

# 2011 Branson Adopted Budget







# CITY OF BRANSON

110 West Maddux St. • Suite 210 • Branson, Missouri 65616  
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Honorable Mayor and Board of Aldermen:

I welcome the opportunity to present the 2011 Fiscal Year Budget for the City of Branson totaling \$70 million. Branson remains a vibrant and thriving city with a bright future, and the 2011 budget fully funds the essential services that make Branson a world-class city in which to live, work and entertain the millions of visitors that select our community as their vacation destination.

Although the national economy is recovering and managing the budget this past year has been challenging, the City of Branson remains in stable financial condition. A great deal of hard work was put forth in creating the 2011 budget. Branson is doing relatively well during these difficult economic times compared to a vast number of cities across our nation. While the overall 2010 fiscal year revenues were slightly up, we will be keeping a close watch on revenues and expenditures throughout the 2011 fiscal year.

Through careful planning and keeping a watchful eye on expenditures, fiscal year 2010 brought about some major accomplishments for the City of Branson. In cooperation with the Missouri Department of Transportation (MoDOT), the new Taneycomo bridge was completed in December, 2010 and opened with relatively little disruption of traffic. Drivers are finding the new roundabout on the Hollister side easy to navigate, and work is progressing on the redecking of the old historic bridge.

In September, the City purchased the 7-acre Lyle Owen property, which was formerly an enclave within the 125-acre Lakeside Forest Wilderness Area. Work has begun on restoration of the Owen homestead and property.

Several large wastewater infrastructure projects are ongoing, including the addition of an equalization basin to the expanded Lift Station 30 and improvements that allow the Compton Wastewater Plant to operate at its full capacity. The Compton and Lift Station 30 projects were funded through the issuance of the 2010B Tourism Tax Revenue Bonds, in the amount of \$7,995,000. 2010 also saw the reorganization of the Public Works/Engineering/Parks Departments.

The City also had an opportunity, in early 2010, to take advantage of the favorable tax exempt interest rate market and was able to obtain refunding of the 1998B Tourism Tax Revenue Bonds and reduce the interest rate. This resulted in a net cash flow savings for the City. During this process, the City of Branson received a new bond rating from Standard & Poor's, going from our previous rating of BBB+ to an A. This was wonderful news and now puts Branson in a much better position in negotiating bond rates.

Our Manager's meetings, held monthly for all employees, have been a useful tool in keeping a hand on the pulse of our staff and employees. In these informal meetings, I share information, good or bad; employees are given an opportunity to participate in a question and answer segment; and we honor employees with employee of the month and service awards. Included in the 2011 budget is an employee survey to gauge our success in maintaining and improving staff morale.

With tourism tax collections slightly above budgeted projections, the general and transportation sales tax revenues are relatively flat. We have been very prudent in managing the City operations and services, and continue to closely monitor expenditures. The major stress factors come from outside pressures that require our Board, Mayor, myself, and staff to disseminate a great deal of information and determine the best way to move forward and handle these situations in a manner that is in the best interest of the City of Branson. During 2010, we felt the effects of financial agreements such as the Branson Landing and Branson Hills tax increment financing agreements; the management agreement with Hilton for the convention center; the Branson Airport pay-for-performance agreement; the need to hire outside legal service as a result of the Coverdale/Empire Electric lawsuit regarding Branson Landing; as well as the refunds to various theatres

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resulting from the “Music City” lawsuit decision. All agreement obligations were met in 2010 and will be closely monitored in 2011.

Planning for the future in uncertain times has been a constant theme in 2010, reflected in two major planning efforts which occurred simultaneously. The Branson Comprehensive Plan was begun, with an extensive public outreach process that successfully gathered input from over 2,000 of the business owners, community leaders, and front-line workers in our community. The process will continue in 2011 to establish realistic goals that represent the desired future of our citizens. The second effort was in internal Strategic Planning which brings together the goals of our elected officials and each City of Branson department in a way that is both measurable and motivational.

Being proactive in looking at the future for Branson by using various predictors, we have developed several trending models that enable us to look at capital, revenue, debt service, and other areas not only for 2011, but future years as well. By being able to predict and see these future trends, we are also able to foresee any problem areas, giving us the opportunity to plan ahead.

We have not only identified, but also rectified, some concerns to develop an austere and fiscally responsible 2011 budget. Following administrative recommendation, the Board approved a change of the fiscal year to a calendar year, which required a three-month and a twelve-month budget in 2010. All city services were maintained; a modest increase in salaries resulting from a salary and benefit study was incorporated; and the capital improvements program was revamped. We will continue finding efficiencies, increasing revenues where necessary, and decreasing expenditures in 2011. A much needed and major undertaking that will commence in 2011, again in conjunction with MoDOT, will be the new Highway 65 and 248 interchange. This project has been on the drawing board for quite some time, and will be a major asset as tourists and residents approach Branson from the north.

The City’s “Unreserved Fund” balance was \$12 million as of 09-30-07; decreased to \$9.3 million as of 09-30-08; decreased to \$8.3 million in 2009; and is projected to end 2010 at \$5.5 million. The 2010 ending balance was projected to be \$4.3 million, but came in higher due to very conservative spending and several items being placed on hold in lieu of the economic status. The General Fund projected ending “Unreserved Fund” balance for 2011 is \$4.3 million.

The Board has set a policy on the level of unreserved fund balance that should be maintained in the general fund, water & sewer fund, and parks fund. This policy sets a 20% unreserved fund balance, but we will maintain an unreserved fund balance in the general fund of no less than 30%. Government Finance Officers Association (GFOA) recommends that general-purpose governments maintain an unreserved fund balance of no less than one to two months of regular general fund operating expenditures which would be between 8.3% and 16.7%. The City of Branson unreserved fund balance exceeds the GFOA recommendation.

In 2011, continuing to keep the lines of communication open between the Board of Aldermen and administration on budget matters is a priority. We will continue to report monthly to the Board’s Finance Committee and the Board of Aldermen on expenditures and revenues to mitigate future budget problems.

I would like to thank all of the city directors in cooperating with this year’s budget process and for supporting its preparation. I would also like to express my continuing appreciation to the Mayor and Board of Aldermen for their leadership, visionary outlook and unwavering support.

Dean Kruithof  
City Administrator

“The City will encourage the quality growth of a healthy, wholesome, clean environment in which people live, work and visit.”

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## Branson Profile

The City of Branson (2010 population 10,520) is located in southwest Missouri, 35 miles south of Springfield within the heart of the Ozark Mountains. Branson is surrounded by three prize winning fishing and recreational lakes. The city is 20.85 square miles and plays host to nearly 8 million visitors a year. The city has become the focus of international attention as both a major development area and an entertainment and tourism Mecca. The reasons are numerous and range from the scenic natural beauty of the region to the star studded theaters with their line-up of major recording artists, world class shopping opportunities, lake activities and other family oriented entertainment offerings.

## Tourism

Situated within an 8-hour drive for 33% of the U.S. population, Branson and the Tri-Lakes area record nearly eight million visitors annually who pump over a billion dollars into the local economy. Branson has been a “rubber tire” destination with the vast majority of tourists arriving by vehicles, RV’s and tour buses. However, more visitors are now flying into the area each year. Branson holds the title of America’s Top Motor Coach Vacation Destination.

A survey of the American Society of Travel Agents (ASTA) ranked Branson the “number one up and coming most-booked destination for travel agents”.

A geographical profile of Branson visitors shows the following:

Come from a radius of 100 miles or less	18%
-Radius of 100 to 300 miles	24%
-Radius of over 300 miles	58%
Average distance traveled	430 miles

The growth in tourism and the related construction activity greatly increased the tax revenues of the city, particularly sales tax revenues. Tourism growth has also placed a strain on the city’s infrastructure. This pressure has resulted in significant infrastructure improvements over recent years, financed 100% by the increased revenues from sales and tourism tax.

The following table sets forth the estimated number of restaurant seats, theater seats, lodging rooms and the number of hotels and motels located in the city as of January 2001-2010. Declines reported in 2002 are due to two factors: 1/ Takeover of several large theaters by church organizations; 2/ Closing several motels along the Lake Taneycomo lakefront for development of a new lakefront convention center & retail destination.

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Restaurant/Dinner Theater Seats	33,930	34,244	34,494	35,056	35,266	38,018	38,813	36,325	28,824	28,824
Theater Seats	61,714	56,797	56,228	55,967	57,623	60,317	59,757	50,046	41,209	46,624
Lodging Rooms	17,699	17,427	17,686	17,849	17,904	18,578	18,808	16,260	16,000	14,394
Hotels/Motels	209	198	200	201	205	208	207	168	168	147

### **Area Theaters**

Branson resounds with the best of American music, often called America's Live Entertainment Capital. The variety of music includes everything from country/bluegrass to Broadway. There's also comedy, magic, Irish dancing, and a variety of staging that defy easy labels. A successful Midwestern family vacation destination for many years, the music industry's rapid expansion in the past decade has launched the community into world-class tourism. It's been called a phenomenon. In 2009, Branson celebrated 50 years of live music shows as the Baldknobbers Jamboree opened their show in 1959. Silver Dollar City launched its 50<sup>th</sup> year in 2010, celebrating a year-long party and celebration, *Take Time to Celebrate*. The longest-running outdoor drama in the world, "*The Shepherd of the Hills*", also celebrated their 50<sup>th</sup> birthday in 2010.

The Branson area is home to 50 music theaters with 64,425 theater seats, which are 10,000 more than on Broadway in New York City. Each theater hosts from one to three different shows daily. Collectively, they host more than 100 shows and offer live entertainment from early morning until late evening. Several of the widely known performers who came to this area are now permanent residents and actively involved in the community. In turn, these performers have helped to draw recognition to the immense pool of talent in all of Branson's theaters. Together, they create a diversity and balance to suit every musical and entertainment taste.

New in 2008 was the 2,000 seat Sight & Sound Theatre, presenting "*Noah, The Musical*". This amazing Bible-based production is performed on a 4 story high, 300 foot stage that sits 180 degrees around the audience. With a cast of over 50 singers/actors, 80 live animals, and 50 animatronics, audiences are mesmerized by this magnificent production. Opening in 2010 at the White House Theatre, *The Legend of Kung Fu*, with a cast of over 50 performers, gave guests an opportunity to learn the history of the ancient art of Kung Fu. In a theatrical setting, this show combines martial arts with the elegance of Cirque acrobatics.

### **Family Attractions**

Three big lakes—Table Rock, Taneycomo and Bull Shoals—offer some of the finest fishing in the nation and any freshwater activity you can imagine. You can enjoy boating, swimming, skiing, sailing, sunning, scuba diving, parasailing and sightseeing. Several excursion boats cruise the lakes providing passengers with lunch, dinner or sightseeing.

Three large area theme parks draw millions of visitors. These parks provide a wonderful venue for visitors of all ages. They feature unique crafters and artists, rides and amusements, live comedy and drama, many dining places, dozens of musicians and music shows, and water attractions such as wet rides and wave pools.

The Branson RecPlex opened in 2005, and the city now has the facilities to host regional, state and national events. Branson hosted its third AAU national tournament in 2010, and they are continually working to attract other tournaments and events. The facility is very popular with both local residents and visitors participating in or attending these sporting events. Branson has proven to be an ideal location, with great facilities and many amenities. Special events are also held at the RecPlex, much to the delight of young and old alike. The Thanksgiving Shootout, a parent and child basketball shooting contest and Breakfast with Santa are always very popular.

### **Golf**

More than a dozen golf courses are currently open in the Branson/Lakes Area. Golfing is one of the fastest-growing interests of vacationers who can enjoy their favorite sport on a choice of courses within just a few miles of each other. Country clubs, pro shops, lessons, restaurants

and all amenities are available. And who knows, you may see a familiar famous face or two teeing off on the next fairway. Many of Branson's entertainers enjoy golf and are often seen on local courses.

### **Outdoor Activities**

Table Rock Lake is a freshwater fisherman's paradise. Fertile waters teeming with an assortment of America's top sport fish like bass and crappie make it the ideal spot for the novice and serious fisherman alike. Table Rock Lake is the scene of many national fishing tournaments. Water sports enthusiasts can also swim, ski, wakeboard, sail, kayak, or scuba dive.

Lake Taneycomo is equally famous as a cold-water trout waterway, where rainbow and brown trout abound. The Missouri Department of Conservation maintains a fish hatchery near Table Rock Dam which produces more than 80 percent of the fish released into Lake Taneycomo.

Bull Shoals offers much of the same recreational opportunity as Table Rock, only a few miles away. It's less densely developed than the Table Rock and Taneycomo areas; however, comfortable resorts and campgrounds are available along its shorelines.

Hikers can enjoy the outdoors on established nature trails that wind through forests and skirt the lakes' shorelines. Spelunking, or cave exploration, is also available in the area.

