target: 100%; 2021: 100%
- Percent of sewer main line acoustic inspections performed as scheduled using SL-RAT
 - Target: 100%; 2021: 100%
- Percent of in-house sewer lateral repair/replacement program completed as scheduled
 - New performance measure in FY2019, targets will be set in future years after a baseline is established
- Percent of mainline or lateral blockages in the city rights-of-way reported by customers (rather than found through preventative maintenance)

- o Target: < 2%; 2021: < 2%
- Percent of contracted lateral replacements/point repairs completed as scheduled
 - o New performance measure in FY2019, targets will be set in future years after a baseline is established



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CAPITAL PROGRAM

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Capital Budget

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 2022 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 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 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 \$13 million in capital requests for 2021. This number grew to over \$37 million in 2022, including items that weren't purchased from FY2020 and FY2021. 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.

The following pages show the approved 2022 capital expenditure budget. Please note, the first two digits of the program number denote the budget year the item was originally requested. Unapproved capital items automatically roll to the following budget year. Additionally, the "rank" indicates how closely aligned the project is to the city's overall goals. A score of "2" means the project is more closely aligned compared to a program that scores a "4".

FY 2022 Capital Expenditures

Priority-Based Budgeting Abbreviations:

<p>The "Rank" indicates how closely aligned each capital project is to our community and governance goals.</p>	<p>1 Most Aligned 2 More Aligned 3 Less Aligned 4 Least Aligned</p>	<p>PBB: Represents if the program is related to governance (internal) or community (external)</p> <p style="text-align: right;">G - Governance C - Community</p>
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General Fund 101/140	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
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ERP system to replace Naviline/H.T.E./Central Square

Finance	G	2294	1	140 General Fund	400,000	-
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Project Description: The ERP will serve as a resource for all departments with various functions for the City including; Financial Reporting, Business and Liquor License, Tourism Tax, Budget, Purchasing, Utility Billing, HR/Employee Tracking, Planning, Reporting, GIS, Accounts Receivable, Accounts Payable, E-Pay, P-card interface, Fleet Maintenance, Payroll, Timekeeping, Capital Asset tracking, Code Enforcement, as well as other functions. With the new ERP system we would like to find one that includes a Transparency software.

Cisco Network Switch Replacements

IT	G	2174	1	140 General Fund	160,000	2,500
----	---	------	---	------------------	---------	-------

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.

Financial & Operational Transparency Platform

IT	G	2250	1	140 General Fund	50,000	25,000
----	---	------	---	------------------	--------	--------

Project Description: Governmental operations and budgeting software to increase transparency and reporting capabilities to city staff for decision making and to the public using real-time data via an online portal on the city's website. Annual ongoing cost of \$25,000.

Cisco Call Manager Upgrade

IT	G	2259	1	140 General Fund	45,000	1,200
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Cantwell Park Rehabilitation Project

Parks and Recreation C 2153 1 140 General Fund 80,000 -

Project Description: The retaining wall at Cantwell Park is in need of replacement 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 is approximately 85 feet long and varies in height from 1-5 ft. A new wall will be erected in its place. The wall supports the popular outdoor basketball court, which is in need of an asphalt overlay and to be repainted. The northeast corner of the basketball court is collapsing due to deterioration of the wall. All fencing should be replaced and a new, handicap accessible entrance created. The old lights should be replaced with LED lights for energy savings. A smaller secondary project consists of removing the deteriorating wooden railroad ties around a second small basketball court and replacing them with a retaining wall. 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.

Parnell Park Improvements

Parks and Recreation C 2162 1 140 General Fund 17,200 -

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 to create a multi-purpose court to play futsal, soccer or street hockey. Estimated cost is \$9,000. The lights will be upgraded to LED at a cost of \$2,800 for 8 lamps. Additional picnic tables (\$3,400) and fence repairs (\$2,000) are included.

Vehicle Replacement

IT G 2295 2 General Fund ISF 23,000 -

Project Description: This would replace a 2007 Chevy Colorado which is unreliable. The IT Department currently operates with only two vehicles which is a logistical challenge when supporting all City Departments.

Replace Vehicle #152

Parks and Recreation C 2155 2 General Fund ISF 28,000 -

Project Description: This 2008 Ford Ranger is a vehicle utilized by the park janitorial staff as the bathroom route truck to travel to various public restrooms and stock various supplies needed to clean and maintain restrooms. It was taken out of service by the Garage in 2020 and replaced with vehicle #278, and we were provided as a loaner vehicle until it could be replaced. Truck #278 is a 2011 truck surplus by the Utility Dept. The Parks Department would recommend replacing this vehicle with a transit van to allow for better transportation and storage for the janitorial and sanitizing equipment, improving efficiency. This vehicle was first requested to be replaced in 2018.

Replacement Vehicle #205 (Trash Truck)

Parks and Recreation C 2161 2 General Fund ISF 120,000 -

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 and approved for replacement in 2020, but was postponed due to COVID. This vehicle has 89,638 miles and maintenance costs to date are \$20,315.94. This truck will be replaced with a larger 8 yard trash truck with compactor to assist in increased trash load.

Community Center Access Road

Parks and Recreation C 2156 2 140 General Fund 30,000 -

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, the Community Center has seen a 30% increase in groups using the facility since reopening after COVID, and has increased in popularity since due to the Pickleball courts at Eiserman Park. The access road would allow additional parking spaces to be better utilized by guests.

RecPlex Exterior Building Painting

Parks and Recreation C 2160 2 140 General Fund 36,000 -

Project Description: Repainting of the exterior of the Branson RecPlex is needed to maintain the appearance of the building. In 2022, the building will be 17 years old and has never been repainted. The paint is faded and is deteriorating due to the elements. A quote was received to power wash, paint all entry metal beams and soffit, repair and repaint the stucco. This project is a good candidate for the Parks Internal Service Fund.

Replacement Portable Restroom

Parks and Recreation C 2279 2 140 General Fund 40,000 -

Project Description: Currently the portable public restroom at the south end of the campground is in a state of disrepair and needs to be replaced due to a rusted out frame. This bathroom primarily serves fisherman from Lake Taneycomo as well as walkers and joggers. It is anticipated that the structure will not be able to sustain being removed the next time that it floods.

Replacement Soccer Goals

Parks and Recreation C 2282 2 140 General Fund 10,500 -

Project Description: Replacement soccer goals are needed. Staff continues to weld and repair existing goals but it is time to invest in new goals. Since 2019, soccer has seen a 5% in participation totals. 2 sets - 7'x21' 6 sets - 6.5'x18.5' 2 sets 6/5'x12'

Replace Unit #162

Planning & Development C 2100 2 General Fund ISF 25,000 -

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.

Replace Unit #189

Planning & Development C 2101 2 General Fund ISF 25,000 -

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.

City Hall HVAC Modifications

Public Works G 2112 2 140 General Fund 255,000 -

Project Description: Install new LG VRF HVAC system for first and second floors of city hall to replace chiller, boiler unit and all fan coils due to aging system and deterioration of chiller and hot water piping installed in 1978. This modification will improve the efficiency factor by 25-40%.

Elevator Upgrade City Hall

Public Works G 2287 2 140 General Fund 88,000 -

Project Description: The elevator maintenance contractor has informed us that the circuit board in the city hall elevator is no longer be produced by the manufacturer. For continued safe and reliable service, they are recommending a modernization that will include a new controller, fixtures, door equipment, machine room equipment, hoist equipment, and removal of all decommissioned equipment.

Housing Project Parking Lot

Administration C 2182 3 140 General Fund 175,000 -

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.

Camera System Replacement for City Hall

IT G 2171 3 140 General Fund 30,000 1,200

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.

Replace Mower Unit #260

Parks and Recreation	C	2154	3	General Fund ISF	13,000	-
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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. In June, 2021, the engine blew and it was taken out of service. At that time, Parks borrowed a mower from the Public Works Department until the unit can be replaced. The mower is used to mow athletic fields at the RecPlex and Alexander Park, which are generally mowed two times a week to meet the standard cutting height for optimal athletic field maintenance and game/tournament performance.

Replace Utility Terrain Vehicles

Parks and Recreation	C	2157	3	General Fund ISF	14,500	-
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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 2,713.2 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 4,493.3 hours of usage. The Parks Department would recommend replacing both units with similar UTVs as part of our ongoing replacement program.

Pool Grate Replacement

Parks and Recreation	C	2238	3	140 General Fund	30,000	-
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Project Description: The grating system that surrounds the Branson AquaPlex is in need of replacement due to cracking and deterioration caused by heavy usage and exposure to the elements. The gates are 767 linear feet long with an average width of 12 inches. The typical lifespan for a pool grate is approximately 10 years, and as of 2022, the grate system at the AquaPlex will be 17 years old. In the past several years, we have replaced multiple sections of the grate because of brittleness and breakage. The current grate system is no longer being manufactured and we cannot find replacement pieces to make necessary repairs. This project is a good candidate for the Parks Internal Service Fund.

Athletic Field Lighting Improvements

Parks and Recreation	C	2240	3	140 General Fund	14,000	-
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Project Description: As part of an ongoing maintenance plan to ensure the upkeep and quality of the athletic fields, lighting replacement is necessary at the Branson RecPlex. Providing adequate athletic lighting is important for safety purposes due to the speed and reactionary time of play. A standard of foot candles is recommended to be maintained on the infields and outfields. These facilities are utilized by our local baseball/softball leagues as well as tournaments. This specific project would replace all 110 - 1,500 watt mh lamps at the RecPlex baseball complex. The RecPlex baseball lights were last replaced in 2015 as the quality of the lights had deteriorated. It is important to be proactive in replacing bulbs before they burn out, as they can lose up to 35% of their foot-candles after 3,000 hours of usage and continue to decrease. At this point, LED lighting continues to be cost prohibitive as a recent bid totaled \$250,856 for the ball field lighting. This project is a good candidate for the Parks Internal Service Fund.

Replace Flooring at the RecPlex

Parks and Recreation C 2241 3 140 General Fund 68,000 -

Project Description: The vinyl flooring in the lobby and hallways at the Branson RecPlex was installed in 2005, is in need of replacement, as it is well worn after 17 years. The vinyl is beginning to show signs of discoloration and cracking, and is becoming increasingly difficult to clean and maintain. It is recommended to replace the vinyl with a similar product that will continue to withstand the high traffic at the RecPlex. In addition, the original carpet in the offices will be replaced as part of this project. This project was first requested in 2018.

Replace Fire Panel

Parks and Recreation C 2280 3 140 General Fund 30,000 -

Project Description: The Semans fire panel and devices at the RecPlex need to updated as parts can no longer be obtained due to the age of the system and the panel is obsolete. If it goes down, we have to be placed on a 24 hour fire watch until a new system can be installed. The fire plan controls the dampers, fire alarms and smoke detectors. This project is a good candidate for the Parks Internal Service Fund.

Replace Unit #38 (Truck)

Parks and Recreation C 2281 3 General Fund ISF 32,000 -

Project Description: This 2001 Jeep Cherokee Truck is utilized by the park janitorial staff to drive to different locations that we service and clean and transport janitorial and sanitizing equipment. It has 128,710 miles on it and repair costs total \$7,824. Recently the garage pulled it from service, leading to a deficiency in our department. The truck will be temporarily replaced with a loaner vehicle, truck #48, which is scheduled to be surplus. We would like to replace this vehicle with a Colorado Crew Cab.

Snow Plow

Parks and Recreation C 2283 3 140 General Fund 8,300 -

Project Description: A snow plow and salt spreader are needed to properly care for the parking lots at the RecPlex and Community Center during snow events. By having our own plow, we can plow our own facilities and not rely on Public Works, who is busy with the streets.

Total General Fund **2,049,000** **33,500**

Tourism Fund 140	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
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Hwy 76 Segment 1 & 2 Design

Public Works/Engineering	C	2129	1	Tourism	1,500,000	-
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Project Description: Final consultant design of Hwy. 76 Segments 1 & 2 from Branson Ferris Wheel property to the Shepherd of the Hills Expressway 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, Finance Committee and Board of Alderman.

Hwy 76 Utility Undergrounding - Segment 3

Public Works/Engineering	C	2130	1	Tourism	1,675,105	-
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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.

Total Tourism Fund **3,175,105** **-**

Transportation Fund 105	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
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Hwy 165 & Hwy 76 Intersection Improvements

Engineering	C	2115	1	MoDot Transportation Fund	750,000	-
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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.

Transportation Master Plan

Engineering	C	2125	1	140 Transportation Tax	300,000	-
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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.

Paint Striper

				Transportation		
Public Works	C	2117	2	Tax/ISF	68,000	-

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. The paint striper will improve aesthetics and add to the life of structure.

Celtic Bridge Replacement

				140 Transportation		
Public Works	C	2116	2	Tax	165,000	-

Project Description: Replacement of a 20' bridge located on Celtic Drive. During bridge inspection in 2019 by MODOT personnel, it has been recommended that this 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. This item was presented during PBB in 2020 but put on hold due to Covid-19 budget.

Pedestrian Railing Painting - Branson Landing Blvd & Veterans Bridge

				140 Transportation		
Public Works	C	2113	2	Tax	140,000	-

Project Description: This project will consist of removal, sandblasting and powder coating/painting approximately 3,400 linear feet of the existing pedestrian walkway railing on both the Branson Landing Boulevard Bridge and the Veterans Bridge.

Caudill Way Low Water Crossing

				140 Transportation		
Public Works	C	2114	2	Tax	165,000	-

Project Description: This will consist of engineering design and contractor construction for the replacement of an existing box culvert low water crossing on Caudill Way. This crossing will allow a second emergency exit for Taneycomo Acres.

Replace Unit #166 - 2002 Chevrolet C7500 Flatbed

				Transportation		
Public Works	C	2205	2	Tax/ISF	140,000	-

Project Description: This will consist of replacing the Streets Maintenance Department 2002 Chevrolet C7500 Flatbed. This unit is 19 years old and was scheduled for replacement in 2012. Maintenance costs to date are \$26,628 with mileage of approximately 69,000. Requests have been submitted since 2014 for replacement of this vehicle. The replacement vehicle will be added to our snow fleet and will be up fitted with a snow plow and spreader. It will also be used to haul equipment and material from various projects.

Replace Unit #279 - 2011 Ford F350 Pickup with Plow

				Transportation		
Public Works	C	2127	2	Tax/ISF	55,000	-

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 \$9,349 with approximately 92,641 miles. The replacement vehicle will be purchased through the lease/purchase program.

Asphalt Paver

				Transportation		
Public Works	C	2263	2	Tax/ISF	55,000	-

Project Description: This is a pull behind style machine which is pulled by the vehicle carrying asphalt and this equipment can be moved from truck to truck. It is powered by a 35 HP engine mounted on the machine. This equipment will allow streets department to provide higher quality repair to the streets and the ability to repave smaller city owned parking lots and alleyways.

Replace Pedestrian Crossing - Shepherd of the Hills

				140 Transportation		
Public Works	C	2266	2	Tax	6,745	-

Project Description: Replace outdated pedestrian crossing on Shepherd of the Hills Expressway with more integrated LED system using new technology for safer pedestrian crossing at this crosswalk.

Traffic Signal Improvements

				140 Transportation		
Public Works	C	2286	2	Tax	25,300	-

Project Description: Add MioVision System - 2 SmartSense Units at the Branson Hills Parkway Intersection for better traffic operations and traffic signal communication. This will add to the 12 traffic signals already on the MioVision traffic software system along with the 13 MoDOT traffic signals in the region. Equipment will include SmartSense Units, Performance Measures Units, Software and detection counts.

Replace Unit #88 - Olathe Brush Chipper

				Transportation		
Public Works	C	2126	3	Tax/ISF	70,000	-

Project Description: Replacement of 1993 Model Woodchipper 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.

Replace Unit #86 - Bucket Truck

				Transportation		
Public Works	C	2121	3	Tax/ISF	85,000	-

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 streetlights 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 2002 Dodge Ram 3500 maintenance costs to date are \$20,241 with miles of 16,816. Existing bucket truck can only reach heights of 24' which does not allow the streets department to service a majority of the streetlights. Existing bucket truck is used across multiple departments. The existing Unit #86 will be auctioned as surplus.

Replace Unit #275 - 2009 Radar Trailer

				Transportation		
Public Works	C	2119	3	Tax/ISF	15,000	-

Project Description: Unit #275 is a 2009 Speedcheck Radar Feedback trailer 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 2019.

Replace Unit #325 - 2014 6" Zero Turn Mower

				Transportation		
Public Works	C	2120	3	Tax/ISF	13,000	-

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. According to the equipment replacement schedule, this mower was scheduled for replacement in 2019. The mower currently has 5,527 hours on it.

76 ECID Maintenance Building

				140 Transportation		
Public Works	C	2265	3	Tax	80,000	-

Project Description: Maintenance building for housing equipment and supplies for the 76 Entertainment Community Improvement District maintenance workers.

VAV Controller Upgrades - HVAC System

				140 Transportation		
Public Works	G	2288	3	Tax	45,632	-

Project Description: Existing Lon controllers for VAV's for the HVAC system installed in 1995 during the building of city hall have been discontinued and are failing. Our HVAC control contractor is recommending the replacement of 32 additional VAV's to provide more even air flow in city hall. This can be done in phases over the next 2 years or completed as one project.

Replace Unit #98 - 2001 Ford Explorer

Public Works	C	2122	4	Transportation Tax/ISF	35,000	-
<p>Project Description: This will consist of replacing the Streets Department 2001 Ford Explorer Sport Trac that was scheduled for replacement in 2010 according to the vehicle replacement schedule. This vehicle's current maintenance cost is \$9,400 and mileage is 193,000. This vehicle will be replaced with a Colorado through the lease program. This vehicle will be auctioned as surplus upon receipt of new vehicle.</p>						

Total Transportation Fund **2,264,277** -

Public Safety 260	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
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Fire Station Design

Engineering	C	2128	1	Public Safety Tax	370,000	-
<p>Project Description: Architectural and engineering services for the complete design of Fire Station #4 to include construction administration and preparation of bid documents. Fire Station #4 will be on city owned property located on Champagne Boulevard.</p>						

Outdoor Warning Siren Replacement

Fire	C	2166	1	Public Safety Tax	55,000	-
<p>Project Description: Request to replace two (2) Outdoor Warning Sirens replacing older units exceeding 30 years of service.</p>						

Fire Engine Replacement

Fire	C	2164	1	Public Safety Tax	1,015,000	-
<p>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 and will be moved to reserve status. Reserve Engine 10 (Unit 049) would be retired from service. Note: Typical construction time is 365 days or more.</p>						

Fire Station #4 Fire Engine

Fire	C	2246	2	Public Safety Tax	800,000	-
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Project Description: Project supports the purchase of a fire engine for Fire Station #4 planned for construction to serve the southern areas of Branson including commercial and residential areas along Highway 165. The fire engine 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 Protections Association (NFPA) standards. Total costs include full complement of new equipment inventory (fire hose / equipment, SCBA, rescue equipment) Note: Typical construction time is 365 days or more.

Fire Station #4 Construction

Fire C 2274 2 Public Safety Tax 3,700,000 -

Project Description: This project supports the construction and fixtures, furnishings & equipment (FFE) of a new fire station #4 on city-owned property on Champaign Boulevard. This special need of this fire station includes three apparatus bays, living quarters, bunk room, and station offices for the crew members. The estimated square footage is set at 11,000 square feet.

City-wide Unmanned Aerial Vehicle

Police C 2179 2 Public Safety Tax 36,000 -

Project Description: City-wide unmanned aerial vehicle (drone)

Patrol Replacement Vehicles

Police C 2253 2 Public Safety Tax 250,000 -

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.

Fire Marshal Vehicle Replacement

Fire C 2165 3 Public Safety Tax 36,000 -

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 144,000 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. Unit 205 is projected to be removed from service and sold as surplus property.

Firefighter Ballistic Protection

Fire C 2260 3 Public Safety Tax 25,000 -

Project Description: This project supports the purchase of ballistic protection for firefighters responding to active shooter hostile events responses (ASHER) as part of a unified team of law enforcement, fire and emergency medical services.

Fire Station #2 Remodel

Fire C 2261 3 Public Safety Tax 127,500 -

Project Description: This project supports the remodel for Fire Station #2. This station is approximately 26 years old and in need of updating and maintenance. This project includes remodeling the bunkroom, offices, paint, appliances flooring, exterior brick repair and replacement of the station emergency generator.

Motorola/Cody Systems Interface

Police C 2177 3 Public Safety Tax 17,500 6,250

Project Description: Interface to provide pathway for Motorola system cameras to interface with CODY records management system.

Watchguard 4RE LPR Integration

Police C 2180 3 Public Safety Tax 6,210 1,710

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.

Analytics Software

Police C 2175 3 Public Safety Tax 15,100 5,400

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.

Online Reporting Software

Police C 2252 3 Public Safety Tax 11,500 -

Project Description: This software allows citizens to report crimes online. Currently using a PDF fillable form on the website. The citizen has to submit the form through email and an officer then calls the citizen to take down the report. New software would allow citizens to fill out their statement online and submit through a link. They would no longer have to email the form, and the officer would not have to call to take down a statement.

SWAT Operator Equipment

Police C 2254 3 Public Safety Tax 18,200 -

Project Description: Equipment involved in equipping two new SWAT operators with proper equipment.

CRBN/HEPA Filters

Police C 2284 3 Public Safety Tax 7,000 -

Project Description: CRBN and HEPA filters must be replaced upon filter expiration. Current filters are nearing end of life and must be replaced.

Protective Equipment/Riot Gear

Police C 2285 3 Public Safety Tax 10,000 -

Project Description: Gear for crowd control/civil disturbance/riot enforcement and prevention for 20 officers.

Command Staff Vehicle Replacement

Fire C 2163 4 Public Safety Tax 55,000 -

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 workstation and warning equipment. This request will replace Unit 271, a 2010 Ford Expedition. 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.

Paint Hazardous Materials/Decontamination Trailer

Fire C 2262 4 Public Safety Tax 6,000 -

Project Description: This project would re-paint the Hazardous Materials / Decontamination Trailer used as part of a regional Hazardous Materials Response Team.

CSI Evidence Vehicle

Police C 2251 4 Public Safety Tax 40,000 -

Project Description: CSI to replace the current end of life vehicle and provide a reliable vehicle to respond to crime scene investigations and transport evidence/property.

Total Public Safety Fund **6,601,010 13,360**

W&S Large Capital	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
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Compton Drive Flood Protection

Utilities C 2214 1 145 Tourism Tax 14,880,000 -

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 offline due to improper treatment of sewage.

Wal-Mart Water Tower

Utilities C 2273 1 145 Tourism Tax 550,000 -

Project Description: Complete Renovation and repair of the Wal-Mart Water Tower. Exterior coatings are beginning to fail. Interior holes patched with more spots showing.

Water Line Rehab - Neighborhoods

Utilities C 2290 2 145 Tourism Tax 1,650,000 -

Project Description: This item is to provide funds to upgrade a portion of existing water distribution systems in subdivisions such as the areas of Cantwell, Hiawatha Heights, Lucia Ridge, Murphy Addition, Gateway, Branson North, etc. Many of the older existing water lines located in City streets are constructed of transite, galvanized steel and copper. In many locations the lines need to be upsized to provide adequate fire flows and new pipe materials and proper installation will greatly increase reliability. Under these projects enhanced valving systems would also be installed to allow smaller isolation areas in the event of necessary repairs.

Spring Creek Water Mains Engineering

Utilities C 2291 2 145 Tourism Tax 39,000 -

Project Description: Area adjacent to city limits currently served 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 of the city not currently provided water service.

WD/SC Maintenance Facility - Building #2 Eng

Utilities C 2109 3 145 Tourism Tax 34,000 -

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

WT Chlorine Leak Scrubber

Utilities C 2110 3 145 Tourism Tax 250,000 -

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

Total W&S Large Capital

Tourism 145 17,403,000 -

W&S Operating Capital	Program	Funding	Ongoing
146	PBB #	Source	Annual
			Amount

Dewey Bald Water Tower (Phase 1 of 2)

Utilities C 2105 1 146 Operating Capital 2,050,000 12,000

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).