Hunters come by the thousands each season for deer, turkey and other game. For people who prefer to see the outdoors from the comfort of their vehicles, all numbered highways offer scenic vistas of the Ozarks.

### **Shopping**

Visitors consistently rank shopping among the most popular activities of the area. Shopping venues include Branson Landing with world-class shopping, the Branson Hills/Branson Shoppes development offering Kohl's, Wal-Mart Super Center, Target, and Home Depot as well as Best Buy, Michael's, and Bed, Bath & Beyond. Three large factory outlet malls, a thriving downtown district and specialty stores throughout the city add to the shopping experience in Branson. Shoppers can find contemporary goods and handcrafted items all year round. Branson ranks near the top in the nation in the number of factory outlet stores.

### **Lodging and Restaurants**

Today over 16,000 rooms are available in local motels, hotels, bed and breakfast inns and condominiums. The current number of lodging facilities, excluding condominiums, is 147 in the city limits. Room rates range from \$22 per night for budget accommodations to \$600 for luxurious suites overlooking Table Rock Lake. Seasonal rates and senior citizen discounts apply at many lodging facilities.

Visitors have an endless variety of restaurants and food establishments from which to choose. There are approximately 200 eating establishments with over 28,824 seats within the city. Cuisines range from home-cooked American to International.

### **Conference Facilities**

The Branson area has several conference center hotels. The Chateau on the Lake conference center with a 302-room hotel is located on the shores of beautiful Table Rock Lake and has the ability to accommodate up to 3,000 delegates. Additional hotels along the world famous Highway 76 have meeting and conference capacity up to approximately 1,200. The City-owned Branson Convention Center is a 220,000 sq. ft. convention and exhibition complex in conjunction with a convention center hotel all adjacent to the city's waterfront development Branson Landing on Lake Taneycomo in downtown Branson.

## Construction Growth

### Building Permits

The City has experienced dramatic growth in tourism and related construction between 1990 and the current year. Reflecting growth in tourist-related accommodations, the following table sets forth the estimated value of residential and commercial building permits issued by the city for the last twelve years.

Year	Estimated Value
2000	61,405,498
2001	41,359,191
2002	60,574,831
2003	61,408,217
2004	76,553,018
2005	171,583,850
2006	215,976,736
2007	121,114,363
2008	101,916,348
2009	53,394,478
2010	27,708,511

Additionally, there have been significant tourist-related construction projects in unincorporated portions of the county during the same twelve-year 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 the growth.

## Sources of Revenue

The City will finance its General Fund operations through the following sources for 2011:

Source	Estimated Percent
Property Taxes	14.13%
Sales Taxes	58.87%
Utility User Fees	4.93%
Leases & Rents	3.43%
Other	18.63%

**Current Assessed Valuation  
(Based on a percentage of market value)**

The City’s ad valorem tax levy for 2010 is \$.5186 per \$100 of assessed valuation and the total ad valorem taxes for all taxing districts having jurisdiction over property within the city is 4.6875 per \$100 of assessed valuation.

Assessed valuation of commercial property is 32% of market value; on residential 19% of market value; and on personal property 33% of market value. In addition, there is a 15% surcharge on all commercial property. Agricultural property is valued based on production at the rate of 12%.

Year	Real Estate	Utilities	Personal Property	Total Assessed
1994	142,734,080	3,575,535	19,939,116	166,248,731
1995	240,016,554	2,068,176	30,762,591	272,847,321
1996	252,786,780	2,429,668	25,413,891	280,630,339
1997*	240,103,260	2,631,082	22,724,044	265,458,386
1998	243,179,400	2,551,102	29,848,387	275,578,889
1999	257,190,270	4,086,237	31,133,104	292,409,611
2000	283,475,952	-	36,612,113	320,088,065
2001	294,325,977	-	39,032,109	333,358,086
2002	298,745,230	5,894,988	38,110,747	342,750,965
2003	302,711,970	4,152,334	39,658,511	346,522,815
2004	317,080,460	3,967,455	41,008,721	362,056,636
2005	330,667,950	4,172,582	43,470,517	378,311,049
2006	340,976,728	-	49,329,969	390,306,697
2007	422,000,970	2,586,522	55,904,006	480,491,498
2008	390,252,437	1,629,071	58,334,421	450,215,929
2009	420,847,761	2,938,142	57,999,090	481,784,993
2010	426,450,398	1,267,917	55,558,364	483,276,679

**General Sales, Transportation and Tourism Tax Rates**

The city’s current General Fund Sales Tax rate is 1.00%. Money derived from such tax is available to fund city programs and services.

The city currently has a Transportation Sales Tax of ½ cent that was adopted in August 1991 to be used for the purpose of making transportation and street improvements and paying debt service with respect thereto. This tax became effective October 1, 1991. To provide funding for continued road and bridge construction and maintenance, in an election the qualified voters of the city extended the City Transportation Sales Tax for 20 years, which began in October 2005.

In 1993, the voters of Branson approved a Tourism Tax to be levied on hotel, motel and ticketed events at the rate of 2% and tax at the rate of 1/2% on food and drink. In April of 1996, the voters increased the tax on hotel, motel and ticketed events to 4%. The Missouri Supreme Court declared the Tourism Tax unconstitutional on May 27, 1997. In September of 1997, the

State adopted new Tourism Tax legislation, which was put before the voters of Branson in November of 1997 and adopted effective November 7, 1997.

TOURISM GROWTH			
Year	Tourism Tax	Sales Tax	Transportation Sales Tax
1992	\$ -	\$ 3,363,302	\$ 862,833
1993	-	4,471,058	2,217,247
1994	4,553,395	5,403,558	2,723,299
1995	4,585,730	5,785,886	2,890,388
1996	4,845,457	6,395,924	3,150,835
1997	* 3,452,905	6,708,460	3,289,680
1998	** 7,877,041	7,057,630	3,516,525
1999	9,959,003	7,571,039	3,771,864
2000	9,966,756	7,797,461	3,881,540
2001	10,107,008	7,856,454	3,910,917
2002	10,893,279	8,053,113	4,006,993
2003	*** 10,901,425	8,143,593	4,052,441
2004	*** 10,576,083	8,132,557	4,042,129
2005	*** 10,408,053	8,114,201	4,027,771
2006	*** 11,450,667	8,958,937	4,448,141
2007	*** 12,252,194	9,926,788	4,927,054
2008	*** 12,620,239	10,177,952	5,052,578
2009	*** 11,344,253	9,895,732	4,905,777
2010	*** 11,776,548	9,931,176	4,920,028

\*Tourism tax legislation was ruled unconstitutional in May 1997, and reinstated by popular vote in November, 1997.

\*\*Increase in 1998 was due to an increased Tourism tax rate to 4%, effective November 8, 1997.

\*\*\* Taxes reported on a cash basis for the calendar year beginning 2003. Prior years were on accrual basis with fiscal year end of 9-30.

## Transportation

U.S. Highway 65, a north-south highway, is the main route to Branson with over 80% of motorists coming from the north. Highway 65 has been expanded to a divided four-lane highway from Springfield to the Arkansas state line.

The Springfield/Branson Regional Airport, located 45 miles north in Springfield, reports a large increase in air passengers and credits Branson’s popularity as a leading reason. More and more visitors are flying into Springfield and utilizing a shuttle service or renting a vehicle to travel from the airport to Branson. Airlines serving the airport include: Northwest, American, Allegiant, and United, providing approx. 70 scheduled flights daily. The Branson area’s first privately-funded commercial airport 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, and is served by several airlines, such as Air Tran, Frontier Airlines, and Branson Air Express.

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 \$77 million has been spent on new and reconstructed roads. This network of new roads, designated as color-coded routes, has been

designed to work in concert with improvements to state highways and to minimize congestion throughout the city.

The Union Pacific System, which makes one freight stop in the city each day, provides railroad service. General passenger service is not available. The Branson Scenic Railway, a sightseeing passenger rail service provides passenger trips into the Ozark Mountains and is located downtown within the historic district and adjacent to Branson Landing.

## **Community Services**

City residents enjoy numerous municipal services, including the following:

**Parks and Recreation:** The City has a full time parks director and staff maintaining 16 city parks, a state-of-the-art recreation complex and a fully equipped RV Park. Some parks are lighted for evening softball, tennis or use of the playground equipment; others are acres of trees and grassy areas for quiet enjoyment. The RV Park has approximately 160 full hookup sites, fishing docks, boat ramps, restrooms and showers and is open year-around. Nature trails offer a variety of means for exercise, and also a great tool for nature lovers. The 137 acre wilderness area along the bluffs of Lake Taneycomo, called Lakeside Forest Wilderness Area, is located adjacent to famous Highway 76. Currently, the Recreation Complex consists of an aquatic park; basketball courts; baseball and soccer fields; outdoor and indoor walking trails; covered picnic pavilions with a playground; as well as a fitness center operated by Skaggs Community Health Center.

**Police Protection and Service:** The Branson Police Department serves the community 24 hours a day in all areas of investigation, patrol, traffic, jail, communication and records. All officers are certified under the Missouri Police Officers Training Act with a majority of the officers having been trained at the Missouri Highway Patrol Law Enforcement Academy. Community Relations is responsible for teaching the Drug Abuse Resistance Education (D.A.R.E.) program in the Branson and Kirbyville school districts. With a relatively small resident population and eight (8) million visitors each year, the Branson Police Department must operate as a big city force.

**Fire Protection:** The Branson Fire Department is comprised of 40 full-time career fire fighters and budget approval for 20 volunteers, operating from 3 fire stations staffed with two engine companies and one ladder truck company. Each fire fighter is trained within the department and attends seminars in basic fire fighting, hazardous chemical spills, L.P. gas emergencies, arson control, and investigation. With a resident population of approximately 10,520 people, Branson entertains millions of visitors a year. Although relatively a small town, Branson is faced with big city challenges. Branson Fire and Rescue also offers a C.E.R.T. program, training citizens in the community to perform essential life-saving functions while waiting for the professional responders to arrive. The Technical Services Division focuses primarily on plan review and inspections of new and existing commercial properties, fire safety education and prevention.

**Community Center:** The Branson Community Center is used for a wide range of 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 such as wedding

receptions, family reunions, dances, and meetings. The Branson Senior Center and the Branson Arts Council both have office space in the Community Center.

**Libraries:** The Taneyhills Community Library, a non-tax supported facility, is supported by fund-raising efforts of the Taneyhills Library Club and voluntary contributions from area residents. There are now over 28,000 volumes on the shelves. The College of the Ozarks' Lyons Memorial Library is a vital part of the four-year liberal arts college education program. Its shelves are filled with a variety of reference, educational, religious, and entertainment books. Both offer library cards to local residents free of charge.

**Utilities:** Branson is serviced by two electric utility providers, Empire Electric and White River; the City of Branson owns and operates the water and sewer utilities within the city limits; and Southern Missouri Natural Gas was granted approval by the city of Branson to begin the process of providing natural gas to the Branson region. The local landline telephone provider for the Branson area is CenturyTel. Several wireless providers offer service in the area.

## **City Government Information**

### **GOVERNMENT AND ORGANIZATION OF THE CITY**

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. The Board of Aldermen is comprised of six members who are elected by wards, and a Mayor who is elected at large. The Mayor and the Aldermen are each elected to two-year terms.

<u>Name</u>	<u>Position</u>	<u>Ward</u>
Raeanne Presley	Mayor	Elected-at-large
Bob Simmons	Alderman	Ward #1
Mike Booth	Alderman	Ward #1
Sandra Williams	Alderwoman	Ward #2
Cris Bohinc	Alderwoman	Ward #2
Dr. Rick Davis	Alderman	Ward #3
Rick Todd	Alderman	Ward #3
Dean Kruithof	City Administrator	

## Size and Location

The city encompasses approximately 20.85 square miles in area. The following table sets forth the population of the city at intervals since 1960 according to the United States Census Bureau.

Year	City Population
1960	1,887
1970	2,175
1980	2,550
1990	3,706
2000	6,050
2010	10,520

## Long-term Indebtedness

The following is a schedule of revenue bonds outstanding as of December 31, 2010. 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, securing a rating of BBB+ and Baa1 from Standard & Poor and Moody's rating agencies. In 2004, the City issued uninsured Annual Appropriation Revenue Bonds through the Missouri Development Finance Board and securing 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 downtown renovation project. The City again secured a rating of BBB+ and Baa1 from Standard & Poor and Moody's. In 2007, the City issued tax refunding revenue bonds to advance refund \$1,600,000 of outstanding tourism tax revenue bonds. The net proceeds were deposited in a trust with an escrow agent to provide for all future debt service payments on the refunded portion of the bonds. As a result, the refunded portion of the 1998B Bonds is considered defeased and the related liability for these bonds has been removed from the long-term debt. In 2010, the City issued tax refunding revenue bonds to refund \$7,790,000 of outstanding tourism tax revenue bonds. In 2010, the city also issued tax revenue bonds to upgrade the Compton wastewater treatment plant and the lift station #30.