Lift Station Pump Rebuild/Replacement

				146 Operating		
Utilities	C	2134	2	Capital	110,000	-

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.

Lift Station #46 - Install Pumps & Controls

				146 Operating		
Utilities	C	2132	2	Capital	430,000	-

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.

Advanced Metering Infrastructure (AMI) System

				146 Operating		
Utilities	C	2211	2	Capital	165,000	-

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.

Ground Water Well Service Fund

				146 Operating		
Utilities	C	2216	2	Capital	35,000	-

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.

Lift Station #34 - Equipment & Generator Upgrade Construction

				146 Operating		
Utilities	C	2218	2	Capital	481,000	-

Project Description: Lift station upgrades will be to provide improved reliability, more efficient operations, and reduced operating costs. the existing 25-year-old station is equipped with a 4 pump systems and requires two pumps to run simultaneously in order to operate. the upgraded system will operate on two pumps with only one pump running at a time. this improvement coupled with the installation of variable frequency drives will greatly reduce electrical costs and improve reliability. in this upgrade an emergency generator will be installed.

Sewer Collection Rehabilitation

Utilities	C	2221	2	146 Operating Capital	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.

Cooper Creek Intermediate Upgrades - UV Refurbishment

Utilities	C	2170	2	146 Operating Capital	210,000	-
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Project Description: Refurbishment of existing ultraviolet 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.

Rebuild Meadows Intake Pump #2

Utilities	C	2267	2	146 Operating Capital	32,000	-
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Project Description: Scheduled rebuild of Meadows WTP Intake Pumps to maintain reliability of pump units

Rebuild 2 Compton Drive Influent VFD's

Utilities	C	2268	2	146 Operating Capital	20,000	-
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Project Description: Scheduled rebuild or replacement of Influent pumps at the CD WWTP. These VFD's are used to control motor speed and torque on the influent pumps at the Compton Drive Treatment Facility. Replacement is necessary to maintain reliability.

Compton Drive Influent Pumps Rebuild

Utilities	C	2270	2	146 Operating Capital	30,000	-
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Project Description: This is an ongoing preventative maintenance program to take scheduled pumps out each year and send in for refurbishing. including seals, bearings, windings, etc. These pump are scheduled for rebuilds on seven (7) year intervals. this project will assure future reliability.

Ground Water Well Service Fund

Utilities	C	2106	3	146 Operating Capital	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.

Compton Drive Return Pumps Rebuild (4)

Utilities C 2131 3 146 Operating Capital 30,000 -
 Project Description: Scheduled rebuilds of two 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 #21 Pump Rebuild/Replacement

Utilities C 2134 3 146 Operating Capital 45,000 -
 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 Aerators Rebuild/Replacement (2)

Utilities C 2140 3 146 Operating Capital 40,000 -
 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.

Lift Station Pump Rebuild/Replacement

Utilities C 2219 3 146 Operating Capital 110,000 -
 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.

Compton Drive Effluent Pumps Rebuild

Utilities C 2224 3 146 Operating Capital 26,000 -
 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.

Cooper Creek Aerators Rebuild/Replacement (2)

Utilities C 2226 3 146 Operating Capital 47,000 -
 Project Description: Scheduled replacement of one aerator gear box unit at the Cooper Creek Wastewater Plant. These drives are the main aeration and mixing components of the biological process. Replacement is necessary to maintain reliability.

Total W&S Operating Capital 146

4,246,000 12,000

W&S Operating Capital Equipment 620	PBB	Program #	Rank	Funding Source	Amount	Ongoing Annual Amount
Water System GPS Unit						

Utilities	C	2144	2	620 Operating Equipment	20,000	-
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Project Description: Survey grade GPS unit to capture point locations of new and existing assets.

Replace Unit #276 - International Sludge Truck

Utilities	C	2269	2	620 Operating Equipment	125,000	-
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Project Description: Scheduled replacement of tank truck vehicle #276 used for transport of liquid biosolids to the regional drying facility and various pumping needs in the city wastewater system. This vehicle has reached the end of its optimum use. This vehicle has 134,137 miles on it and a replacement score of 19.7 out of 20 points.

Replace Unit #147 - 2000 Olympian 3060 Portable Generator

Utilities	C	2271	2	620 Operating Equipment	75,000	-
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Project Description: Scheduled replacement of a 2000 Olympian 3060 Portable Generator unit #147. This equipment has reached the end of its optimum use. This equipment has 904.7 hours on it.

Sewer Camera Equipment & Trailer System

Utilities	C	2102	3	620 Operating Equipment	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.

Pacific Street Water Tower Stairway Repairs

Utilities	C	2111	3	620 Operating Equipment	50,000	-
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Project Description: Repair of stairway at Pacific Street Water Tower office installed in 2008.

Valve Excercizer/Vac Trailer

Utilities	C	2146	3	620 Operating Equipment	90,000	-
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Project Description: Due to the new regulatory requirements of Water Safety and Security Act, requires the excercizing and maintaining of fire hydrants and valves. Valve Excercizer will make the time spent on maintaining and excercizing more efficient and effective.

Water System GPS Unit

Utilities	C	2215	3	620 Operating Equipment	20,000	-
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Project Description: Survey grade GPS unit to capture point locations of new and existing assets.

Replace Unit #212 - 2005 Freightliner Pump Truck

Utilities	C	2227	3	620 Operating Equipment	165,000	-
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Project Description: Scheduled replacement of tank truck vehicle #212 used for transport of liquid biosolids to the regional drying facility and various pumping needs in the city wastewater system. This vehicle has reached the end of its optimum use. This vehicle has 238,149 miles on it and a replacement score of 19.4 out of 20 points.

Replace Unit #294 - 2012 International Dump Truck

Utilities	C	2230	3	620 Operating Equipment	120,000	-
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Project Description: Scheduled replacement of vehicle WD/SC #294. This vehicle has reached the end of its optimum use. This vehicle has 21,679 miles on it and a replacement score of 8.2 out of 20 points.

Replace Unit #303 - 2012 Ford F350 Utility Truck

Utilities	C	2272	3	620 Operating Equipment	65,000	-
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Project Description: Scheduled replacement of vehicle unit #303. This vehicle has reached the end of its optimum use. This vehicle has 55,602 miles on it and 11.1 on the replacement points.

Replace Unit #227 - 2007 Ford F150

Utilities	C	2293	3	620 Operating Equipment	40,000	-
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Project Description: This is for scheduled replacement of a Ford F150 pickup. this vehicle currently has 115,606 miles on it and has a replacement score of 16.2 out of 20 points.

Replace Unit #110 - 1999 John Deere Gator CC

Utilities	C	2292	3	620 Operating Equipment	16,000	-
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Project Description: This Utility Vehicle will have reached the end of its optimum use. This vehicle current has 5,146 hours on it. The replacement score is 19.7 out of 20.

Replace Unit #179 - 2008 Ford F250 Pickup

Utilities	C	2136	4	620 Operating Equipment	40,000	-
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Project Description: This is for scheduled replacement of a Ford F-250 pickup. This vehicle currently has 68,899 miles on it and has a replacement score of 10.9 out of 20 points.

Replace Unit #328 - 2014 Polaris UTV

Utilities	C	2138	4	620 Operating Equipment	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 441 hours. UTV is used to access sewer main easements, hauling equipment, and accessing off road areas. The replacement score is 4.7 out of 20

3/4 Ton Utility Truck

Utilities	C	2145	4	620 Operating Equipment	56,000	-
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Project Description: Due to the new regulatory requirements of Water Safety and Security Act, requires the excercizing and maintaining of fire hydrants and valves.

Replace Pacific Street Tower AC Duct

Utilities	C	2147	4	620 Operating Equipment	40,000	-
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Project Description: Replacement of HVAC ductwork at Pacific Street Water Tower office installed in 2006.

Replace Unit #297 - 2012 Dodge Ram 1500 Truck

Utilities	C	2149	4	620 Operating Equipment	40,000	-
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Project Description: Scheduled replacement of 2012 Dodge Ram 1500 Truck, WT Unit #297. This vehicle has reached the end of its optimum use. This vehicle has 135,634 miles on it and has a replacement score of 14.7 out of 20 points.

**Total W&S Operating Capital
Equipment 620**

1,109,000 -

Five-Year Capital Summary

The table below shows departmental requests for capital items through 2026. Items highlighted in green for FY2022 are approved for the current year budget. These are projections only for future year capital.

Five-Year Future Capital Requests

General Fund

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Administration							
Housing Project Parking Lot	175,000	-	-	-	-	175,000	-
Subtotal Administration	175,000	-	-	-	-	175,000	-
Finance							
Replace Central Square with ERP System	400,000	350,000	75,000	75,000	75,000	975,000	75,000
Subtotal Finance	400,000	350,000	75,000	75,000	75,000	975,000	75,000
Information Technology							
Replace Dept Vehicle - 2007 Chevy Colorado	23,000	-	-	-	-	23,000	-
City Hall Camera System	30,000	-	-	-	-	30,000	1,200
Microsoft Server	26,000	-	-	-	-	26,000	2,500
Datacenter Licensing	160,000	-	-	-	-	160,000	2,500
Cisco Switch Replacements	108,000	-	-	-	-	108,000	2,500
Intrusion Detection & Prevention Appliance	16,000	-	-	-	-	16,000	1,100
WIFI Hardware Upgrades	45,000	-	-	-	-	45,000	1,200
Cisco Call Manager Upgrade	50,000	-	-	-	-	50,000	25,000
Financial & Operational Transparency Platform	25,000	-	-	-	-	25,000	2,500
Additional Nimble SAN Storage Shelf							

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Storage Area Network (SAN) Replacement	-	85,000	-	-	-	85,000	3,500
Cisco Servers Replacement	-	200,000	-	-	-	200,000	2,500
Cybersecurity Monitoring Appliance	-	18,000	-	-	-	18,000	2,500
Core Network Switch Replacement	-	-	50,000	-	-	50,000	2,800
<i>Subtotal Information Technology</i>	483,000	303,000	50,000	-	-	836,000	49,800
Planning & Development							
Replace Unit #162 - Ford Escape	25,000	-	-	-	-	25,000	-
Replace Unit #189 - 2004 Chevy Colorado	-	-	25,000	-	-	25,000	-
Replace Unit #153 - 2008 Ford Ranger	-	-	-	-	30,000	30,000	-
<i>Subtotal Planning & Development</i>	25,000	-	25,000	-	30,000	80,000	-
Engineering							
City Hall HVAC Modifications	255,000	-	-	-	-	255,000	-
VAV Controller Upgrades - HVAC System	45,632	-	-	-	-	45,632	-
City Hall Elevator Upgrade	88,000	-	-	-	-	88,000	-
High Resolution Aerial Photography	-	90,000	-	-	-	90,000	-
Replace City Hall Rooftop Air Conditioning	-	17,000	-	-	-	17,000	-
City Hall Ceramic Tile Replacement	-	-	28,000	-	-	28,000	-
City Hall Carpeting	-	-	335,000	-	-	335,000	-
<i>Subtotal Engineering</i>	388,632	107,000	363,000	-	-	858,632	-
Parks & Recreation							
Cantwell Park Rehabilitation Project	80,000	-	-	-	-	80,000	-

FY2022 Annual Budget

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Replace Unit #260 - Mower	13,000	-	-	-	-	13,000	-
Replace Unit #152 - 2008 Ford Ranger	26,000	-	-	-	-	26,000	-
Community Center Access Road	30,000	-	-	-	-	30,000	-
Campground Site Improvements	26,500	-	-	-	-	26,500	-
RecPlex Exterior Building Painting	36,000	-	-	-	-	36,000	-
Replace Unit #205 - Trash Truck	120,000	-	-	-	-	120,000	-
Parnell Park Improvements	17,200	-	-	-	-	17,200	-
Pool Grate Replacement	30,000	-	-	-	-	30,000	-
Athletic Field Lighting Improvements	14,000	-	-	-	-	14,000	-
Replace RecPlex Flooring	68,000	-	-	-	-	68,000	-
Replace Portable Restroom	40,000	-	-	-	-	40,000	-
Replace Soccer Goals	10,500	-	-	-	-	10,500	-
Replace Fire Panel	30,000	-	-	-	-	30,000	-
Replace Unit #38 - 2001 Jeep Cherokee	32,000	-	-	-	-	32,000	-
Snowplow	8,300	-	-	-	-	8,300	-
Replace Utility Terrain Vehicles	14,500	-	-	15,000	-	29,500	-
Roark Creek Trail Improvements	-	60,000	-	-	-	60,000	-
Eiserman Park Improvements	-	30,000	-	-	-	30,000	-
Soccer Field Turf	-	1,700,000	-	-	-	1,700,000	-
Alexander Park Improvements	-	50,000	-	-	-	50,000	-
John Nygard Improvements	-	200,000	-	-	-	200,000	-
Stockstill Tennis Court Resurface Phase 1	-	75,000	-	-	-	75,000	-
Replace RecPlex Gym HVAC Unit (1 of 2)	-	80,000	-	-	-	80,000	-
Picnic Tables	-	10,000	-	-	-	10,000	-
Replace Utility Tractor	-	22,000	-	-	-	22,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Replace Unit #168 - 2002 Chevy 1500	-	34,000	-	-	-	34,000	-
Replace Unit #255 - 2008 Ford Escape	-	32,000	-	-	-	32,000	-
Replace 2002 Golf Cart	-	7,800	-	-	-	7,800	-
Replace Community Center Roof	-	-	60,000	-	-	60,000	-
Replace 2006 Golf Cart	-	-	7,800	-	-	7,800	-
Replace Unit #200 - 2005 Dodge Dakota	-	-	26,000	-	-	26,000	-
Reseal Parking Lots	-	-	120,000	-	-	120,000	-
RecPlex Gymnasium Expansion	-	-	2,000,000	-	-	2,000,000	-
RecPlex Pool Slides Restoration	-	-	60,000	-	-	60,000	-
Replace RecPlex Gym HVAC Unit (2 of 2)	-	-	80,000	-	-	80,000	-
Stockstill Tennis Court Resurface Phase 2	-	-	75,000	-	-	75,000	-
Trail Improvements	-	-	50,000	-	-	50,000	-
Skate Park Rehabilitation	-	-	100,000	-	-	100,000	-
Lakeside Forest Wilderness Area Improvements	-	-	50,000	-	-	50,000	-
Caudill Park Improvements	-	-	45,000	-	-	45,000	-
Install North Beach Park Walking Path Lighting	-	-	-	70,000	-	70,000	-
Murphy Park Improvements	-	-	-	150,000	-	150,000	-
Install Athletic Field Turf	-	-	-	2,400,000	-	2,400,000	-
Trail Improvements	-	-	-	50,000	-	50,000	-
Branson North Park Improvements	-	-	-	-	100,000	100,000	-
Stockstill Park Improvements	-	-	-	-	100,000	100,000	-
Replace Parks & Public Facilities Trash Cans	-	-	-	-	20,000	20,000	-
Replace Public Restroom Heating Units	-	-	-	-	50,000	50,000	-
Water Trailer	-	-	-	-	12,500	12,500	-
Replace LED Lights	-	-	-	-	425,000	425,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Pool Playground Improvements	-	-	-	-	60,000	60,000	-
Spray Ground Feature	-	-	-	-	200,000	200,000	-
Subtotal Parks & Recreation	596,000	2,300,800	2,673,800	2,685,000	967,500	9,223,100	-

Public Safety Fund

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Police							
Patrol Fleet Replacement	250,000	-	-	-	-	400,000	-
Unmanned Aerial Vehicle	36,000	-	-	-	-	36,000	-
Replace CSI Evidence Unit	40,000	-	-	-	-	40,000	-
Online Reporting Software	11,500	-	-	-	-	11,500	-
SWAT Operator Equipment	18,200	-	-	-	-	18,200	-
CRBN/HEPA Filters	7,000	-	-	-	-	7,000	-
Protective Equipment/Riot Gear	10,000	-	-	-	-	10,000	-
Analytics Software	15,100	6,000	6,000	6,000	6,000	39,100	6,000
Motorola/CODY Systems Interface	17,500	6,250	6,250	6,250	6,250	42,500	6,250
Watchguard 4RD LPR Integration	6,210	1,710	1,710	1,710	1,710	13,050	1,710
Replace Canams (2)	-	40,000	-	-	-	40,000	-
Replace SWAT Unit	-	80,000	-	-	-	80,000	-
Mobile Command Unit	-	-	100,000	-	-	100,000	-
Replace K9	-	-	20,000	-	-	20,000	-
CAD & Records Management System	-	-	-	1,000,000	60,000	1,060,000	60,000
Subtotal Police	411,510	133,960	133,960	1,013,960	73,960	1,917,350	73,960
Fire							
Replace Fire Station #3 Driveway	20,000	-	-	-	-	20,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Replace Command Staff Unit CH5	55,000	-	-	-	-	55,000	-
Replace Fire Engine E1	1,015,000	-	-	-	-	1,015,000	-
Replace Fire Marshal Unit FM2	36,000	-	-	-	-	36,000	-
Fire Engine - Station #4	800,000	-	-	-	-	800,000	-
Firefighter Ballistic Protection	25,000	-	-	-	-	25,000	-
Fire Station #2 Remodel	127,500	-	-	-	-	127,500	-
Paint Decontamination Trailer	6,000	-	-	-	-	6,000	-
Replace 2 Outdoor Warning Sirens	55,000	57,500	60,000	60,000	65,000	297,500	-
Battalion Chiefs Command Staff Unit	-	58,000	-	-	-	58,000	-
Fire Station #1 Remodel	-	75,000	-	-	-	75,000	-
Replace Fire Station #3 Generator	-	30,000	-	-	-	30,000	-
Replace Fire Marshal Unit FM1	-	37,800	-	-	-	37,800	-
Paint Conex Containers	-	10,000	-	-	-	10,000	-
Replace Command Staff Unit CH1	-	-	61,000	-	-	61,000	-
Replace Command Staff Unit CH3	-	-	61,000	-	-	61,000	-
General Service/Tow Unit	-	-	61,000	-	-	61,000	-
Replace Command Staff Unit CH4	-	-	-	63,500	-	63,500	-
Replace Fire Engine E3	-	-	-	1,035,000	-	1,035,000	-
Fire Extinguisher Training Prop	-	-	-	12,000	-	12,000	-
Replace Command Staff Unit CH2	-	-	-	-	67,500	67,500	-
Subtotal Fire	2,139,500	268,300	243,000	1,170,500	132,500	3,953,800	-
Non-Departmental							
Construction Fire Station	3,700,000	-	-	-	-	3,700,000	-
Subtotal Non-Departmental	3,700,000	-	-	-	-	3,700,000	-

Tourism Fund

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Public Works/Engineering							
Hwy 76 Segment 1 & 2 Design	1,500,000	-	-	-	-	1,500,000	-
Hwy 165 & 76 Intersection Improvements	750,000	-	-	-	-	750,000	-
76 Utility Undergrounding - Segments 3	1,675,106	-	-	-	-	1,675,106	-
Hwy 76 Segment 1 & 2 Construction	-	15,000,000	-	-	-	15,000,000	-
Hwy 76 Segment 4, 5 & 6 Improvements	-	-	2,900,000	30,000,000	-	32,900,000	-
Subtotal Public Works/Engineering	3,925,106	15,000,000	2,900,000	30,000,000	-	51,825,106	-

Transportation Fund

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Public Works/Engineering							
Painting Branson Landing Blvd & Veterans Bridge Pedestrian Railing	140,000	-	-	-	-	140,000	-
Caudill Way Low Water Crossing Design & Construction	165,000	-	-	-	-	165,000	-
Celtic Bridge Replacement	165,000	-	-	-	-	165,000	-
Paint Striper	68,000	-	-	-	-	68,000	-
Replace Unit #275 - 2009 Radar Trailer	15,000	-	-	-	-	15,000	-
Replace Unit #325 - 2014 61" Zero Turn Mower	13,000	-	-	-	-	13,000	-
Replace Unit #86 - 2000 Dodge 3500	85,000	-	-	-	-	85,000	-
Replace Unit #98 - 2001 Ford Explorer	35,000	-	-	-	-	35,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Transportation Master Plan	300,000	-	-	-	-	300,000	-
Replace Unit #88 - Olathe Brush Chipper	70,000	-	-	-	-	70,000	-
Replace Unit #279 - 2011 Ford F350 Truck w/ Plow	55,000	-	-	-	-	55,000	-
Replace Unit #166 - 2002 Chevy C7500 Asphalt Paver	140,000	-	-	-	-	140,000	-
Replace Pedestrian Crossing - Presley Theater	6,745	-	-	-	-	6,745	-
Replace Pedestrian Crossing - SOH	6,745	-	-	-	-	6,745	-
Traffic Signal Improvements	25,300	-	-	-	-	25,300	-
76 ECID Maintenance Building	80,000	-	-	-	-	80,000	-
Replace Unit #173 - 2002 John Deere Backhoe	-	102,000	-	-	-	102,000	-
Replace Unit #175 - 2008 Ford F350 Covered Wash Bay	-	55,000	-	-	-	55,000	-
Infrared Pavement Heater	-	130,000	-	-	-	130,000	-
Salt Brine Production Maker	-	10,000	-	-	-	10,000	-
Vehicle Diagnostic Tool	-	55,000	-	-	-	55,000	-
Replace Unit #423 - 2019 Ford F350 Truck	-	13,000	-	-	-	13,000	-
Replace Unit #415 - 2018 Chevy Colorado	-	46,000	-	-	-	46,000	-
Replace Unit #414 - 2018 Jeep Cherokee	-	38,000	-	-	-	38,000	-
Replace Unit #154 - 2008 Ford F350	-	38,000	-	-	-	38,000	-
Replace Unit #220 - 2006 Chevy Trailblazer	-	50,000	-	-	-	50,000	-
Replace Unit #321 - 2013 International Flatbed	-	35,000	-	-	-	35,000	-
	-	140,000	-	-	-	140,000	-

FY2022 Annual Budget

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Pavement Management Plan Update	-	85,000	-	-	-	85,000	-
Replace Unit #156 - 2008 Ford F350	-	50,000	-	-	-	50,000	-
Replace Unit #223 - 2009 Freightliner Combo Vac Truck	-	140,000	-	-	-	140,000	-
Replace Unit #304 - 2012 Dump Truck w/ Plow	-	-	160,000	-	-	160,000	-
Replace Unit #342 - 2015 61" Zero Turn Mower	-	-	13,000	-	-	13,000	-
Replace Unit #343 - 2015 61" Zero Turn Mower	-	-	13,000	-	-	13,000	-
Vac Trailer	-	-	30,000	-	-	30,000	-
Asphalt Pothole Patcher Slide In	-	-	15,000	-	-	15,000	-
Replace Unit #435 - 2019 Chevy Colorado	-	-	34,000	-	-	34,000	-
Replace Unit #436 - 2019 Chevy Colorado	-	-	34,000	-	-	34,000	-
Replace Unit #437 - 2019 Chevy Colorado	-	-	34,000	-	-	34,000	-
Replace Unit #448 - 2019 Ford F350	-	-	55,000	-	-	55,000	-
Replace Unit #331 - 2015 Jeep Cherokee	-	-	34,000	-	-	34,000	-
Replace Unit #332 - 2015 Ford F350	-	-	55,000	-	-	55,000	-
Replace Unit #352 - International Dump Truck	-	-	-	160,000	-	160,000	-
Replace Unit #261 - 2010 John Deere Tractor w/ Brush hog & Loader	-	-	-	142,000	-	142,000	-
Replace Unit #348 - 2015 Chevy 3500 Truck	-	-	-	55,000	-	55,000	-
Replace Unit #347 - 590 Case Backhoe	-	-	-	100,000	-	100,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Replace Unit #277 - 2011 Elgin Pelican Street Sweeper	-	-	-	210,000	-	210,000	-
Replace Unit #390 - 2017 61" Zero Turn Mower	-	-	-	13,000	-	13,000	-
Remote Control Trench Roller	-	-	-	35,000	-	35,000	-
Replace Unit #194 - Ingersol Rand Compressor	-	-	-	25,000	-	25,000	-
Replace Unit #169 - 2002 Gailon Grader	-	-	-	-	250,000	250,000	-
Replace Unit #288 - 2012 Ford Escape	-	-	-	-	28,000	28,000	-
Spray Patcher	-	-	-	-	350,000	350,000	-
Replace Unit #109 - Goosen Bale Chopper	-	-	-	-	9,500	9,500	-
Subtotal Public Works/Engineering	1,424,790	1,362,000	477,000	740,000	637,500	4,641,290	-