	<u>Balance December 31, 2010</u>
Revenue Bonds - Water & Sewer	
1992A Issue	\$ 480,000
Tourism Tax Revenue Bonds	
1994A Issue	1,067,000
1995A Issue	12,125,000
2007 Issue	1,840,000
2010A Issue	7,995,000
2010B Issue	7,540,000
	<u>31,047,000</u>
MDFB 2003A Issue	39,860,000
MDFB 2004A Issue	36,865,000
MDFB 2005A Issue	\$ 79,215,000
	<u>155,940,000</u>
	<u>\$ 186,987,000</u>

## **Educational Facilities**

The Branson School District encompasses the entire city. The school district is “Accredited” and has been awarded for the last six years as a “School with Distinction and Performance” by the State Department of Elementary and Secondary Education. The North Central Association of Colleges and Schools accredit the school district’s secondary program. The school district currently has four elementary schools, one junior high school and one high school. The current total enrollment of the School District is 4,557 students.

The College of the Ozarks, a private four-year college operated by the Presbyterian Church, is located adjacent to the city and has enrollment of 2,500-3,000 students. Additionally, Drury University, Evangel University, and Missouri State University are located 35 miles to the north in Springfield, Missouri.

A satellite facility of Ozarks Technical Community College & Vocational School is located in Branson Meadows on Gretna Road. Their current local enrollment is approximately 474 students carrying an average of 10 credit hours. OTC also offers work-force training for businesses that need their employees trained in certain programs.

## **Medical Services**

Skaggs Community Health Center is a 165-bed, not-for-profit community owned full-service hospital and health center located in Branson. The campus includes Skaggs Hospital, Skaggs Outpatient Center, a helicopter landing pad for air ambulance service and two medical office plazas. Services are provided in the areas of family practice, internal medicine, general practice, general surgery, open-heart surgery, radiology, ophthalmology, orthopedic surgery, oncology, urology, pathology, and dentistry.

Skaggs employs more than 1,050 people, making them one of the largest employers in the Branson/Lakes Area. Skaggs opened its new 12,000 square foot Skaggs Cancer Center on the first floor of the Skaggs Outpatient Center in 2008. This new unit offers an ambulatory infusion area, two exam rooms, and ten IV stations. Also new in 2008 was the Women’s Center, which is one of 25% of facilities providing digital mammograms.

Skaggs also manages a variety of family medicine and specialty satellite clinics throughout Stone and Taney counties. Also available for residents and tourists are clinics operated by St. John’s Hospital and Cox Health Center in Springfield.

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

Nursing and Care Centers located in the area include Rolling Hills Estates Nursing Home, Point Lookout Health Care Center, Table Rock Health Care Center and Culpepper Place Assisted Living.

The Taney County Ambulance District provides ambulance services for the city that is a separate taxing jurisdiction supported by its own sales tax of ¼%. TCAD is an aggressive EMS

service, serving all of Taney County. They also provide mutual aid assistance to surrounding counties in Missouri and Arkansas. TCAD is one of fastest growing Districts in the state with a wide area of coverage of approximately 620 square miles, with approximately 51,000 residents and millions of visitors a year. From its beginnings in 1976, TCAD has grown from 6 employees to over 60 full-time and 30 part-time employees in 2010. Employees include paramedics, EMT's, dispatchers, office staff and part time employees maintaining a 24-hour dispatch center, four stations, one education building, and multiple staging areas. Nine ambulances are fully equipped and ready for use at any given time.

## **Description of Funds and Fund Types**

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

"A fiscal and accounting 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, restrictions, or limitations."

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

### **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 of the operating departments - Police, Fire, Administration, Information Technology, Finance & Personnel, City Clerk/Municipal Court/Legal, part of Public Works, Building & Planning and Engineering. This fund is used to account for most of the day-to-day operations of the City, which are financed, from property taxes and other general revenues.

#### Special Revenue Funds

Special Revenue Funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular

functions or activities of government and which therefore cannot be diverted to other uses. The city has the following special revenue funds:

**The Recreation Fund** - accounts for all revenues and expenditures related to the city's park system and recreational programs, received revenues from the city recreation programs, and a subsidy from the General Fund.

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

**The 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 on 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 and serviced by a governmental enterprise or dedicated funding source, such as a tax increment financing district.

**The Debt Service Fund** - accounts for revenues from the TIF district property and sales taxes and various other revenue sources. Appropriations are for expenditures and debt service related to the city's capital projects program.

Capital Project Funds

The Capital Projects 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 Project Funds:

**The Capital Project Planning Fund** - was created in 2001 to provide start-up money for preliminary planning, engineering and/or design work for multi-year capital projects. As these projects come to fruition, the Capital Project Planning Fund will be reimbursed from funds provided for the project. No money was budgeted in FY2011.

**The Capital Projects Fund** - 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.

Enterprise Funds

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

*The Water and Sewer Fund* - This enterprise 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.

Internal Service Funds

Internal Service Funds are used by local governments to account for the financing of goods and services provided by one department or agency to other departments or agencies, and to other governments, on a cost-reimbursement basis. 2011 is the last year of the Internal Service Fund—Accounting for large vehicle and equipment will then be expensed under the appropriate department.

*The Vehicle & Equipment Replacement Amortization Fund* - is an internal amortization program and sinking fund to finance vehicles and large equipment purchases over multiple years, depending on the useful life of the asset. This program results in long-term savings for the city through a structured replacement program that considers the optimum replacement schedule for rolling stock and other equipment.

## **Long-term Financial Planning**

The City of Branson utilizes a five-year capital improvement program to prioritize public projects. 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 and construction of a Convention Center in the downtown district. This project, including all infrastructures, 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. 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 taxes and state sales taxes from within the district. The City always looks for creative funding solutions such as cost sharing with other governmental agencies, public-private cooperative efforts, and any other source of funding for projects that become available.

The City uses funding from the Tourism Tax and the Transportation Tax, net of debt service, exclusively 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 ½ cent sewer tax, state and federal grants and Department of Natural Resources loans.

## **Cash Management Policies and Practices**

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 laws of the State of Missouri, City ordinances, 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

## **Risk Management**

The City maintains all general liability insurance coverage with insurance provided through Connell Insurance, a local insurance brokerage.

**Expenditure Summary by Fund & Object**

Operating - General Fund	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	7,518,569	9,199,454	10,012,211	9,374,899	10,049,207
Contractual Services	4,240,454	3,530,796	4,229,410	4,254,276	3,840,272
Commodities	466,625	333,495	309,245	222,188	275,885
Capital Expenditures	119,717	46,388	55,600	292,391	150,626
<b>Total General Fund</b>	<b>12,345,365</b>	<b>13,110,133</b>	<b>14,606,466</b>	<b>14,143,754</b>	<b>14,315,990</b>

Public Works Transportation Fund Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	593,103	555,690	535,431	828,972	900,327
Contractual Services	680,161	628,243	1,077,951	1,036,341	1,294,205
Commodities	137,164	158,937	469,805	546,500	553,475
Capital Expenditures	80,837	98,191	0	30,929	375,500
<b>Total Transportation Fund</b>	<b>1,491,265</b>	<b>1,441,061</b>	<b>2,083,187</b>	<b>2,442,742</b>	<b>3,123,507</b>

Parks & Recreation Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	888,828	930,098	994,482	1,171,583	1,289,766
Contractual Services	923,892	903,550	829,462	543,783	594,884
Commodities	240,587	192,484	244,845	252,525	285,465
Capital Expenditures	43,356	50,716	22,500	21,855	21,000
<b>Total Parks &amp; Recreation</b>	<b>2,096,663</b>	<b>2,076,848</b>	<b>2,091,289</b>	<b>1,989,746</b>	<b>2,191,115</b>

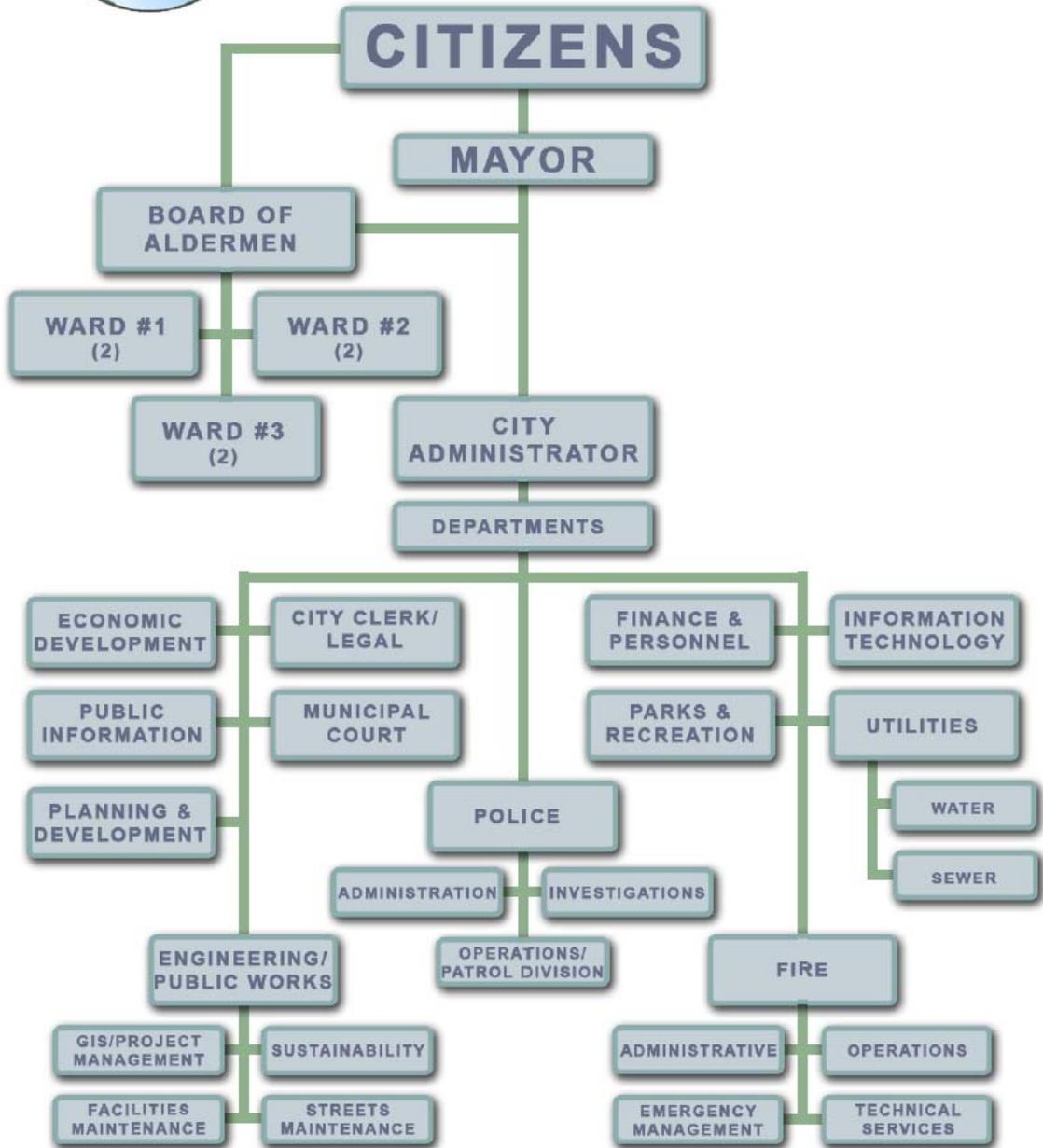
Operating & Capital - Water & Sewer Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	2,692,300	2,573,697	2,680,921	2,449,475	2,808,689
Contractual Services	2,052,624	1,769,267	2,279,887	2,021,932	2,119,460
Commodities	679,474	558,549	836,345	728,162	801,175
Depreciation	3,619,711	3,486,458	3,509,000	3,489,000	3,482,000
Capital Expenditures	536,680	872,725	2,744,000	285,000	2,496,000
<b>Total Utilities - Water &amp; Sewer</b>	<b>9,580,789</b>	<b>9,260,696</b>	<b>12,050,153</b>	<b>8,973,569</b>	<b>11,707,324</b>

	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Operating - Convention Center	5,162,094	5,348,111	5,957,257	5,247,126	5,700,901
Operating - Capital Project Planning	0	0	300,000	300,000	0
Operating - Debt Service Fund	20,819,771	10,283,767	14,017,403	17,112,955	17,441,861
Operating - Tourism	6,606,996	20,475,334	15,712,814	14,487,566	7,348,086
Capital - Vehicle & Equipment Fund	1,514,772	501,998	1,016,500	1,234,231	974,700
Capital - Major Capital (includes W&S)	7,614,256	6,224,332	2,712,430	1,464,672	7,656,551
<b>Total Budget</b>	<b>67,231,971</b>	<b>68,722,280</b>	<b>70,547,499</b>	<b>67,396,361</b>	<b>70,460,035</b>

### Organizational Chart



## City of Branson ORGANIZATIONAL CHART



**Personnel Summary**

MAYOR & BOARD

Position Title	Type	2007	2008	2009	2010	2011
Mayor	Part Time	1	1	1	1	1
Board	Part Time	6	6	6	6	6
<b>Total</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

ADMINISTRATION

Position Title	Type	2007	2008	2009	2010	2011
City Administrator	Full Time	1	1	1	1	1
Assistant City Administrator	Full Time	1	1	0	0	0
Assistant to City Administrator	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
<b>Total</b>		<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>

CLERK/COURT/LEGAL

Position Title	Type	2007	2008	2009	2010	2011
City Clerk	Full Time	1	1	1	1	1
Deputy City Clerk	Full Time	1	1	1	1	1
Office Assistant I	Full Time	1	1	1	1	0
Office Assistant II	Full Time	1	1	1	1	1
Office Assistant III	Full Time	4	2	0	0	0
Document Management Technician	Full Time	0	0	0	0	1
Office Clerk	Part Time	0	1	1	0	0
<b>Total Clerk</b>		<b>8</b>	<b>7</b>	<b>5</b>	<b>4</b>	<b>4</b>

MUNICIPAL COURT

Office Specialist I	Full Time	0	0	1	1	0
Office Assistant III	Full Time	1	1	1	1	0
Office Assistant II	Full Time	0	1	1	2	0
Deputy Court Administrator	Full Time	0	0	0	0	1
Court Specialist	Full Time	0	0	0	0	3
<b>Total Court</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>

LEGAL

Acting City Attorney	Full Time	1	1	1	0	1
Assistant City Attorney	Full Time	1	1	1	1	0
Office Assistant II	Full Time	0	0	0	1	1
Office Assistant III	Full Time	1	1	1	0	0
<b>Total Legal</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>
<b>Total of Combined Department</b>		<b>12</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>10</b>

**Personnel Summary—Continued**

ECONOMIC DEVELOPMENT

Position Title	Type	2007	2008	2009	2010	2011
Economic Development Director	Full Time	1	0	1	1	1
<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

ENGINEERING/PUBLIC WORKS DEPARTMENT

Position Title	Type	2007	2008	2009	2010	2011
City Engineer	Full Time	1	1	1	1	1
Assistant City Engineer	Full Time	1	1	1	1	1
Office Specialist I	Full Time	0	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
GIS Coordinator	Full Time	1	1	1	1	1
GIS Technician	Full Time	1	1	1	1	1
Engineering Project Manager	Full Time	3	3	3	3	2
Intern	Seasonal	3	3	3	3	2
Assistant Public Works Director	Full Time	0	0	0	0	1
Superintendent	Full Time	1	1	1	1	0
Supervisor II	Full Time	1	2	2	1	1
Heavy Equipment Operator	Full Time	4	3	3	3	3
Maintenance Worker III	Full Time	1	1	1	2	0
Maintenance Worker II	Full Time	7	8	8	8	0
Maintenance Worker I	Full Time	1	1	1	0	3
Streets Maintenance Worker	Full Time	0	0	0	0	2
City Hall Custodian	Full Time	0	0	0	0	1
Utility Worker I	Full Time	2	2	2	2	2
Utility Worker II	Full Time	1	0	0	0	0
Master Mechanic	Full Time	2	2	2	2	2
Mechanic Assistant	Full Time	0	0	0	0	1
Engineering Tech I	Full Time	1	1	1	1	0
Sign Shop Supervisor	Full Time	0	0	0	0	1
Sign Shop Technician	Full Time	0	0	0	0	1
Office Assistant II	Full Time	1	1	1	1	0
Office Assistant III	Full Time	0	0	0	0	2
Environmental Specialist	Full Time	1	1	1	1	1
Recycling Center Supervisor	Full Time	0	0	0	0	1
Greenskeeper	Part Time	0	0	0	0	0
Horticulturist	Full Time	1	0	0	0	0
Seasonal	Seasonal	8	7	7	7	6
<b>Total</b>		<b>43</b>	<b>42</b>	<b>42</b>	<b>41</b>	<b>38</b>

**Personnel Summary—Continued**

FINANCE & PERSONNEL DEPARTMENT

Position Title	Type	2007	2008	2009	2010	2011
Finance & Personnel Director	Full Time	0	0	0	1	1
Finance Director	Full Time	1	1	1	0	0
Assistant Finance Director	Full Time	1	1	1	1	1
Personnel Director	Full Time	1	1	1	0	0
Deputy Personnel Officer	Full Time	0	0	0	1	1
Staff Accountant	Full Time	1	1	0	0	2
Purchasing Agent	Full Time	1	1	1	1	1
Accounting Specialist II	Full Time	5	5	6	6	2
Accounting Clerk	Full Time	0	0	0	0	2
Personnel Specialist II	Full Time	1	1	1	1	1
Personnel Specialist I	Full Time	1	1	1	0	0
Office Assistant II	Full Time	0	0	0	1	1
Office Specialist	Full Time	0	0	0	0	1
Supervisor II	Full Time	0	0	1	1	1
<b>Total</b>		<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>

FIRE DEPARTMENT

Position Title	Type	2007	2008	2009	2010	2011
Fire Chief	Full Time	1	1	1	1	1
Division Chief/Operations	Full Time	1	1	1	1	1
Division Chief/Technical Services	Full Time	1	1	1	1	1
Office Assistant III	Full Time	1	1	1	1	1
Office Assistant II	Full Time	0	1	1	1	1
Captain	Full Time	9	9	9	9	9
Fire Prevention Officer	Full Time	1	1	1	1	1
Engineer	Full Time	9	9	9	9	9
Fire Fighter	Full Time	12	15	15	15	15
Fire Training Officer	Full Time	1	1	1	1	1
Volunteer Firefighter	Part Time	35	35	35	35	20
<b>Total</b>		<b>71</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>60</b>

INFORMATION TECHNOLOGY

Position Title	Type	2007	2008	2009	2010	2011
Information Technology Director	Full Time	1	1	1	1	1
Systems Network Tech & Webmaster	Full Time	0	0	0	0	1
Systems Network Technician	Full Time	2	2	2	2	2
Office Assistant II	Full Time	0	1	1	1	1
<b>Total</b>		<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>

**Personnel Summary—Continued**

HEALTH

Position Title	Type	2007	2008	2009	2010	2011
Health Officer	Full Time	1	1	0	0	0
Environmental Health Specialist	Full Time	7	7	0	0	0
Compliance Inspector	Full Time	1	1	0	0	0
<b>Total</b>		<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>

PARKS & RECREATION

Position Title	Type	2007	2008	2009	2010	2011
Parks & Recreation Director	Full Time	1	1	1	1	1
Assistant Parks Director	Full Time	0	1	1	1	1
Horticulturist	Full Time	1	1	0	0	0
Gardener	Full Time	0	0	0	0	1
Recreation Specialist II	Full Time	3	2	2	2	2
Office Assistant I	Full Time	0	1	1	1	0
Office Assistant II	Full Time	0	0	0	0	1
Office Assistant III	Full Time	1	1	1	1	0
Office Specialist	Full Time	0	0	0	0	1
Pool Manager	Seasonal	1	1	1	1	1
Lifeguards	Seasonal	24	29	29	29	30
Swim Team Coach	Seasonal	2	2	2	2	2
Community Center Aide	Part Time	3	3	3	3	3
Golf Course Attendants	Part Time	4	4	4	4	3
Campground Operator	Part Time	2	2	2	2	2
Substitute Campground Operator	Part Time	4	4	4	4	4
Maintenance Worker I	Full Time	4	2	2	0	8
Maintenance Worker II	Full Time	0	2	2	4	0
Maintenance Worker I	Part Time	0	1	1	1	0
Seasonal Laborer	Seasonal	4	4	4	4	5
Concessionaires	Seasonal	30	30	30	30	30
Office Assistant	Part Time	3	4	4	5	5
Supervisor I	Full Time	2	0	0	0	0
Supervisor II	Full Time	0	2	2	2	2
Supervisor III	Full Time	0	0	0	0	1
Intern	Seasonal	3	2	2	2	2
Day Camp Director	Seasonal	1	1	1	1	1
Day Camp Assistant Director	Seasonal	1	1	1	1	1
Day Camp Staff	Seasonal	12	16	16	16	16
<b>Total</b>		<b>106</b>	<b>117</b>	<b>116</b>	<b>117</b>	<b>123</b>

**Personnel Summary—Continued**

PLANNING & DEVELOPMENT

Position Title	Type	2007	2008	2009	2010	2011
Planning/Development Director	Full Time	1	1	1	1	1
Assistant Director	Full Time	1	1	1	0	0
Senior Planner	Full Time	0	0	0	1	1
Planning Assistant	Full Time	0	0	0	0	1
Office Specialist	Full Time	1	1	1	1	1
Supervisor	Full Time	0	1	1	1	0
Engineering Tech I	Full Time	1	1	1	0	0
Engineering Tech II	Full Time	4	3	3	4	0
Building Division Supervisor	Full Time	0	0	0	0	1
Building Inspector	Full Time	0	0	0	0	3
Compliance Inspector	Full Time	1	1	1	1	0
Code Enforcement Supervisor	Full Time	0	0	0	0	1
Code Enforcement Officer	Full Time	0	0	0	0	1
Planning Aide	Full Time	1	1	1	1	0
Forester	Full Time	1	1	1	1	0
Office Assistant I	Full Time	1	1	0	0	0
Office Assistant II	Full Time	1	1	2	2	2
Intern	Seasonal	1	0	0	1	1
<b>Total</b>		<b>14</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>13</b>

POLICE

Position Title	Type	2007	2008	2009	2010	2011
Police Chief	Full Time	1	1	1	1	1
Assistant Chief	Full Time	1	1	1	1	1
Captain	Full Time	3	2	2	2	2
Lieutenant	Full Time	3	2	2	2	2
Sergeant	Full Time	5	6	6	6	10
Corporal	Full Time	6	4	4	4	0
Police Officer	Full Time	23	28	28	28	28
Communications Supervisor	Full Time	0	0	0	0	1
Dispatcher I	Full Time	8	8	8	10	10
Dispatcher II	Full Time	1	1	1	1	1
Supervisor I	Full Time	1	2	2	2	0
Office Specialist	Full Time	1	0	0	0	1
Parking Control Officer	Full Time	2	1	1	1	1
Office Assistant III	Full Time	1	0	0	0	0
Office Assistant II	Full Time	1	2	2	2	2
<b>Total</b>		<b>57</b>	<b>58</b>	<b>58</b>	<b>60</b>	<b>60</b>

**Personnel Summary—Continued**

Position Title	Type	2007	2008	2009	2010	2011
Public Information Director	Full Time	1	1	1	1	1
Total		1	1	1	1	1

UTILITIES DEPARTMENT

WATER & SEWER--WATER TREATMENT

Position Title	Type	2007	2008	2009	2010	2011
Supervisor II	Full Time	1	1	1	1	0
Supervisor III	Full Time	0	0	0	0	1
Plant Operator I	Full Time	8	8	8	7	7
Plant Operator II	Full Time	0	0	0	1	1
Electrician II	Full Time	0	0	0	0	1
Maintenance Worker I	Full Time	1	1	1	1	0
Total		10	10	10	10	10

WATER & SEWER--WATER DISTRIBUTION

Position Title	Type	2007	2008	2009	2010	2011
Superintendent	Full Time	1	1	1	1	0
Supervisor II	Full Time	1	1	1	1	1
Supervisor III	Full Time	0	0	0	0	1
Safety Specialist	Full Time	1	1	1	1	0
Equipment Operator II	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	0	0	0	0	3
Maintenance Worker II	Full Time	4	4	4	3	1
Maintenance Worker III	Full Time	0	0	0	1	0
Engineering Tech	Full Time	1	1	1	1	0
Temporary Maintenance Worker	Part Time	1	2	2	1	0
Total		10	11	11	10	7

WATER & SEWER--WASTEWATER TREATMENT

Position Title	Type	2007	2008	2009	2010	2011
Supervisor II	Full Time	1	1	1	1	0
Supervisor III	Full Time	0	0	0	0	1
Plant Operator I	Full Time	8	8	8	6	6
Plant Operator II	Full Time	0	0	0	2	2
Maintenance Worker II	Full Time	3	1	1	1	0
Maintenance Worker I	Full Time	0	0	0	0	1
Equipment Operator II	Full Time	3	3	3	3	3
Lab Technician	Full Time	1	1	1	1	1
Electrician	Full Time	1	1	1	1	1
Assistant Electrician	Full Time	1	1	1	1	0
Office Assistant II	Full Time	1	1	1	1	0
Total		19	17	17	17	15

**Personnel Summary—Continued**

Position Title	Type	2007	2008	2009	2010	2011
Supervisor I	Full Time	1	1	1	1	0
Supervisor II	Full Time	0	0	0	0	1
Maintenance Worker I	Full Time	0	0	0	0	6
Maintenance Worker II	Full Time	5	5	5	4	1
Maintenance Worker III	Full Time	0	0	0	1	0
<b>Total</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>8</b>

WATER & SEWER--UTILITIES ADMINISTRATION

Position Title	Type	2007	2008	2009	2010	2011
Utilities Director	Full Time	1	1	1	1	1
Division Heads	Full Time	2	2	2	1	0
Plans Examiner II	Full Time	0	0	0	0	1
Safety Specialist	Full Time	0	0	0	0	1
Maintenance Worker I	Full Time	0	0	0	0	1
Office Specialist	Full Time	1	1	1	1	1
Office Assistant II	Full Time	2	2	2	2	2
<b>Total</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>7</b>

TOTALS	2007	2008	2009	2010	2011
<b>Total Full Time Employees</b>	242	246	235	235	<b>241</b>
<b>Total Part time Employees</b>	101	103	103	103	<b>44</b>
<b>Total Seasonal Employees</b>	48	56	56	56	<b>97</b>
<b>Grand Total - All Employees</b>	<b>391</b>	<b>405</b>	<b>394</b>	<b>394</b>	<b>382</b>

## Departmental Budgets: Mayor and Board of Aldermen

### Budget Summary

The Mayor and Board of Aldermen is the legislative branch of the City Government. The Board consists of six Aldermen. Each Alderman is elected from one of three established wards within the City. The Mayor presides over the Board of Aldermen, but does not vote on any question except in case of a tie. Together, the Mayor and Board of Aldermen enact all ordinances compatible with the constitution and laws of the state of Missouri that they deem expedient for the good government of the City; the preservation of peace and order; the benefit of trade, commerce, economic development, and the health of the City’s inhabitants; other ordinances, rules and regulations as may be necessary to carry such powers into effect; and to alter, modify or repeal the same.