Water/Sewer (620/145/146 Combined)

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Utilities							
3/4 Ton Utility Truck	56,000	-	-	-	-	56,000	-
Additional Sewer Camera Equipment & Trailer System	121,000	-	-	-	-	121,000	-
CD WWTP Flood Protection	14,880,000	-	-	-	-	14,880,000	2,500
Spring Creek Water Mains - Engineering	39,000	-	-	-	-	39,000	-
Lift Station #4 Gravity Sewer Extension	30,000	-	-	-	-	30,000	-
Pacific Street Water Tower HVAC Duct Repair	40,000	-	-	-	-	40,000	-
CC Intermediate Upgrades - UV Refurb	210,000	-	-	-	-	210,000	-
Lift Station #21 Pump Rebuild	45,000	-	-	-	-	45,000	-

FY2022 Annual Budget

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Lift Station #46 Install Pumps and Controls	430,000	-	-	-	-	430,000	-
Rebuild Four CD Aeration Blowers	30,000	-	-	-	-	30,000	-
Replace Unit #179 - 2008 Ford F250	40,000	-	-	-	-	40,000	-
Replace Unit #227 - 2007 Ford F150	40,000	-	-	-	-	40,000	-
Replace Unit #110 - 1999 John Deere Gator	16,000	-	-	-	-	16,000	-
Replace Unit #297 - 2012 Dodge 1500 Truck	40,000	-	-	-	-	40,000	-
Replace Unit #328 - 2014 Polaris UTV	26,000	-	-	-	-	26,000	-
Pacific Street Tower Stairway Repairs	50,000	-	-	-	-	50,000	-
Valve Exercizer and Vac Trailer	90,000	-	-	-	-	90,000	-
Water System GPS Unit	20,000	-	-	-	-	20,000	-
Meadows WT Chlorine Leak Scrubber	250,000	-	-	-	-	250,000	-
Lift Station #34 Equipment & Generator Upgrade Construction	481,000	-	-	-	-	481,000	-
Meadows Raw Water Basin Sealing	30,000	-	-	-	-	30,000	-
Replace Unit #212 - Tank Truck	165,000	-	-	-	-	165,000	-
Replace Unit #294 - 2012 Flatbed Dump Truck	120,000	-	-	-	-	120,000	-
Replace Unit #276 - Sludge Truck	125,000	-	-	-	-	125,000	-
Replace Unit #147 - 2000 Portable Generator	75,000	-	-	-	-	75,000	-
Replace Unit #303 - 2012 Ford F350 Truck	65,000	-	-	-	-	65,000	-
Walmart Water Tower Renovation	550,000	-	-	-	-	550,000	-
Rebuild CD Return Pumps	30,000	30,000	-	-	-	60,000	-
Rebuild CD Influent Pumps	30,000	30,000	-	-	-	60,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Rebuild CD Influent VDF's	20,000	20,000	-	-	-	40,000	-
WDSC Maintenance Facility Building #2 Engineering	34,000	520,000	-	-	-	554,000	5,000
Rebuild CD Effluent Pumps	26,000	26,000	28,000	-	-	80,000	-
Dewey Bald Water Tower Phase 1	2,050,000	-	350,000	-	-	2,400,000	-
Rebuild Cliff Intake Pump	27,000	-	29,000	-	-	56,000	-
Lift Station #21 Pump Rebuild	-	-	50,000	-	-	95,000	-
Rebuild CC Aerators	47,000	-	-	49,000	-	96,000	-
Rebuild Meadows Intake Pumps and Valves	32,000	-	40,000	35,000	-	107,000	-
Ground Water Well Service	35,000	35,000	35,000	35,000	-	140,000	-
Advanced Metering Infrastructure (AMI) System	165,000	165,000	165,000	165,000	165,000	825,000	-
Lift Station Pump Rebuild & Replacement	110,000	155,000	110,000	110,000	110,000	595,000	-
Sewer Collection and System Rehab	350,000	350,000	350,000	350,000	350,000	1,750,000	-
Waterline Rehab Neighborhoods	2,500,000	1,650,000	1,650,000	1,650,000	1,650,000	9,100,000	-
Rebuild CD Aerators	40,000	-	42,000	-	44,000	126,000	-
Dewey Bald Water Tower Phase 2	-	2,050,000	-	-	-	2,050,000	12,000
Spring Creek Sewer Mains - Construction	-	600,000	-	-	-	600,000	-
Crosby Water Tower Renovation	-	350,000	-	-	-	350,000	-
Lift Station #10 Equipment & Generator Upgrade Construction	-	456,000	-	-	-	456,000	-
Meadows Intake - Alluvial Well Feed System - Feasibility Study	-	25,000	-	-	-	25,000	-
Replace Unit #291 - 2011 Ford F250	-	50,000	-	-	-	50,000	-

FY2022 Annual Budget

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Replace Unit #296 - 2012 Excavator Truck	-	460,000	-	-	-	460,000	-
Roark Watershed Sewer Collection Equalization Tank	-	1,200,000	-	-	-	1,200,000	3,000
Wastewater Conveyance Study Update	-	70,000	-	-	-	70,000	-
Water Master Plan Update	-	70,000	-	-	-	70,000	-
Cliff Drive Raw Water Basin Sealing	-	25,000	-	-	-	25,000	-
Meadows Roof Replacements	-	250,000	-	-	-	250,000	-
CC Odor Control Systems Upgrade	-	90,000	-	-	-	90,000	-
Replace Unit #302 - 2012 Ford F250 Truck	-	56,000	-	-	-	56,000	-
Replace Unit #310 - 2013 Chevy 1500 Truck	-	40,000	-	-	-	40,000	-
Replace Unit #320 - 2013 Ford F150 Truck	-	40,000	-	-	-	40,000	-
Replace Unit #319 - 2013 Ford F150 Truck	-	42,000	-	-	-	42,000	-
Water Main Replacements Downtown	-	125,000	125,000	-	-	250,000	-
Rebuild of CC Influent Pumps	-	45,000	45,000	-	-	90,000	-
Rebuild CC Aeration VFD's	-	30,000	30,000	-	-	60,000	-
Rebuild Cliff WTP High Service Pump	-	28,000	29,000	-	-	57,000	-
Rebuild CD Aeration VFD's	-	30,000	30,000	30,000	-	90,000	-
Repair Meadows WTP Filter Walls	-	30,000	30,000	30,000	30,000	120,000	-
Water Main Replacements Hwy 76	-	998,000	998,000	998,000	945,000	3,939,000	-
Replace Unit #214 - Dump Truck	-	-	112,000	-	-	112,000	-
Spring Creek Water Mains - Construction	-	-	600,000	-	-	600,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Meadows Intake - Alluvial Well Feed System - Engineering	-	-	150,000	-	-	150,000	-
Rebuild Meadows High Service Pump #2	-	-	32,000	-	-	32,000	-
Bee Creek Watershed Collection Flow Equalization Tank	-	-	1,600,000	-	-	1,600,000	-
Lift Station #17 Force Main Upgrade - Construction	-	-	950,000	-	-	950,000	-
Repair CD Unit #34 Backup Generator	-	-	240,000	-	-	240,000	-
Replace Vehicle #197 - 2005 Ford Trac	-	-	40,000	-	-	40,000	-
Asphalt Overlay for Compton & CC WWTP	-	-	75,000	-	-	75,000	-
Replace CD Chlorine Feeders	-	-	45,000	-	-	45,000	-
Lift Station #21 Engineering	-	-	95,000	-	-	95,000	-
Replace Unit #148 - 2001 Portable Generator	-	-	75,000	-	-	75,000	-
Replace Unit #211 - 2005 6" Godwin Pump	-	-	60,000	-	-	60,000	-
Replace Unit #346 - 2015 Skid Steer	-	-	70,000	-	-	70,000	-
Replace Unit #346A - Skid Steer Brush Cutter Attachment	-	-	12,000	-	-	12,000	-
Replace Unit #358 - 1997 Flusher Truck	-	-	20,000	-	-	20,000	-
RecPlex Water Tower Renovation	-	-	-	450,000	-	450,000	-
Meadows Intake - Alluvial Well Feed System - Construction	-	-	-	1,500,000	-	1,500,000	-
Lift Station #38 Gravity Sewer Engineering	-	-	-	21,000	-	21,000	-
Replace Unit #345 - 2015 E-55 Excavator	-	-	-	80,000	-	80,000	-

FY2022 Annual Budget

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Replace Unit #345C - 2015 E-55 Hydraulic Hammer	-	-	-	10,000	-	10,000	-
Replace Unit #350 - 2015 Ford F150 Truck	-	-	-	42,000	-	42,000	-
Replace Unit #391 - 2016 Ford F550 Truck	-	-	-	75,000	-	75,000	-
Meadows Filter Backwash Blowers	-	-	-	30,000	-	30,000	-
Meadows Flocculator Gear Drives	-	-	-	40,000	-	40,000	-
Rebuild CD Clarifier Drives	-	-	-	200,000	-	200,000	-
Replace CD Sulfur Dioxide Feeders	-	-	-	40,000	-	40,000	-
CC Roof Replacement Lift Station #21	-	-	-	200,000	-	200,000	-
Construction	-	-	-	950,000	-	950,000	-
Lift Station #17 Pump Rebuild	-	-	-	50,000	50,000	100,000	-
Rebuild CC Return Pumps	-	-	-	18,000	19,000	37,000	-
Lift Station #38 Gravity Sewer Construction	-	-	-	-	140,000	140,000	-
Asphalt Seal Meadows and Cliff WTP	-	-	-	-	9,000	9,000	-
Lift Station #39 Upgrade - Engineering	-	-	-	-	85,000	85,000	-
Replace CC WWTP Sludge Pump	-	-	-	-	28,000	28,000	-
Replace Water Treatment Process Equipment	-	-	-	-	48,000	48,000	-
Replace Unit #396 - 2016 E-85 Excavator	-	-	-	-	116,000	116,000	-
Replace Unit #396E - 2016 E-85 Hydraulic Hammer	-	-	-	-	12,000	12,000	-
Replace Unit #386 - 2016 Dodge 3500 Truck	-	-	-	-	48,000	48,000	-
Replace Unit #378 - 2016 Jeep Cherokee	-	-	-	-	40,000	40,000	-
Replace Unit #369 - 2016 Chevy Colorado	-	-	-	-	44,000	44,000	-

Project Name	2022	2023	2024	2025	2026	5-Year Total	Ongoing Costs
Replace Unit #355 - 2016 Ford F150 Truck	-	-	-	-	42,000	42,000	-
Replace Unit #366 - 2016 Chevy Colorado	-	-	-	-	40,000	40,000	-
Meadows WTP Expansion	-	-	-	-	18,000,000	18,000,000	-
CC WWTP Expansion	-	-	-	-	20,000,000	20,000,000	-
Replace CD Scum Pumps	-	-	-	-	35,000	35,000	-
Replace CD Grit Classifier	-	-	-	-	40,000	40,000	-
Replace CC Sludge Basin Aeration Blowers	-	-	-	-	20,000	20,000	-
Pacific Street Water Tower Renovation	-	-	-	-	500,000	500,000	-
<i>Subtotal Utilities</i>	23,560,000	10,141,000	8,312,000	7,158,000	42,610,000	91,826,000	22,500