Mayor & Board	2010				
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	28,850	11,584	12,760	20,976	23,805
Contractual Services	99,236	27,440	43,640	39,357	55,910
Commodities	7,290	5,853	4,130	2,800	6,600
Capital Expenditures	35,388	0	0	0	0
<b>Total Mayor &amp; Board</b>	<b>170,764</b>	<b>44,877</b>	<b>60,530</b>	<b>63,133</b>	<b>86,315</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.



## Departmental Budgets: City Administrator

### Budget Summary

The City Administrator is responsible for the execution of all policies established by the Board of Aldermen, for the 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 Board of Aldermen and the public regarding the City's overall condition and future needs.



**Mission Statement:** Committed to providing leadership in developing, implementing, and facilitating the City's policies, goals, objectives, and values in recognition and in response to diverse staff and community needs. And to encourage the quality growth of a healthy, wholesome, clean environment in which people live work and visit.

City Administration Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	134,764	357,624	435,780	424,955	445,828
Contractual Services	47,758	31,274	29,725	17,329	22,750
Commodities	12,794	5,904	3,200	2,350	2,800
Capital Expenditures	6,158	0	0	0	101
<b>Total City Administration</b>	<b>201,474</b>	<b>394,802</b>	<b>468,705</b>	<b>444,634</b>	<b>471,479</b>

\*includes Administration & Economic Development

\*\* **NOTE:** Due to the on-going work on the City's Strategic Plan, the Departmental Goals are not included with this year's published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City's website at a later date.



## Departmental Budgets: City Clerk/Municipal Court/Legal

### Budget Summary

The City Clerk, Municipal Court and Legal divisions are managed under the auspices of one department. The City Clerk Department’s responsibilities are among the oldest duties existing in the public servant world. The department serves the community and all city departments by providing such services as compiling documents for the Board of Aldermen meetings, creating meeting minutes, archiving documents, fulfilling records requests and being the election authority for the city. As the hub 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 judicial branch of government for the city is handled through the Municipal Court, which is tasked to ensure equal justice under that law. Court cases are heard by the Municipal Judge, which hears violations of the law such as, traffic tickets, shoplifting, stealing, assaults, code and ordinance violations. The Court processes dockets, warrants, fine payments, community service, probation and all court related procedures. The Judge is also authorized to perform marriages.

The Legal Department drafts, reviews and approves contracts, agreements and legal documents. Fully enforceable municipal code and ordinances are developed, reviewed and maintained through this department. All legal actions that the city is involved in are handled through this department along with oversight of outside counsel retained by the city. This department stays abreast of and offer opinions on laws and statutes making sure the city stays in compliance with all requirements and state laws.



**Mission Statement:** 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.

Legal/Court/City Clerk Expenditures by Object	2010				
	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	652,605	495,287	561,257	594,597	636,834
Contractual Service	134,212	516,276	520,496	720,496	761,900
Commodities	12,476	8,546	13,050	13,050	12,850
Capital Expenditures	2,647	0	0	0	0
<b>Total Legal/Court/City Clerk</b>	<b>801,940</b>	<b>1,020,109</b>	<b>1,094,803</b>	<b>1,328,143</b>	<b>1,411,584</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.



## Departmental Budgets: Economic Development

### Budget Summary

The Economic Development Director is responsible for being an effective force in improving the quality of life for the local area; developing ways to diversify the economy and create jobs; facilitate capital formation; preserve and enhance the natural environment; develop methods to promote business retention; and cultivate relationships to bring new businesses to the Branson area.

The Economic Development Director works closely with various local and regional groups that promote the health of the community and of the regional economy. These groups include; the Branson Lakes Area Chamber of Commerce, the Downtown Branson Main Street Association, the Branson Lakes Area Lodging Association, the Branson League of Theater Owners and Show Producers, the Springfield Regional Economic Partnership, and the Southwest Missouri Council of Governments. The Director represents the City of Branson and acts as a liaison with the City on behalf of these groups.

We believe that one of the foundations of a strong economy is a strong community. With this in mind, the Director also maintains a relationship with many community organizations that are important to keeping our community operating well, such as the Taneyhills Library, the Branson Arts Council, the regional Boy Scouts of America organization, the Salvation Army, Tri-Lakes United Way, and other efforts, such as the semi-annual Homeless Point in Time Count and the Project Homeless Connect, both in association with the Missouri Housing and Development Commission. Communication and participation with these community efforts strengthens the ability of City Hall to be an effective agent for positive change in our community.



**Mission Statement: To assist local business to become more competitive and profitable by removing barriers to growth and reducing local operating costs, while seeking more diverse job opportunities for our workforce, and continuing to bring resources to our current tourism businesses.**

**\*\* NOTE:** Due to the on-going work on the City's Strategic Plan, the Departmental Goals are not included with this year's published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City's website at a later date.



## Departmental Budgets: Engineering/Public Works

### Budget Summary

Branson Engineering/Public Works has the primary responsibility for construction and maintenance of the City’s infrastructure. The department also provides routine maintenance and repair of City vehicles, right-of-ways, streets and city buildings. The department is made up of thirty full time employees and seven part time employees.

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. The division also provides the in-house engineering for the city including such diverse things as wastewater lift station design, traffic signal timings, trail design and construction.

The public works division is responsible for a variety of items with an overriding goal of making Branson a great place to live and visit. Street maintenance duties include pavement preservation work, storm sewer installation and maintenance and pavement striping. Winter operations involving ice and snow removal from all City Streets and parking lots is a major duty of this 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 city garage ensure that the city’s cars, trucks and heavy equipment are all operating well and maintained properly. The facilities maintenance staff provides custodial services, repair, and maintenance of City buildings and facilities, including City Hall.

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 and many other diverse analysis and research.

The sustainability division manages the recycle center and works to promote sustainable practices in the city including the implementation of curb-side recycling.



**Mission Statement:** The Engineering/Public Works team will utilize technical expertise to enhance the efficiency of city operations while providing professional customer service to ensure the safety and quality of life for the people who live, work and visit in Branson. We do this with an environmentally sensitive conscience to benefit the community.

Engineering Expenditures by Object	2010				
	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	338,130	559,539	582,234	567,936	440,218
Contractual Services	67,833	30,528	63,098	68,011	63,200
Commodities	20,583	15,859	9,425	7,679	8,550
Capital Expenditures	3,086	752	600	425	2,200
<b>Total Engineering</b>	<b>429,632</b>	<b>606,678</b>	<b>655,357</b>	<b>644,051</b>	<b>514,168</b>

Public Works - General Fund			2010		
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	620,497	579,276	600,637	261,864	356,432
Contractual Services	683,746	594,915	590,109	656,824	626,897
Commodities	97,565	57,399	33,890	18,765	26,915
Capital Expenditures	8,396	1,565	0	0	4,000
<b>Total Public Works - General Fund</b>	<b>1,410,204</b>	<b>1,233,155</b>	<b>1,224,636</b>	<b>937,453</b>	<b>1,014,244</b>

Public Works Transportation Fund			2010		
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	593,103	555,690	535,431	828,972	900,327
Contractual Services	680,161	628,243	1,077,951	1,036,341	1,294,205
Commodities	137,164	158,937	469,805	546,500	553,475
Capital Expenditures	80,837	98,191	0	30,929	375,500
<b>Total Transportation Fund</b>	<b>1,491,265</b>	<b>1,441,061</b>	<b>2,083,187</b>	<b>2,442,742</b>	<b>3,123,507</b>

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## Departmental Budgets: Finance & Personnel

### Budget Summary

The Finance & Personnel Department manages the financial transactions of the City, and administers the full range of employee services. They also provide various internal services for all departments. The Department is now comprised of only two divisions; Finance and Personnel. The following Finance divisions were combined into one for simplicity purposes in 2009: (1) Accounts and Reports which consists of accounting, auditing, reporting, payroll, accounts payable, management of debt service, and responsibility for city assets, (2) Budget, both capital & operating, (3) Cash Management, which is responsible for all cash intake for the city, including utility billing, tourism tax, business licenses, and management of cash assets and investments, and (4) Purchasing, which is responsible to administer the city’s procurement process.

The Finance division also administers and oversees the Branson Convention Center budget; and is responsible for overseeing all Non-Departmental funds. These expenditures are not related to any specific department and are accounted for in 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 the 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.

The Personnel division is responsible for employee policies, benefits, training, classification and compensation, and recruitment. They also are responsible for the City’s Risk Management functions.



**Mission Statement: The Finance & Personnel Department is committed to responsible stewardship of all city resources through effective financial management and internal control, assuring the City of Branson the highest level of financial stability possible. The Department is dedicated to equal and fair treatment of all customers and visitors to the community. They are committed to fairly representing all City employees and exhibiting professional administration of all transactions.**

Finance & Personnel	2010				
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	363,459	849,226	825,076	815,267	861,594
Contractual Services	184,894	217,337	162,630	136,457	155,730
Commodities	8,166	18,901	31,700	24,826	28,600
Capital Expenditures	1,706	0	0	0	0
<b>Total Finance &amp; Personnel</b>	<b>558,225</b>	<b>1,085,464</b>	<b>1,019,406</b>	<b>976,550</b>	<b>1,045,924</b>

Non-Departmental - General Fund				2010	
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	0	2,445	0	4,572	5,000
Contractual Services	2,007,690	1,789,103	2,025,305	1,980,801	1,685,807
Commodities	11,693	1,980	1,300	3,200	3,500
Capital Expenditures	0	0	0	231,953	0
<b>Total Non-Departmental</b>	<b>2,019,383</b>	<b>1,793,528</b>	<b>2,026,605</b>	<b>2,220,526</b>	<b>1,694,307</b>

Non-Departmental - Convention Center				2010	
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	0	0	0	0	0
Contractual Services	5,162,094	5,348,111	5,957,257	5,247,126	5,700,901
Commodities	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
<b>Total Non-Departmental</b>	<b>5162094</b>	<b>5,348,111</b>	<b>5957257</b>	<b>5247126</b>	<b>5,700,901</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.

## Departmental Budgets: Fire

### Budget Summary

The Branson Fire Department is comprised of four (4) divisions: Administration, Operations, Technical Services and Emergency Management.

The Administration Division provides direct support to the operations and technical services divisions of the department. This division also maintains all records, files, research data, and assists the prevention division.

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. They also assist in numerous public relations programs and life safety training.

The Technical Services Division is responsible for fire investigation of all accidental and incendiary fires, fire code inspections, special use permits, and public education programs.

The Emergency Management Division is directly charged with all disaster preparedness matters 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.

City growth and other factors have created an average annual increase in emergency alarms in excess of the national average, which is ten percent (10%). This requires an upward adjustment for certain items in the budget, including the Firemen’s Fund, which compensates our volunteer firefighters.



**Mission Statement:** Committed to providing prompt and reliable fire and life safety services to the citizens of Branson, promote an environment that encourages innovation and creativity from within, and maintain a positive relationship with the public.

Fire Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	1,573,944	2,252,835	2,429,960	2,373,610	2,588,602
Contractual Services	338,725	84,604	235,477	141,800	97,960
Commodities	77,210	53,025	85,650	52,653	93,550
Capital Expenditures	0	0	25,000	16,000	89,325
<b>Total Fire</b>	<b>1,989,879</b>	<b>2,390,464</b>	<b>2,776,087</b>	<b>2,584,063</b>	<b>2,869,437</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.



## Departmental Budgets: Information Technology

### Budget Summary

The Information Technology Department is responsible for the planning, implementation, and support of the city’s Information Technology needs. The department consists of an IT Director, three Network Technicians, and an Office Assistant. IT is responsible for the equipment, networking, software, support, and phone systems of seven larger facilities and several smaller locations such as the campgrounds and waste water treatment plants. Operating hours for the department are from 8:00 am to 4:30 pm, however after-hours support is available at all times from on-call staff for critical services.



**Mission Statement: The Mission of the City of Branson’s Information Technology Department is to provide leadership in the IT field by providing quality support of the city’s IT infrastructure and implementing new technologies to maximize the potential of the city’s services to the public.**

Information Technology Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	224,154	249,899	262,072	260,106	306,675
Contractual Services	71,679	61,293	104,525	102,163	63,075
Commodities	14,192	19,149	33,300	35,820	17,500
Capital Expenditures	7,050	44,071	30,000	30,000	55,000
<b>Total Information Technology</b>	<b>317,075</b>	<b>374,412</b>	<b>429,897</b>	<b>428,089</b>	<b>442,250</b>

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## Departmental Budgets: Parks & Recreation

### Budget Summary

The Parks and Recreation department consists of multiple operations. These include Administration, Parks Maintenance, Recreational Services, Facility Management and Parks Maintenance. Each operation has subordinate supervisors that report to the Parks Director and oversee a total of 12 full-time employees and 108 part-time and seasonal employees. The Parks Director is responsible for the overall direction, coordination and evaluation of these areas.

The Branson Parks & Recreation Department is responsible for the oversight of 16 parks that encompass 290 acres. These parks are very diverse and include small neighborhood parks with playgrounds, large parks with athletic fields and tennis courts and wilderness areas with hiking trails. The department also oversees the Don Gardner Par 3 golf course and the Branson Community Center, which are located next to each other.

The largest revenue producer for the department is the Branson Lakeside RV Park. This full service campground includes 160 full hook-up sites, fishing docks, boat ramp and on-site marina, restrooms and showers, laundry and WI-FI. Open year round, the Branson Lakeside RV Park is a favorite among RV'ers to Branson, with many of our customers coming back year after year.

The highlight of the department is the Branson RecPlex, a 42 acre athletic complex that includes a large recreation center with a fitness center, indoor walking track, basketball courts, community meeting rooms, concessions and game room. Outdoor facilities include an aquatic park, baseball complex, soccer fields, picnic pavilions, large children's playground and walking paths. The RecPlex has quickly become a popular tournament destination, hosting nearly a dozen national and state tournaments and over 100 regional events, which have served to provide an economic boost to the community.

Program delivery is the heart and soul of what the department's mission conveys. Youth and adult programs such as baseball and softball, soccer, volleyball and basketball are very popular with high attendance. Opportunities for golf and tennis are also available as well as numerous special events throughout the year. A yearly Parks & Recreation magazine is published and mailed out to local households in the spring listing the yearly program activities and specific registration information.



**Mission Statement:** The Branson Parks & Recreation Department will be progressive, innovative and resourceful and will work in partnership with citizens to provide wholesome recreation opportunities for the enjoyment of all people in the community. We are committed to plan, develop and maintain quality parks and facilities to enhance the quality of life for the citizens of Branson.

Parks & Recreation			2010		
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	888,828	930,098	994,482	1,171,583	1,289,766
Contractual Services	923,892	903,550	829,462	543,783	594,884
Commodities	240,587	192,484	244,845	252,525	285,465
Capital Expenditures	43,356	50,716	22,500	21,855	21,000
<b>Total Parks &amp; Recreation</b>	<b>2,096,663</b>	<b>2,076,848</b>	<b>2,091,289</b>	<b>1,989,746</b>	<b>2,191,115</b>

Parks & Recreation			2010		
Expenditures by Program	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Lakefront RV Park	290,640	263,114	264,846	219,194	249,685
Community Center	83,558	71,211	81,497	48,492	65,934
Swimming Pool	110,268	116,764	120,797	114,758	112,141
<i>Swim Team</i>	9,443	14,058	19,961	20,382	16,440
Golf Course	80,434	71,959	78,953	89,357	78,494
<b>Park Programs</b>					
<i>Ball Programs</i>	162,628	179,410	190,398	171,933	195,268
<i>Recreation Complex</i>	637,902	563,123	662,445	609,633	652,427
<i>Rec/Plex Concessions</i>	85,937	100,541	102,576	116,123	120,294
<i>Rec/Plex Tournaments</i>	13,902	9,283	61,000	18,690	40,900
<i>Day Camp</i>	38,842	52,177	54,702	45,825	54,512
<i>Administration</i>	275,839	244,996	251,143	239,437	285,203
Park Maintenance	307,263	390,212	202,971	295,922	319,817
<b>Total Recreation Fund</b>	<b>2,096,656</b>	<b>2,076,848</b>	<b>2,091,289</b>	<b>1,989,746</b>	<b>2,191,115</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.

## Departmental Budgets: Planning & Development

### Budget Summary

The Planning and Development Department for the City consists of two divisions. Each division specializes in specific areas to assist the public with their needs which include landscape regulations, code enforcement and signs, land use planning, plan review and construction inspection.

Landscape Administration handles the day-to-day enforcement of the Landscape Ordinance. They handle permits, landscape plan review, land disturbance permits, and work with developers, etc. to encourage conservation. They also assist residents, businesses, and the city on the health and care of trees.

Code Enforcement and Signs handle the enforcement of the Sign Ordinance and verify any complaints dealing with the Zoning Ordinance. They review each permit, handle temporary banner permits, and work with property owners to encourage compliance to the Code when complaints are received.

Planning is responsible for the day-to-day operation of the entire department. They handle the “walk-in” traffic and phone calls regarding the code and zoning. They also are responsible for updating the Master Plan, annexations, zoning requests, special use requests, special event permits, and any other requests from the Board of Aldermen, Planning and Zoning Commission and the Board of Adjustment.

The Building division covers the areas of plan review and construction inspection. Construction inspection enforces the minimum standards adopted by the Board of Aldermen for construction inside the city limits of Branson. These standards regulate construction from a public safety, health and welfare aspect. They also work to secure safety to life and property from all hazards incident to the occupancy of building structures or premises.

Plan Review is responsible for checking all submitted drawings from professional architects and engineers to verify code compliance. All aspects of the process are reviewed from the ground up. The primary focus is also for the safety of life from fire and the ability for building occupants to exit a structure in cases of emergency.



**Mission Statement:** As the development and enforcement agency for all codes related to building, planning and zoning, the Planning and Development Department is dedicated to better customer service through a renewed commitment to being firm, fair, consistent, cooperative partners, when serving the citizens of Branson. We are committed to providing leadership in developing, implementing, and facilitating the City’s policies, goals, objectives, and values in recognition and in response to diverse staff and community needs.

Planning & Development	2010				
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	416,478	657,777	782,694	688,345	741,845
Contractual Services	159,102	112,563	182,845	156,343	135,323
Commodities	29,232	16,785	9,800	8,850	8,000
Capital Expenditures	25,960	0	0	0	0
<b>Total Planning &amp; Development</b>	<b>630,772</b>	<b>787,125</b>	<b>975,339</b>	<b>853,538</b>	<b>885,168</b>

**\*\* NOTE:** Due to the on-going work on the City's Strategic Plan, the Departmental Goals are not included with this year's published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City's website at a later date.

## Departmental Budgets: Police

### Budget Summary

The Police Department is comprised of three (3) divisions: Administration, Operations/Support Services, and Investigations. All Divisions work independently and collectively 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 by offering safety seminars and citizen awareness training. The overall goal of the department is to help build and maintain a safe community for our residents and visitors.

The Administration division is responsible for the overall operation of the Police Department. It is responsible for all personnel activities, including discipline, safety, conduct, work performance, assignment, and selection and promotion. They are also responsible for the maintenance of all police records; establish case files for the department, etc. This division prepares and administers the annual budget for the police department.

The Operations/Support Services division responds to all calls for service; patrols all areas of the City; investigates vehicle accidents; and conducts investigations of crime reports to name a few of their duties. Personnel assigned to this division provide bailiff services for Branson Municipal Court; operate the city jail; supervise all evidence collected and insure it is handled in accordance with State Statute and processed by the Crime Lab as needed; and are responsible for the Communications Center which handles all non-emergency and incoming 911 calls. Officers in the Support Services section conduct department training, D.A.R.E. school programs, and assist with business license enforcement.

The Investigations division conducts follow-up investigations on all cases requiring the same; is responsible for major crime scenes and subsequent investigation; plans and executes crime prevention programs as well as those designed to detect and apprehend suspects and to protect and recover property. They also work with outside agencies investigating related cases and executing the apprehension of suspects.



**Mission Statement: The Branson Police Department is Committed to providing effective law enforcement to our community with Courage and Integrity.**

Police Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	3,066,431	3,085,650	3,416,958	3,261,573	3,535,724
Contractual Services	437,091	64,803	270,450	234,501	169,015
Commodities	174,369	129,056	82,400	51,385	65,520
Capital Expenditures	29,326	0	0	14,013	0
<b>Total Police</b>	<b>3,707,217</b>	<b>3,279,509</b>	<b>3,769,808</b>	<b>3,561,472</b>	<b>3,770,259</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.



## Departmental Budgets: Public Information

### Budget Summary

The Public Information Director is the official spokesperson for the City of Branson and oversees and facilitates staff contact with the press. The Director also is responsible for preparing and distributing all press releases; provides information to the general public and local media; and serves as a resource to the community.

This department is also responsible for developing annual reports, brochures and other informational material about city government. It assists other departments in planning and promoting special events; works jointly with IT to maintain and update the city website; and manages a program to track and respond to citizen concerns and requests.

Public Information maintains an Information Center in City Hall containing publications and city maps. The Director writes and anchors a weekly City News Briefs spot on local Vacation Channel cable network. Public Information also coordinates a bi-annual Citizens Academy designed to provide citizens with “hands-on” experiences with all facets of city government.



**Mission Statement: To encourage the quality growth of a healthy, wholesome, clean environment in which people live, work and visit; and to provide the general public with up-to-date pertinent information.**

Public Information Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	2010	
				Estimated	2011 Budget
Personal Services	99,257	98,312	102,783	101,098	106,650
Contractual Services	8,488	660	1,110	194	2,705
Commodities	1,055	1,038	1,400	810	1,500
Capital Expenditures	0	0	0	0	0
<b>Total Public Information</b>	<b>108,800</b>	<b>100,010</b>	<b>105,293</b>	<b>102,102</b>	<b>110,855</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.



## **Departmental Budgets: Utilities**

### **Budget Summary**

City of Branson Utilities was a newly created department in 2010. The department is structured with four main divisions responsible for the operations and maintenance of all City water and sewer infrastructure. The department has a total staff of forty-six employees that handle a variety of functions on a daily basis. This department performs customer service to over 4300 water customers and 7900 sewer customers.

Personnel in the Administrative division are responsible for all records retention, contract management for the department, training programs, reporting of test data to required state and federal regulatory agencies, addressing customer concerns, evaluating employees work performance, new employee selections and numerous other daily functions. The staff carefully evaluates the impact of new connections to the water and sewer system infrastructure during plan review processes. The Utilities Administrative staff has also worked to find and implement numerous efficiencies in operations within the department and will continue to do so in 2011 while obtaining the goal of making Utilities financially self-sustaining.

The Water Treatment division produces over 1.3 billion gallons of safe drinking, on an annual basis, through the City's two state of the art surface water treatment plants and seven ground water wells. The operational staff consists of state certified supervisory and operations personnel covering operations seven days per week 24 hours per day. In the new Utilities structure the department Safety Specialist position has been moved to this division to, along with the normal duties of the position, work closely with both the water and wastewater division supervisors in safety training for use and handling of numerous chemicals used in the treatment processes and to assist in maintaining regulatory compliance with Risk Management programs in both divisions.

The Water Distribution/Sewer Collection division is responsible for the maintenance and repair of 95 miles of water distribution lines and 178 miles of sewer collection lines. This division also maintains the water metering system for all City water customers. In 2010 this division began a water meter change-out program that will continue in the fiscal year 2011, and into the future. This critical program will improve accuracy of the metering system and generate accurate revenues for water consumed which is used to fund the costs of operations and maintenance for the Utilities Department. One additional employee will be added to the Sewer Collection section of this division in 2011 along with updated maintenance equipment in order to begin the first step of a scheduled sewer line maintenance program.