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				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	6,110,389	2,563,430	6,343,880	6,859,860
REVENUES:				
Taxes & Franchise Fees	13,666,590	13,554,446	15,753,810	16,037,302
Licenses and Permits	951,384	803,340	930,912	986,174
Court Receipts	137,222	185,000	136,575	125,000
Lease and Rents	1,072,621	1,459,981	1,269,776	1,502,476
Charges for Services	1,494,917	1,312,327	1,498,874	1,496,679
Intergovernmental	260,755	0	0	0
Interest Income	306,447	210,000	307,662	309,571
Bond Proceeds	0	0	0	0
Misc. Revenue	43,906	43,034	22,998	23,265
TOTAL REVENUE	17,933,842	17,568,128	19,920,607	20,480,467
TOTAL AVAILABLE FUNDS	24,044,231	20,131,558	26,264,487	27,340,327
EXPENDITURES				
Mayor & Board	72,979	108,364	106,145	113,539
City Administration	573,241	597,374	596,343	615,967
Communications	89,686	92,391	91,626	94,540
City Clerk	429,189	508,205	507,405	520,416
Municipal Court	309,375	390,666	287,391	293,300
IT	576,447	732,034	732,617	718,037
Legal	292,555	301,731	296,231	306,567
Finance	1,062,315	998,421	995,128	1,008,280
Human Resources	498,367	608,126	596,317	615,378
Police	0	0	0	0
Fire	0	0	0	0
Public Works	554,296	711,637	426,476	481,549
Planning & Development	702,156	737,429	729,063	792,758
Engineering	696,081	781,905	727,917	800,430
Debt Service--Principal, Interest & Fiscal Charges	117,876	238,580	238,580	238,580
Non-Depart.	2,312,042	2,236,437	2,199,379	2,157,508
Operating Expenditures	8,286,605	9,043,300	8,530,620	8,756,851
TOTAL EXPENDITURES	8,286,605	9,043,300	8,530,620	8,756,851
Transfers From Other Funds	140,636	137,905	137,905	139,284
Transfers To Other Funds	9,554,382	8,845,103	4,262,362	4,051,406
Transfer to Public Safety Fund		0	5,899,550	7,811,494
ENDING UNRESERVED FUND BALANCE	6,343,880	2,381,060	7,709,860	6,859,860
30% RESERVE			2,559,186	2,627,055
AVAILABLE FOR CAPITAL OUTLAY			5,150,674	4,232,805
Capital Expenditure			(500,000)	(665,000)
Internal Service Fund			(350,000)	(435,000)
One Time Expenditure			0	(63,300)

City of Branson				
Combined Statement of Budgeted				
Revenues and Expenditures - Transportation Fund	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	2,334,357	1,844,674	3,398,097	4,338,083
REVENUES:				
Taxes & Franchise Fees	5,791,430	5,705,443	7,309,509	7,370,532
Misc. Revenue				
TOTAL REVENUE	5,791,430	5,705,443	7,309,509	7,370,532
TOTAL AVAILABLE FUNDS	8,125,787	7,550,117	10,707,606	11,708,616
EXPENDITURES:				
Public Works	2,530,604	3,888,676	3,690,529	5,140,656
TOTAL EXPENDITURES	2,530,604	3,888,676	3,690,529	5,140,656
Transfers From Other Funds	62,148	50,000	50,000	550,000
Transfers To Other Funds	2,259,234	1,845,767	2,728,994	2,469,384
ENDING UNRESERVED FUND BALANCE	3,398,097	1,865,674	4,338,083	4,648,575
30% MINIMUM RESERVE REQUIREMENT			1,107,159	1,542,197
AVAILABLE FOR CAPITAL OUTLAY			3,230,925	3,106,379
Capital Expenditure			-	(935,000)
Internal Service Fund Transfer			(260,000)	(290,000)
One Time Expenditure			-	(30,500)

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Capital Projects - 140				
	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	1,105,289	871,218	852,307	852,307
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	1,105,289	871,218	852,307	852,307
EXPENDITURES:				
Capital Outlay	289,065	-	1,900,127	2,603,927
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	289,065	-	1,900,127	2,603,927
Transfers From Other Funds	36,083	125	1,900,127	2,603,927
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	852,307	871,343	852,307	852,307

City of Branson				
Combined Statement of Budgeted				
Revenues and Expenditures - Water/Sewer Capital 145 (Tourism)	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	7,552,194	7,885,133	4,231,165	4,567,433
REVENUES:				
Charges for Services:				
Water				
Sewer				
Rental Income				
Misc. Revenue				
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Water Connection Charges	900	1,010	1,010	1,020
Sewer Capacity Fees	-	-	-	-
Sewer Connection Charges	414,706	335,258	335,258	338,611
Interest Income				
Donated Funds				
Intergovernmental	0	1,325,000	1,325,000	1,260,000
Gain on Disposal of Capital Asset				
Interest Expense				
Income (loss) before Transfers				
TOTAL REVENUE	415,606	1,661,268	1,661,268	1,599,631
TOTAL AVAILABLE FUNDS	7,967,800	9,546,401	5,892,433	6,167,064
EXPENDITURES:				
Personal Services				
Contractual Services				
Commodities				
Capital	302,873	1,325,000	1,325,000	4,493,000
Contra Capital Expense	(322,818)	-	-	-
Depreciation				
Operating Income (loss)				
TOTAL EXPENDITURES	(19,945)	1,325,000	1,325,000	4,493,000
Transfers From Other Funds	317,958	-	-	2,524,599
Transfers To Other Funds	4,074,538	-	-	-
ENDING UNRESERVED FUND BALANCE	4,231,165	8,221,401	4,567,433	4,198,663

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Water/Sewer Capital 146 (Operations)				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	1,048,684	1,048,684	1,051,670	1,051,670
REVENUES:				
Federal Grants	-	-	-	-
Grants from Others	-	-	-	-
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
Interest Income				
Misc. Revenue				-
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	1,048,684	1,048,684	1,051,670	1,051,670
EXPENDITURES:				
Personal Services				
Contractual Services				
Commodities				
Capital	612,594	326,630	326,630	1,527,000
Contra Capital	(492,207)	-	-	-
Debt Service--Principal, Interest & Chg.				
Depreciation				
Operating Income (loss)				
TOTAL EXPENDITURES	120,387	326,630	326,630	1,527,000
Transfers From Other Funds	612,594	326,630	326,630	1,527,000
Transfers To Other Funds	489,221	-	-	-
ENDING UNRESERVED FUND BALANCE	1,051,670	1,048,684	1,051,670	1,051,670

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund BM-160				
	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	2,290,285	1,869,168	2,861,473	2,561,386
REVENUES:				
Taxes & Franchise Fees	74	75	5	5
Interest Income				
Bond Proceeds				
Misc. Revenue				
TOTAL REVENUE	74	75	5	5
TOTAL AVAILABLE FUNDS	2,290,359	1,869,243	2,861,478	2,561,391
EXPENDITURES:				
Cost of Issue/Advance Refunding	-	-	-	-
Debt Service--Principal	1,710,000	1,795,000	1,795,000	1,870,000
Debt Service--Interest & Fiscal Charges	1,221,631	1,136,131	1,136,131	1,064,331
Non-Departmental	-	-	-	-
TOTAL EXPENDITURES	2,931,631	2,931,131	2,931,131	2,934,331
Other Fin. Sources--Refunded Bonds	-	-	-	-
Transfers To Other Funds	0	0	0	0
Transfers From Other Funds	3,502,745	2,041,172	2,631,039	2,187,734
ENDING UNRESERVED FUND BALANCE	2,861,473	979,284	2,561,386	1,814,793

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Parks & Recreation				
	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	718,150	546,048	899,444	785,201
REVENUES:				
Cigarette Tax	68,403	75,000	58,236	75,000
Campground	830,596	927,200	1,102,575	1,140,284
Intergovernmental -- Grants/Misc Revenue	23,742	0	5,500	0
Rents & Leases	137,255	140,836	146,556	142,336
Contributions	52,590	55,000	32,574	40,000
Pool Admissions	67,596	128,600	136,036	145,760
Swim Team	3,255	17,900	11,468	20,700
Ball Programs	97,535	172,100	179,650	185,475
Tennis Revenue	12,100	16,000	15,320	16,000
Recreation Center/Tournaments	87,245	137,100	122,625	137,100
Concessions	128,114	190,000	176,160	210,000
Day Camp	7,930	65,000	55,400	78,200
Dog Park	7,471	6,200	8,431	6,200
Community Center	14,380	27,000	22,118	29,000
Special Events	15,449	14,500	6,323	15,775
Cheerleading	0	0	0	0
TOTAL REVENUE	1,553,661	1,972,436	2,078,972	2,241,830
TOTAL AVAILABLE FUNDS	2,271,811	2,518,484	2,978,416	3,027,031
EXPENDITURES				
Parks & Recreation Administration	408,645	427,724	427,300	443,788
Recreation Center/Tournaments/Concessions	605,863	817,760	736,969	851,129
Day Camp	16,542	82,116	50,148	70,779
Ball Program	133,949	163,114	180,987	227,552
Campground	316,677	358,988	410,118	424,097
Park Programs/Parks	457,608	694,060	601,068	722,700
Liberty Plaza	1,037	10,000	2,750	8,300
Community Center	73,979	90,830	88,672	94,347
Swimming Pool	90,869	155,828	154,756	177,276
Swim Team	6,920	23,970	22,228	24,592
Dog Park	4,841	6,762	7,288	5,931
Special Events/Programs	11,436	13,929	10,929	12,243
Cheerleading	0	0	0	0
Operating Expenditures	2,128,366	2,845,082	2,693,215	3,062,733
Capital Expenditures	0	0	0	0
TOTAL EXPENDITURES	2,128,366	2,845,082	2,693,215	3,062,733
Transfers From Other Funds	755,999	763,650	800,000	860,000
Transfers To Internal Service Funds	0	0	300,000	200,000
ENDING UNRESERVED FUND BALANCE	899,444	437,052	785,201	624,297

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Tourism Fund				
	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	14,466,358	13,865,047	15,044,429	20,762,574
REVENUES:				
Taxes & Franchise Fees	8,480,228	7,310,266	12,974,715	13,104,462
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
Intergovernmental	296,669	-	201,560	-
Gain/Loss Sale of Asset	6,814			
Interest Income	118,019	50,844	83,824	84,611
Bond Proceeds	-	-	-	-
Miscellaneous	180,000	180,000	500,000	500,000
TOTAL REVENUE	9,081,730	7,541,109	13,760,099	13,689,073
TOTAL AVAILABLE FUNDS	23,548,088	21,406,156	28,804,528	34,451,647
EXPENDITURES:				
Tourism	2,770,727	1,812,690	1,932,875	2,333,908
76 Project Maintenance	-	-	-	-
Cost of Issuance	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service--Principal	2,978,750	3,020,500	3,020,500	9,072,500
Debt Service--Interest & Fiscal Chg.	533,919	417,796	415,796	306,001
TOTAL EXPENDITURES	6,283,396	5,250,986	5,369,171	11,712,409
Transfers From Other Funds				
Transfers To Other Funds	2,220,263	1,843,125	2,672,783	5,719,113
ENDING UNRESERVED FUND BALANCE	15,044,429	14,312,045	20,762,574	17,020,126

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Public Safety-Police Fund				
	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	2,787,638	2,722,798	2,978,276	2,315,471
REVENUES:				
Taxes	2,645,326	2,612,500	3,476,637	3,511,403
Licenses and Permits	7,375	15,836	10,400	10,504
Intergovernmental	117,478	100,000	104,698	-
Interest Income	34,101	24,750	40,456	42,000
Bond Proceeds	-	-	-	-
Misc. Revenue	52,469	522	9,151	5,636
				-
TOTAL REVENUE	2,856,749	2,753,608	3,641,342	3,569,543
EXPENDITURES				
Police	5,745,035	7,152,925	6,521,332	6,602,074
Operating Expenditures	5,745,035	7,152,925	6,521,332	6,602,074
TOTAL EXPENDITURES	5,745,035	7,152,925	6,521,332	6,602,074
Transfers From Other Funds	3,328,925	3,318,425	3,318,425	4,369,994
Transfers To Other Funds	250,000	0	250,000	250,000
ENDING UNRESERVED FUND BALANCE	2,978,276	1,641,906	3,166,711	3,402,934
30% RESERVE			1,956,400	1,980,622
AVAILABLE FOR CAPITAL OUTLAY			1,210,311	1,422,312
Capital Expenditure			(700,000)	(400,000)
Internal Service Fund			(100,000)	(250,000)
One Time Expenditure			(51,240)	(23,650)

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Public Safety -Fire Fund				
	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
BEGINNING FUND BALANCE	2,425,177	2,722,798	2,851,110	1,622,653
REVENUES:				
Taxes	2,164,358	2,137,500	2,658,673	2,700,000
Licenses and Permits	8,211	7,661	6,851	6,919
Intergovernmental	343,614	-	3,167	-
Interest Income	27,898	20,250	33,094	45,000
Bond Proceeds	-	-	-	-
Misc. Revenue	23,426	4,363	1,500	1,515
TOTAL REVENUE	2,567,508	2,169,774	2,703,285	2,753,434
EXPENDITURES				
Fire	4,722,699	4,500,493	4,360,657	4,472,992
Operating Expenditures	4,722,699	4,500,493	4,360,657	4,472,992
TOTAL EXPENDITURES	4,722,699	4,500,493	4,360,657	4,472,992
Transfers From Other Funds	2,581,125	2,581,125	2,581,125	3,441,500
Transfers To Other Funds	0	0	17,570	17,746
ENDING UNRESERVED FUND BALANCE	2,851,110	2,973,204	3,757,293	3,326,850
30% RESERVE			1,308,197	1,341,898
AVAILABLE FOR CAPITAL OUTLAY			2,449,096	1,984,952
Capital Expenditure			(1,634,640)	(1,650,000)
Internal Service Fund			(500,000)	(91,000)
One Time Expenditure				(120,000)

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Water/Sewer 620				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	64,696,665	59,119,552	66,339,759	61,755,909
REVENUES:				
Charges for Services:				
Water	4,016,244	2,881,676	4,322,527	3,735,880
Sewer	3,925,460	4,283,000	4,227,150	4,521,450
Rental Income				
Misc. Revenue	76,959	74,750	68,973	82,856
Unrealized Gain/(Loss)	21,458	-	-	-
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees				
Interest Income	70,930	27,000	78,129	35,000
Donated Funds	1,073,699	-	-	-
Intergovernmental	511,590	-	-	-
Gain on Disposal of Capital Asset	-	-	-	-
Income (loss) before Transfers				
TOTAL REVENUE	9,696,340	7,266,426	8,696,779	8,375,185
TOTAL AVAILABLE FUNDS	74,393,005	66,385,978	75,036,538	70,131,094
EXPENDITURES:				
Operation Expenditures:				
Personal Services	3,740,502	3,804,374	3,808,783	3,854,785
Contractual Services	2,554,484	2,875,686	2,974,484	3,034,086
Commodities	541,702	536,366	569,861	664,485
Capital	(127,941)	-	-	979,000
Depreciation	5,170,402	5,699,862	5,877,501	6,073,907
Operating Income (loss)	-	-	-	-
TOTAL EXPENDITURES	11,879,149	12,916,288	13,230,629	14,606,263
Transfers From Other Funds	4,563,759	-	-	-
Transfers To Other Funds	737,856	50,000	50,000	1,577,000
ENDING UNRESERVED FUND BALANCE	66,339,759	53,419,690	61,755,909	53,947,830

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 601 Water/Sewer				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	1,139,572	1,072,791	1,085,364	888,233
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	1,139,572	1,072,791	1,085,364	888,233
EXPENDITURES:				
Capital Outlay	117,322	197,131	197,131	305,514
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	117,322	197,131	197,131	305,514
Transfers From Other Funds	63,114	-	-	-
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	1,085,364	875,660	888,233	582,720

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 602 Public Safety - Police				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	277,317	407,003	407,027	539,915
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	277,317	407,003	407,027	539,915
EXPENDITURES:				
Capital Outlay	120,290	128,053	117,112	92,224
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	120,290	128,053	117,112	92,224
Transfers From Other Funds	250,000	750,000	250,000	250,000
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	407,027	1,028,950	539,915	697,691

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 603 Parks				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	163,641	132,033	145,074	123,940
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	163,641	132,033	145,074	123,940
EXPENDITURES:				
Capital Outlay	18,567	18,510	321,134	226,380
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	18,567	18,510	321,134	226,380
Transfers From Other Funds	-	-	300,000	200,000
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	145,074	113,523	123,940	97,560

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 604 Transportation				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	207,294	156,592	156,592	105,890
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	207,294	156,592	156,592	105,890
EXPENDITURES:				
Capital Outlay	50,702	200,702	310,702	340,702
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	50,702	200,702	310,702	340,702
Transfers From Other Funds	-	150,000	260,000	290,000
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	156,592	105,890	105,890	55,188

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 605 General Fund				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	109,791	98,559	97,025	84,259
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	109,791	98,559	97,025	84,259
EXPENDITURES:				
Capital Outlay	12,766	362,766	362,766	448,834
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	12,766	362,766	362,766	448,834
Transfers From Other Funds	-	350,000	350,000	435,000
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	97,025	85,793	84,259	70,426

City of Branson				
Combined Statement of Budgeted Revenues and Expenditures - Internal Service Fund - 606 Public Safety - Fire				
	2020	2021	2021	2022
	ACTUAL	BUDGET	PROJECTED	BUDGET
BEGINNING FUND BALANCE	-	-	-	413,476
REVENUES:				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Leases and Rents				
Lease Termination				
Charges for Services				
TOTAL REVENUE	-	-	-	-
TOTAL AVAILABLE FUNDS	-	-	-	413,476
EXPENDITURES:				
Capital Outlay	-	86,524	86,524	110,940
Debt Service--Principal, Interest & Chg. Non-Departmental				
TOTAL EXPENDITURES	-	86,524	86,524	110,940
Transfers From Other Funds	-	500,000	500,000	91,000
Transfers To Other Funds				
ENDING UNRESERVED FUND BALANCE	-	413,476	413,476	393,536



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



BransonMo.gov

Strategic Plan 2019-2022

"Where Values Are The Difference"

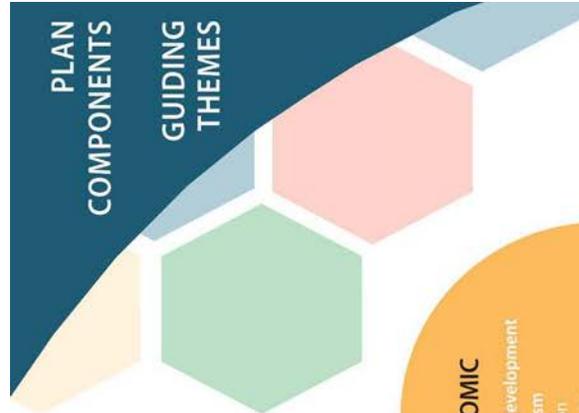


INTRODUCTION

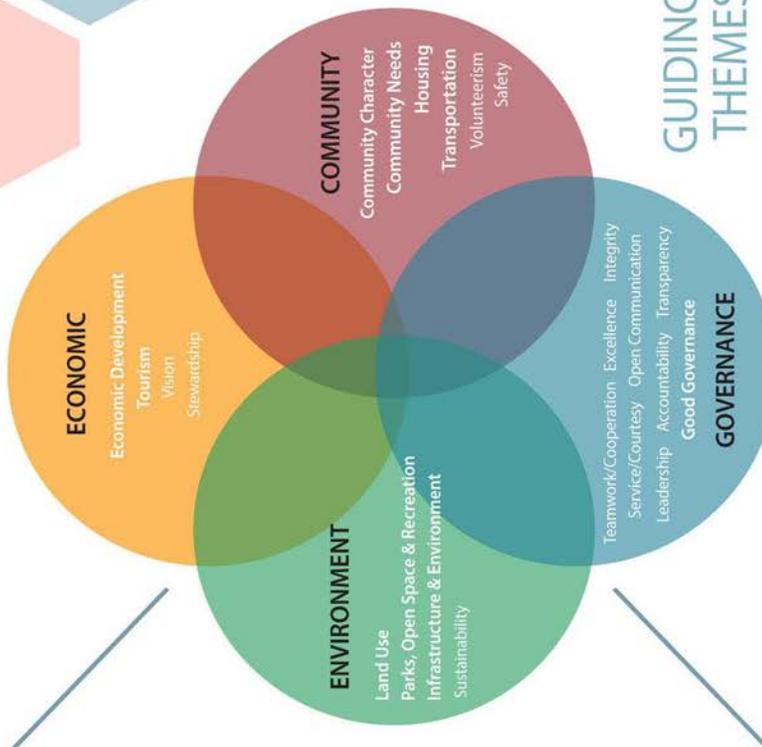
The strategic planning process is an effort by the Board of Aldermen and City Staff to move forward in realizing the goals of the community. The Strategic Plan prioritizes services, programs and policies for the next year. The plan also provides the opportunity to measure how we are doing and report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

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

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



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



GUIDING THEMES

COMMUNITY SURVEY 2016

Purpose

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

Methodology

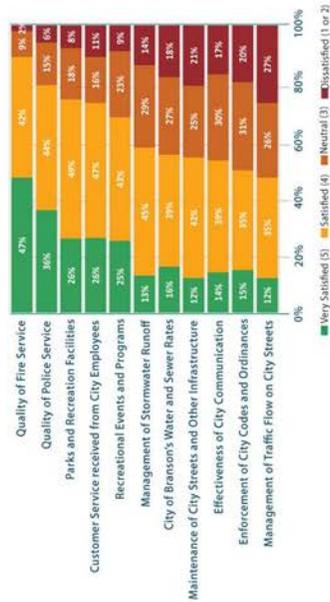
The survey was distributed in the winter of 2016 by ETC Institute. The survey was mailed to residents with the option of also completing the survey by phone. The survey was returned by 523 households with a 95% level of confidence.

Overall Priorities by Major Category

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

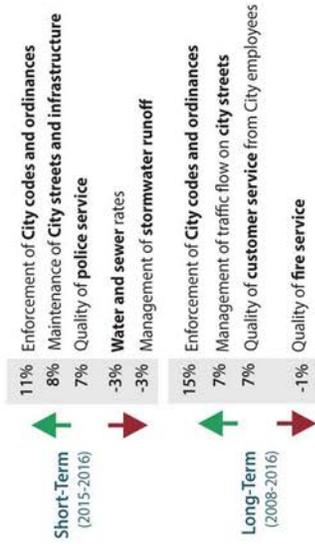
- Management of traffic flow on City streets
- Enforcement of City codes and ordinances
- Effectiveness of City communication with the public
- Maintenance of City streets and infrastructure

Overall Satisfaction with City Services by Major Category



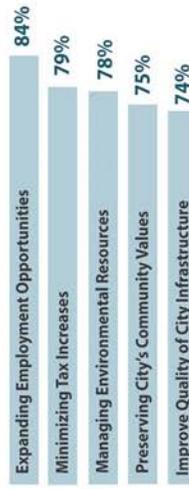
Trends

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



Planning for the City's Future

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



Overall Rating of Branson

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



BUSINESS SURVEY 2016

Purpose

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

Methodology

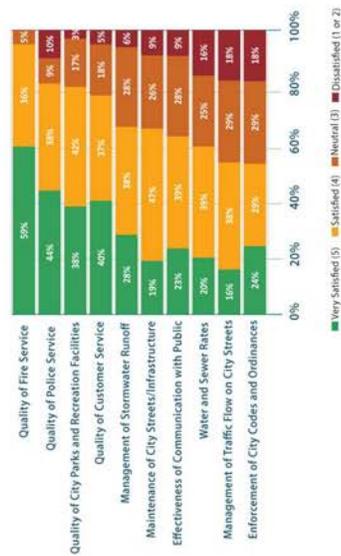
The survey was distributed in the winter of 2016 by ETC Institute. The survey was sent to a random sample of 200 businesses with a 95% level of confidence to gather objective feedback from the business community regarding the quality of city services.