The Wastewater Treatment division treats over 1.5 billion gallons of sewer per year from areas inside and outside the existing city limits. This division operates two biological activated sludge wastewater treatment plants and maintains, currently, 47 sewer lift stations necessary to convey wastewater flows through the hilly terrain to the plants. A state certified supervisory, operation and maintenance staff operates the facilities 24 hours per day seven days per week. In 2011 this division will be working with partnering entities towards the implementation of a regional wastewater sludge drying facility having the ability to convert current wastewater sludge to a Class "A" BioSolids product that is safer for the environment and more user friendly.



**Mission Statement:** The Utilities Department is committed in providing professional customer service to those visiting the area and those who make this community home. We will consistently provide safe public drinking water for our visitors and citizens. Our wastewater collection and treatment systems will be operated to produce the highest quality effluent possible in order to protect our lakes and streams for the enjoyment of future generations.

Operating - Water & Sewer Fund				2010	
Expenditures by Object	2008 Actual	2009 Actual	2010 Budget	Estimated	2011 Budget
Personal Services	2,692,300	2,573,697	2,680,921	2,449,475	2,808,689
Contractual Services	2,052,624	1,769,267	2,279,887	2,021,932	2,119,460
Commodities	679,474	558,549	836,345	728,162	801,175
Depreciation	3,619,711	3,486,458	3,509,000	3,489,000	3,482,000
<b>Total Utilities - Water &amp; Sewer</b>	<b>9,044,109</b>	<b>8,387,971</b>	<b>9,306,153</b>	<b>8,688,569</b>	<b>9,211,324</b>

**\*\* NOTE:** Due to the on-going work on the City’s Strategic Plan, the Departmental Goals are not included with this year’s published 2011 Budget, but will be included in future budgets. The Strategic Plan will be published on the City’s website at a later date.

### 5 Year Capital Budget

FY-2011		FY-2011	
<b>CAPITAL REVENUES</b>		<b>CAPITAL EXPENDITURES</b>	
<b>GENERAL FUND</b>		<b>GENERAL FUND</b>	
Beginning Fund Balance	\$5,723,305		\$0
Current Revenues	\$17,093,742	TOTAL	\$0
Current Expenditures	(\$14,500,990)		
Transfer (out) to Capital Funds	\$0	<b>TOURISM FUND</b>	
Transfer (out) to Debt/BCC/Pks	(\$3,961,339)	Orthophotography Update	\$125,000
<b>SUBTOTAL</b>	<b>\$4,350,297</b>	Eng. Veterans Blvd Bridge Rehab Desig	\$50,000
		Campground Site Impr. Phase I	\$24,000
<b>TOURISM FUND--Capital Infrastructure Only</b>		Pk Tennis Court Resurface-Stockstill	\$20,000
Beginning Fund Balance	\$11,027,858	Hwy 248 & Hwy 65 Interchange	\$615,000
Current Revenues	\$8,622,350	Sunset Walking Path Resurfacing	\$22,000
Current Expenditures	(\$81,000)	<b>TOTAL</b>	<b>\$856,000</b>
Current Expenditures--Debt W&S	(\$3,966,946)		
Transfer (out) to Capital Projects	\$0	<b>TRANSPORTATION FUND</b>	
Transfer (out) to W&S Capital Projects	\$0	PW Facility Garage Roof	\$20,000
<b>SUBTOTAL</b>	<b>\$15,602,261</b>	Trails	\$100,000
		Pedestrian Improvmnts/Sidewalks	\$100,000
<b>TRANSPORTATION FUND</b>		Eng. Stormwater Improvement	\$150,000
Beginning Fund Balance	\$1,641,292	<b>TOTAL</b>	<b>\$370,000</b>
Current Revenues	\$5,336,012		
Current Expenditures	(\$3,123,507)	<b>CAPITAL EQUIPMENT - INTERNAL SERVICE FUND</b>	
Transfer (out) to Capital Equipment	\$0	Finance Vehicle - Unit #112	\$20,000
Transfer (out) to Capital Projects	\$0	Fire Vehicle #102	\$36,500
Transfer (out) to Debt Fund	(\$2,097,000)	Fire Data Communications Project	\$90,200
<b>SUBTOTAL</b>	<b>\$1,756,797</b>	Fire Radio Communications Upgrade	\$49,000
		Police Radio Communications Upgrade	\$49,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		Police Vehicle (6)	\$180,000
Beginning Fund Balance	\$477,667	Planning Replacement Vehicle	\$28,000
Current Rev. from Transportation Fund	\$0	IT Server Upgrade	\$10,000
Current Rev. from Park Fund	\$0	Engineering GPS Receiver	\$12,000
Surplus Property	\$0	<b>TOTAL</b>	<b>\$474,700</b>
Current Expenditures	(\$474,700)		
<b>SUBTOTAL</b>	<b>\$2,967</b>	<b>WATER &amp; SEWER CAPITAL FUND</b>	
		Cooper Creek Upgrade Engineering	\$725,000
<b>CAPITAL PROJECTS FUND</b>		Lift Station #25 Upgrade	\$385,000
Beginning Fund Balance	\$4,112,184	Design Gravity Sewer-Whisper Cove	\$36,000
Current Revenues	\$0	<b>TOTAL</b>	<b>\$1,146,000</b>
Current Capital Expenditures	(\$1,226,000)		
Transfer in from GF	\$0	<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Transfer in from Tourism	\$0	Utilities Combo Truck	\$250,000
Transfer in from Transportation	\$0	Utility Vehicle #167, 94, 131	\$126,000
<b>SUBTOTAL</b>	<b>\$2,886,184</b>	Rebuild Cooper Creek Return Pumps	\$22,500
		Portable Flow Meters-Wastewater Cor	\$20,000
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>		Sewer Coll Rehab & Repair	\$332,500
Beginning Fund Balance	\$3,221,574	Water Meter Replacement	\$375,000
County Grant	\$478,000	Replace Chlorine Feeders	\$35,000
Sewer Capacity Fees	\$125,000	Replace Sulphur Dioxide Feeders	\$35,000
Current Capital Infrastructure	(\$1,146,000)	Rebuild High Service Pump-Cliff	\$23,000
Transfer in from Tourism Fund	\$0	Rebuild Water Plan Pump (Cliff)	\$23,000
<b>SUBTOTAL</b>	<b>\$2,678,574</b>	Water Main Upgrades	\$80,000
		Rebuild Water Plant Pump (Meadows)	\$28,000
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>		<b>TOTAL</b>	<b>\$1,350,000</b>
Beginning Fund Balance	\$0		
Current Capital Equip & Vehicles	(\$1,350,000)	<b>Capital Equipment--Transportation &amp; Park Fund</b>	
Transfer in from W&S Operations	\$1,350,000	Parks Vehicle #104	\$21,000
<b>SUBTOTAL</b>	<b>\$0</b>	Tiger Boom Mount Brush Hog	\$76,000
		Snow Plows & Salt Spreader Upgrades	\$56,000
		PW Street Sweeper - Unit #202	\$175,000
		Public Works 3/4 Ton Snow Plow	\$36,000
		Public Works Signage Upgrade	\$20,000
		Public Works Oil Burning Stove Repl.	\$12,500
		<b>TOTAL</b>	<b>\$396,500</b>

FY-2012		FY-2012	
<b>CAPITAL REVENUES</b>		<b>CAPITAL EXPENDITURES</b>	
<b>GENERAL FUND</b>		<b>GENERAL FUND</b>	
Beginning Fund Balance	\$4,354,718		\$0
Current Revenues	\$17,439,679	TOTAL	\$0
Current Expenditures	(\$14,322,245)	<b>TOURISM FUND</b>	
Transfer (out) to Capital Funds	(\$313,033)	Hwy 248 & Hwy 65 Interchange	\$615,000
Transfer (out) to Debt/BCC/Pks	(\$3,861,339)	Eng. Intersection-Wildwood@Gretna	\$35,000
SUBTOTAL	\$2,864,449	TOTAL	\$650,000
	\$4,296,673	<b>TRANSPORTATION FUND</b>	
<b>TOURISM FUND--Capital Infrastructure Only</b>		Storm Water Improvement Study	\$75,000
Beginning Fund Balance	\$15,602,261	Eng. Traffic Signal Improvements	\$200,000
Current Revenues	\$8,701,323	Eng. Transportation Master Plan	\$700,000
Current Expenditures	(\$81,000)	Trails	\$100,000
Current Expenditures--Debt W&S	(\$4,068,386)	Pedestrian Improvments/Sidewalks	\$100,000
Transfer (out) to Capital Projects	\$0	TOTAL	\$1,175,000
Transfer (out) to W&S Capital Projects	(\$1,197,426)	<b>CAPITAL EQUIPMENT - INTERNAL SERVICE FUND</b>	
SUBTOTAL	\$18,956,772	Public Works Signage Upgrade	\$20,000
<b>TRANSPORTATION FUND</b>		Public Works Vehicle #25, 44	\$71,000
Beginning Fund Balance	\$1,756,797	Fire Rescue Tools Upgrade/Replacement	\$61,000
Current Revenues	\$5,389,372	Admin. Vehicle Repl. #164	\$21,000
Current Expenditures	(\$2,839,507)	IT Vehicle Replacement #191	\$22,000
Transfer (out) to Capital Equipment	\$0	IT Server Upgrade	\$10,000
Transfer (out) to Capital Projects	\$0	Planning Vehicle Repl #5	\$22,000
Transfer (out) to Debt Fund	(\$2,097,000)	Police Vehicles (6)	\$180,000
SUBTOTAL	\$2,209,662	TOTAL	\$407,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
Beginning Fund Balance	\$2,967	Gravity Sewer Extension-Lift St. 19	\$220,000
Current Rev. from Transportation Fund	\$91,000	Construct Gravity Sewer-Whisper Cove	\$360,000
Transfer from GF Capital Reserves	\$313,033	Radio Read System	\$196,000
Current Expenditures	(\$407,000)	Cooper Creek Upgrade Engineering	\$725,000
SUBTOTAL	\$0	Meadows Water Tr. Plant Expansion	\$1,500,000
<b>CAPITAL PROJECTS FUND</b>		Water Lines Recommended by M. Plan	\$1,000,000
Beginning Fund Balance	\$2,886,184	TOTAL	\$4,001,000
Current Revenues	\$0	<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Current Capital Expenditures	(\$1,825,000)	Rebuild Pump Lift Station #17	\$35,000
Transfer in from GF	\$0	Replacement of 1 ABS Pump-Cooper Creel	\$50,000
Transfer in from Tourism	\$0	Water Meter Replacement	\$400,000
Transfer in from Transportation	\$0	PRV Rehabilitation	\$100,000
SUBTOTAL	\$1,061,184	Sewer Collection System Rehabilitation	\$250,000
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>		Water Main Extensions	\$303,000
Beginning Fund Balance	\$2,678,574	Water Main Upgrades	\$125,000
County Grant	\$0	Groundwater Well Evaluation & Repair	\$18,000
Sewer Capacity Fees	\$125,000	Rebuild High Service Pump #2-Meadows	\$28,000
Current Capital Infrastructure	(\$4,001,000)	Utility Vehicle #149, 105, 48	\$93,000
Transfer in from Tourism Fund	\$1,197,426	Utilities Radio System Upgrade	\$30,000
SUBTOTAL	\$0	Utilities Rodding Machine #83	\$20,000
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>		TOTAL	\$1,452,000
Beginning Fund Balance	\$0		
Current Capital Equip & Vehicles	(\$1,452,000)		
Transfer in from W&S Operations	\$1,500,000		
SUBTOTAL	\$48,000		