Overall Priorities by Major Category

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

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

Overall Satisfaction with City Services by Major Category



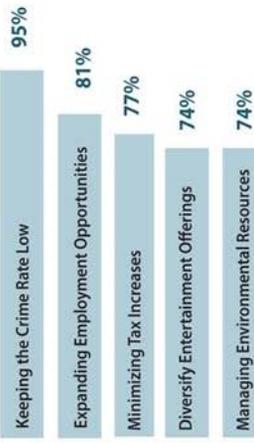
Trends

Short-Term (2015-2016)
 +17% Maintenance of City streets and infrastructure
 +16% Quality of customer service from City employees
 +16% Effectiveness of communication with public

Long-Term (2008-2016)
 +19% Management of traffic flow on City streets
 +17% Quality of customer service
 +12% Effectiveness of communication with public

Planning for the City's Future

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



Most Important Items for the Success of Respondent's Business

The following items were rated extremely or very important:



HOW TO USE THE PLAN

PLAN USE GUIDE

Strategic Item

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

Community Plan 2030

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

Priority Based Budgeting

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

Leadership

A lead city department and potential partners are listed for reference

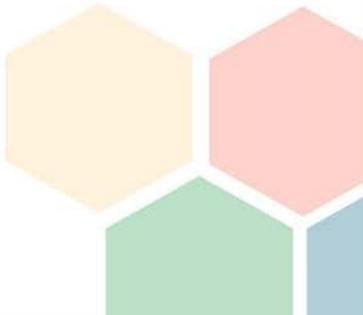
Finance	Achieve a 30% reserve	ED-4. Financial Sustainability. The City will strive to balance the desired service levels with changing costs and revenues.	Good Governance. Develops sustainable fiscal and operational policies and fosters trust and transparency by ensuring accountability, efficiency, integrity,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

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

CPBB Results
Desired outcomes of the City's budgeting process

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

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



TOPIC		STRATEGIC ACTION ITEM		COMMUNITY PLAN 2030		PRIORITY BASED BUDGETING		PROGRAM # QUARTILE		DEPARTMENTS	
Economic Development	Complete the Highway 76 Revitalization Project	CC-3: 76 Country Blvd. Properties and their buildings along 76 Country Blvd. will contribute to the character of Branson as a unique entertainment destination.	Community Character. Ensures that 76 Country Blvd. supports properties and buildings that contribute to the character of Branson as a unique entertainment destination and offers safe, congestion free traffic flow	586	1	Engineering & Public Works	Planning & Development				
	Complete the Downtown Streetscape Project	CC-2: Downtown. The downtown will preserve its historic character and buildings will contribute to the scale and quality of the district as well as to the pedestrian experience.	Community Character. Preserves and revitalizes the historic character of its downtown, ensuring that its buildings are well-maintained and contribute to the scale and quality of the district as a pedestrian-friendly destination point.	585	1	Engineering & Public Works	Planning & Development				
Economic Development	Identify and implement subsequent projects as a result of the Highway 76 Revitalization Project such as updating development codes and regulations, parking garages, infill development, and aerial crossings	LU-5: Development Codes & Regulations. Development codes and zoning regulations will encourage high quality, new development and redevelopment.	Economic Development: Stimulates economic growth through well-planned, sustainable development, redevelopment and revitalization of the community	3	1	Engineering & Public Works	Planning & Development				
	Create educational opportunities that support the expansion of creative entrepreneurs	ED-1: Economic Growth. The City will support growth of the economy to set the stage for business development and expansion, job creation and a thriving entrepreneurial environment.	Economic Development: Partners with the community to support and encourage the growth of the local economy, setting the stage for business development, job creation and fostering a thriving entrepreneurial environment.	593	1	Administration	Taney County Partnership				
Tourism	Explore expanding the City's false advertising ordinance to further regulate ticket sales operations at off premise contacts (OPCs)	T-5: Visitor Services & Facilities. Branson's visitor services and facilities will be ethical, informative and clear for tourists.	Tourism. Offers visitor services and facilities that are ethical, informative and clear to tourists	216	2	Police	Planning & Development				

ECONOMIC

TOPIC	STRATEGIC ACTION ITEM	COMMUNITY PLAN 2030	PRIORITY BASED BUDGETING	PROGRAM # QUARTILE	DEPARTMENTS	
Public Safety	Develop a comprehensive plan for deployment of security cameras and license plate readers at key locations in the community to aid in crime prevention and security in our community and at our City parks	C-1: Public Safety. Branson is committed to the overall public safety of its residents and visitors.	Community Needs: Safety, Health and Socio-Economic. Provides for the overall personal safety of its residents and visitors through a visible presence, prevention activities and community education	275	3	Police
	Expansion of Safe Housing Program to include apartments and rental property to provide a safer living environment for our residents and guests	C-1: Public Safety. Branson is committed to the overall public safety of its residents and visitors.	Community Needs: Safety, Health and Socio-Economic. Offers protection from harm and wrong-doing, enforces the law, promptly responds to calls for service, and is adequately prepared for all emergency situations	266	1	Police
Code Updates	Update building codes to 2018 ICC series	C-1: Public Safety. Branson is committed to the overall public safety of its residents and visitors.	Community Needs: Safety, Health and Socio-Economic. Provides for the overall personal safety of its residents and visitors through a visible presence, prevention activities and community education	58	1	Planning & Development
	Revisit neighborhoods and create master list of priorities	CC-4: Neighborhoods. Branson will be a city of cohesive, diverse, attractive and safe neighborhoods.	Community Character. Sustains and invests in a community of cohesive, diverse, attractive and safe neighborhoods	17	1	Planning & Development
Transportation	Continue renovation and replacement of traffic signals throughout the city for enhanced efficiency of traffic movement	TR-1: Road Network. The City will have a strong, comprehensive street network that manages traffic congestion, provides clear alternative routes and that is well maintained.	Transportation. Develops and sustains a safe, convenient and efficient public transportation system that is coordinated with adjacent municipalities and counties	397	1	Engineering & Public Works
	Enhance travel corridors by providing multi-modal connections (pedestrian network, bicycle paths, bus and automobile) between two or more destinations or districts	CC-6: Corridors. Branson will enhance its major corridors within the City with distinguishing landscape character, signage and other identifying elements that project community pride and visual interest.	Community Character. Provides for efficient and effective traffic flow that makes it easy to travel throughout the City while ensuring a connected system of trails and pedestrian friendly walkways	356	1	Engineering & Public Works

ENVIRONMENT



Recreation



Infrastructure











The City has gone through a period of considerable growth over the past 20 years and continues to be a growing community. As growth has occurred, the demand on the existing infrastructure and the impact on the area's environmental resources have also increased. As a result, the City has recognized the importance of being environmental stewards of the land to maintain Branson as a desirable location to live and visit. Similarly, the community understands it must be proactive to ensure that the necessary infrastructure is available, not only to support its residents, but also the many tourists that visit Branson throughout the year. While the City's sustainability and recycling efforts will continue, the top priority in this area is for Branson to continue its efforts of compliance with the Missouri Separate Storm Sewer System (MS4) program.

Parks and recreation also plays a vital role in both the quality of life in Branson and the surrounding environment. It is an essential element of any healthy and vibrant community, providing individual, social and economic value. Branson's parks and recreation facilities serve the local residents as well as tourists. Therefore, a master plan for their preservation and expansion is being considered by the City. In the meantime, the City will continue to invest in the maintenance of its public facilities, and also in connecting these facilities to provide safe, alternative travel options for pedestrians and cyclists.









9

236

TOPIC STRATEGIC ACTION ITEM COMMUNITY PLAN 2030 PRIORITY BASED BUDGETING PROGRAM # QUARTILE DEPARTMENTS

TOPIC	STRATEGIC ACTION ITEM	COMMUNITY PLAN 2030	PRIORITY BASED BUDGETING	PROGRAM #	QUARTILE	DEPARTMENTS
Recreation	Develop a Parks Master Plan to evaluate existing parks and facilities, and to identify future needs	POS-1: Recreation & Parks. Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	Parks, Open Space & Recreation. Designs, maintains and expands a variety of public areas, such as plazas, outdoor spaces, parks and recreation facilities that are functional, accessible, attractive, safe and comfortable	627	1	Parks & Recreation Planning & Development
	Use dedicated open space from new developments for connections to or extensions of existing open spaces	POS-2: Open Space. Branson will have an extensive, connected open space network that reinforces the residents' quality of life.	Parks, Open Space & Recreation. Develops an extensive, connected open space network that reinforces its resident's quality of life	356	1	Parks & Recreation Engineering & Public Works
	Consideration of a Park's Master Plan to identify needs and funding opportunities for park improvements	POS-1: Recreation & Parks. Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	Parks, Open Space & Recreation. Designs, maintains and expands a variety of public areas, such as plazas, outdoor spaces, parks and recreation facilities that are functional, accessible, attractive, safe and comfortable	89	1	Parks & Recreation Finance
	Expand the Branson RecPlex to include additional gymnasiums and ball fields	POS-1: Recreation & Parks. Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	Parks, Open Space & Recreation. Designs, maintains and expands a variety of public areas, such as plazas, outdoor spaces, parks and recreation facilities that are functional, accessible, attractive, safe and comfortable	174	1	Parks & Recreation Engineering & Public Works
	Purchase the land west of the RecPlex for future expansion	POS-1: Recreation & Parks. Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	Parks, Open Space & Recreation. Designs, maintains and expands a variety of public areas, such as plazas, outdoor spaces, parks and recreation facilities that are functional, accessible, attractive, safe and comfortable	174	1	Parks & Recreation Administration
Infrastructure	Create an internal fund to support yearly maintenance costs to care for existing facilities (Examples include sand blasting the pool, sanding and refinishing of the gym floor, replacement of the RecPlex roof, resurfacing of walking paths and parking lots, fencing repairs, replacement of HVAC units, etc.).	POS-1: Recreation & Parks. Public spaces, such as plazas, outdoor spaces, parks and recreation facilities will be designed to be functional, accessible, attractive, safe and comfortable.	Parks, Open Space & Recreation. Designs, maintains and expands a variety of public areas, such as plazas, outdoor spaces, parks and recreation facilities that are functional, accessible, attractive, safe and comfortable	173	2	Parks & Recreation Finance
	Implement incentives for upgrade and replacement of city water customer water service lines, extending between the City water main and home or business, and containing lead or copper components	IS-1: Utilities. Branson will develop infrastructure at a pace that supports the population growth and at a rate that allows the City to provide sufficient services without a financial burden.	Infrastructure and Environment. Designs, builds and proactively maintains a reliable utility infrastructure that delivers a safe, clean water supply, controls storm water drainage and effectively manages sewage treatment	366	1	Utilities Administration

ENVIRONMENT

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

GOVERNANCE



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 Equivalent (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

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- ⁱ <https://www.census.gov/quickfacts/fact/dashboard/taneycountymissouri/PST045219>
- ⁱⁱ <https://worldpopulationreview.com/us-counties/states/mo>
- ⁱⁱⁱ <https://oa.mo.gov/budget-planning/demographic-information/population-projections/2000-2030-projections>
- ^{iv} <https://meric.mo.gov/data/economic/local-area-unemployment-statistics/laus>
- ^v <https://apps.dese.mo.gov/MCDS/home.aspx>
- ^{vi} Finance Data and Statistics Summary for All Districts / Charters. <https://apps.dese.mo.gov/MCDS/home.aspx>
- ^{vii} <https://apps.dese.mo.gov/MCDS/home.aspx>
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- ^{ix} https://apps.dese.mo.gov/MCDS/Reports/SSRS_Print.aspx?Reportid=f04838c4-c116-4ee1-b9b2-8eb6c4cfab45
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- ^{xii} <https://www.coxhealth.com/our-hospitals-and-clinics/our-locations/cox-branson/>
- ^{xiii} https://travel.usnews.com/Branson_MO/
- ^{xiv} <https://www.forbes.com/sites/petertaylor/2021/02/22/updated-top-ten-best-places-in-america-to-travel-right-now-and-avoid-the-pandemic/?sh=49d44f7b6112>
- ^{xv} 2019 Year-End Marketing Report. Branson Convention & Visitors Bureau. Presented to the Branson Board of Aldermen Meeting on March 10, 2020. <https://www.bransonmo.gov/DocumentCenter/View/12340/2019-Year-End-Report-PDF>
- ^{xvi} <https://www.attractionsofamerica.com/thingstodo/amusement-parks.php>
- ^{xvii} <https://www.bransonshows.com/articles/WhatsNewinBranson.cfm>

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City of Branson, Missouri



The City of Branson (population 12,638; 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.