1% increase in Revenues & .5% Increase in Expenditures

FY-2013		FY-2013	
<b>CAPITAL REVENUES</b>		<b>CAPITAL EXPENDITURES</b>	
<b>GENERAL FUND</b>		<b>GENERAL FUND</b>	
Beginning Fund Balance	\$3,297,780		\$0
Current Revenues	\$18,051,576	TOTAL	\$0
Current Expenditures	(\$14,393,856)	<b>TOURISM FUND</b>	
Transfer (out) to Capital Funds	(\$272,500)	Trails	\$100,000
Transfer (out) to Debt/BCC/Pks	(\$3,761,339)	Pedestrian Improvmnts/Sidewalks	\$100,000
SUBTOTAL	\$2,878,771	Hwy 248 @ Hwy 65 Interchange	\$615,000
	\$4,318,157	Parks Campground Impr. Phase 2 & 3	\$40,000
<b>TOURISM FUND--Capital Infrastructure Only</b>		TOTAL	\$855,000
Beginning Fund Balance	\$18,956,772	<b>TRANSPORTATION FUND</b>	
Current Revenues	\$8,781,086	Storm Water Improvement Study	\$20,000
Current Expenditures	(\$81,000)	Engineering County Road Acceptance	\$2,000,000
Current Expenditures--Debt W&S	(\$3,990,948)	Engineering Downtown Transp. Study	\$700,000
Transfer (out) to Capital Projects	(\$855,000)	TOTAL	\$2,720,000
Transfer (out) to W&S Capital Projects	(\$5,148,000)	<b>CAPITAL EQUIPMENT - INTERNAL SERVICE FUND</b>	
SUBTOTAL	\$17,662,910	Police Vehicles (6)	\$180,000
<b>TRANSPORTATION FUND</b>		IT Computer Server Upgrade	\$10,000
Beginning Fund Balance	\$2,209,662	Fire Vehicle Replacement #114	\$36,500
Current Revenues	\$5,443,266	Parks Vehicle Repl. #66	\$25,000
Current Expenditures	(\$3,046,007)	PW 1994 John Deer #108 Replacement	\$78,000
Transfer (out) to Capital Equipment	\$0	PW Vehicle Replacement #95,113,51,99,9!	\$205,000
Transfer (out) to Capital Projects	(\$1,658,816)	PW Plow & Spreader Replacement	\$14,500
Transfer (out) to Debt Fund	(\$2,097,000)	Admin Vehicle Repl. #163	\$21,000
SUBTOTAL	\$851,105	TOTAL	\$570,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
Beginning Fund Balance	\$0	Gravity Sewer Extension-Lift Station 14	\$363,000
Current Rev. from Transportation Fund	\$297,500	Lift Station #10 Upgrade	\$275,000
Transfer from GF Capital Reserves	\$272,500	Expansion of Cooper Creek Wastewater	\$1,400,000
Current Expenditures	(\$570,000)	Utilities Water Master Plan Projects	\$1,000,000
SUBTOTAL	\$0	Utilities Meadows WTP Expansion	\$2,000,000
<b>CAPITAL PROJECTS FUND</b>		Utilities Lift Station Building	\$110,000
Beginning Fund Balance	\$1,061,184	TOTAL	\$5,148,000
Current Revenues	\$0	<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Current Capital Expenditures	(\$3,575,000)	Rebuild Pump Lift Station #21	\$35,000
Transfer in from GF	\$0	Water Distribution & Sewer Collection Sho	\$500,000
Transfer in from Tourism	\$855,000	Sewer Collection System Rehabilitation	\$250,000
Transfer in from Transportation	\$1,658,816	Water Meter Replacement	\$400,000
SUBTOTAL	\$0	Utilities Paint Clarifiers @ CCWWTP	\$80,000
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>		Utilities Pressure Reducing Valve Upgrade:	\$50,000
Beginning Fund Balance	\$0	Utilities Crane & Truck for Pulling Pumps	\$80,000
County Grant	\$0	TOTAL	\$1,395,000
Sewer Capacity Fees	\$125,000	<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>	
Current Capital Infrastructure	(\$5,148,000)	Beginning Fund Balance	\$48,000
Transfer in from Tourism Fund	\$5,023,000	Current Capital Equip & Vehicles	(\$1,395,000)
SUBTOTAL	\$0	Transfer in from W&S Operations	\$1,550,000
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>		SUBTOTAL	\$203,000
Beginning Fund Balance	\$48,000		
Current Capital Equip & Vehicles	(\$1,395,000)		
Transfer in from W&S Operations	\$1,550,000		
SUBTOTAL	\$203,000		

1% increase in Revenues & .5% Increase in Expenditures

FY-2014		FY-2014	
CAPITAL REVENUES		CAPITAL EXPENDITURES	
<b>GENERAL FUND</b>		<b>GENERAL FUND</b>	
Beginning Fund Balance	\$2,921,662		\$0
Current Revenues	\$18,232,092	TOTAL	\$0
Current Expenditures	(\$14,465,825)	<b>TOURISM FUND</b>	
Transfer (out) to Capital Funds	(\$299,000)	Trails	\$100,000
Transfer (out) to Debt/BCC/Pks	(\$3,661,339)	Pedestrian Improvmnts/Sidewalks	\$100,000
<b>SUBTOTAL</b>	<b>\$2,893,165</b>	Hwy 248 @ Hwy 65 Interchange	\$615,000
	\$4,339,748	Pk Campground Site Impr. Phase 4	\$30,000
<b>TOURISM FUND--Capital Infrastructure Only</b>		<b>TOTAL</b>	<b>\$845,000</b>
Beginning Fund Balance	\$17,662,910	<b>TRANSPORTATION FUND</b>	
Current Revenues	\$8,861,647	Storm Water Improvement Study	\$75,000
Current Expenditures	(\$81,000)	Eng. Traffic Signal & Flow Improvemem	\$200,000
Current Expenditures--Debt W&S	(\$3,849,732)	<b>TOTAL</b>	<b>\$275,000</b>
Transfer (out) to Capital Projects	(\$845,000)	<b>CAPITAL EQUIPMENT - INTERNAL SERVICE FUND</b>	
Transfer (out) to W&S Capital Projects	(\$5,185,000)	Police Vehicles (6)	\$180,000
<b>SUBTOTAL</b>	<b>\$16,563,825</b>	Parks Vehicle Replacement #132	\$25,000
<b>TRANSPORTATION FUND</b>		IT Computer Server Upgrade	\$10,000
Beginning Fund Balance	\$851,105	Fire SCBA Cylinder Replacement	\$23,000
Current Revenues	\$5,497,698	Planning Vehicle Repl #129	\$21,000
Current Expenditures	(\$2,829,707)	PW Replacement #37	\$40,000
Transfer (out) to Capital Equipment	\$0	PW Forklift Replacement #135	\$36,000
Transfer (out) to Capital Projects	(\$275,000)	PW Plow Repl. #46B	\$5,200
Transfer (out) to Debt Fund	(\$2,097,000)	Fire Vehicle Repl #38	\$40,000
<b>SUBTOTAL</b>	<b>\$1,147,096</b>	<b>TOTAL</b>	<b>\$380,200</b>
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
Beginning Fund Balance	\$0	Conversion of Sunset Lift Station	\$220,000
Current Rev. from Transportation Fun	\$81,200	Gravity Sewer Extension-Lift St. 13	\$325,000
Transfer from GF Capital Reserves	\$299,000	Lift Station #34 Upgrade	\$240,000
Current Expenditures	(\$380,200)	Meadows Water Treatment Plant Expa	\$2,000,000
<b>SUBTOTAL</b>	<b>\$0</b>	Utilities Water Master Plan	\$1,000,000
<b>CAPITAL PROJECTS FUND</b>		Utilities Cooper Creek WWTP Expansio	\$1,400,000
Beginning Fund Balance	\$0	<b>TOTAL</b>	<b>\$5,185,000</b>
Current Revenues	\$0	<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Current Capital Expenditures	(\$1,120,000)	Utilities Add. of 8" Port. Sewage Pump	\$50,000
Transfer in from GF	\$0	Water Meter Replacement	\$100,000
Transfer in from Tourism	\$845,000	Utility Veh. Repl #124	\$28,000
Transfer in from Transportation	\$275,000	Utilities Mulching Machine	\$170,000
<b>SUBTOTAL</b>	<b>\$0</b>	Utilities Air Compressor Repl.	\$20,000
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>		<b>TOTAL</b>	<b>\$368,000</b>
Beginning Fund Balance	\$0		
County Grant	\$0		
Sewer Capacity Fees	\$125,000		
Current Capital Infrastructure	(\$5,185,000)		
Transfer in from Tourism Fund	\$5,060,000		
<b>SUBTOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>			
Beginning Fund Balance	\$203,000		
Current Capital Equip & Vehicles	(\$368,000)		
Transfer in from W&S Operations	\$1,700,000		
<b>SUBTOTAL</b>	<b>\$1,535,000</b>		

1% increase in Revenues & .5% Increase in Expenditures

FY-2015		FY-2015	
CAPITAL REVENUES		CAPITAL EXPENDITURES	
<b>GENERAL FUND</b>		<b>GENERAL FUND</b>	
Beginning Fund Balance	\$2,727,589		\$0
Current Revenues	\$18,414,413	TOTAL	\$0
Current Expenditures	(\$14,538,155)	<b>TOURISM FUND</b>	
Transfer (out) to Capital Funds	(\$628,000)	Trails	\$100,000
Transfer (out) to Debt/BCC/Pks	(\$3,561,339)	Pedestrian Improvmnts/Sidewalks	\$100,000
<b>SUBTOTAL</b>	<b>\$2,907,631</b>	Hwy 248 @ Hwy 65 Interchange	\$615,000
	\$4,361,446	Parks Campground Site Impr Phase 5	\$20,000
<b>TOURISM FUND--Capital Infrastructure Only</b>		<b>TOTAL</b>	<b>\$835,000</b>
Beginning Fund Balance	\$16,563,825	<b>TRANSPORTATION FUND</b>	
Current Revenues	\$8,943,014	Eng. Storm Water Improvement Study	\$75,000
Current Expenditures	(\$81,000)	Eng. Francis Street Extension	\$500,000
Current Expenditures--Debt W&S	(\$3,746,863)	<b>TOTAL</b>	<b>\$575,000</b>
Transfer (out) to Capital Projects	(\$835,000)	<b>CAPITAL EQUIPMENT - INTERNAL SERVICE FUND</b>	
Transfer (out) to W&S Capital Projects	(\$5,992,900)	Police Vehicles (4)	\$126,000
<b>SUBTOTAL</b>	<b>\$14,851,076</b>	IT Computer Server Upgrade	\$10,000
<b>TRANSPORTATION FUND</b>		Engineering Vehicle Repl #188	\$27,000
Beginning Fund Balance	\$1,147,096	Parks Vehicle Repl #136	\$25,000
Current Revenues	\$5,552,675	PW Vehicle Repl #166,106	\$117,000
Current Expenditures	(\$2,865,507)	Fire Vehicle Replacement #228	\$40,000
Transfer (out) to Capital Equipment	\$0	Fire Apparatus Replacement	\$400,000
Transfer (out) to Capital Projects	(\$575,000)	<b>TOTAL</b>	<b>\$745,000</b>
Transfer (out) to Debt Fund	(\$2,097,000)	<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
<b>SUBTOTAL</b>	<b>\$1,162,265</b>	Cooper Creek Sewer Plant Expansion	\$1,400,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		Meadows Water Treatment Plant Expansion	\$2,000,000
Beginning Fund Balance	\$0	Utilities Lift Station #30 High Head Upgrad	\$792,900
Current Rev. from Transportation Fund	\$117,000	Utilities Class A Sludge	\$800,000
Transfer from GF Capital Reserves	\$628,000	Utilities Water Master Plan Projects	\$1,000,000
Current Expenditures	(\$745,000)	<b>TOTAL</b>	<b>\$5,992,900</b>
<b>SUBTOTAL</b>	<b>\$0</b>	<b>WATER &amp; SEWER SMALL CAPITAL</b>	
<b>CAPITAL PROJECTS FUND</b>		Replace Compton Dr Chlorine Feeders	\$27,000
Beginning Fund Balance	\$0	Sewer Collection System Rehabilitation	\$250,000
Current Revenues	\$0	Water Main Upgrades	\$250,000
Current Capital Expenditures	(\$1,410,000)	Water Meter Replacement	\$100,000
Transfer in from GF	\$0	Utilities Replace John Deere Gators #109,1	\$24,000
Transfer in from Tourism	\$835,000	Utilities Vehicle Repl. #177 & #178	\$72,000
Transfer in from Transportation	\$575,000	Utilities Sreco Sewer Flusher Replacement	\$68,000
<b>SUBTOTAL</b>	<b>\$0</b>	Utilities Mini Excavator & Trailer	\$65,000
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>		<b>TOTAL</b>	<b>\$856,000</b>
Beginning Fund Balance	\$0		
County Grant	\$0		
Sewer Capacity Fees	\$125,000		
Current Capital Infrastructure	(\$5,992,900)		
Transfer in from Tourism Fund	\$5,867,900		
<b>SUBTOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>			
Beginning Fund Balance	\$1,535,000		
Current Capital Equip & Vehicles	(\$856,000)		
Transfer in from W&S Operations	\$1,750,000		
<b>SUBTOTAL</b>	<b>\$2,429,000</b>		

1% increase in Revenues & .5% Increase in Expenditures



Fund Summaries

City of Branson

2011 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - General Fund</b>				
	<b>2009</b>	<b>2010-3 MONTH</b>	<b>2010</b>	<b>2011</b>
	ACTUAL	ACTUAL	PROJECTED	BUDGET
<b>BEGINNING FUND BALANCE</b>	9,299,143	8,351,251	7,721,488	5,538,305
<b>REVENUES:</b>				
Taxes & Franchise Fees	13,386,191	2,461,596	12,751,164	13,462,527
Licenses and Permits	648,553	47,456	561,850	581,850
Court Receipts	653,158	216,739	750,000	725,000
Lease and Rents	1,202,484	252,512	1,276,000	1,279,000
Charges for Services	1,161,970	209,100	742,385	740,940
Intergovernmental	143,975	4,230	65,489	50,925
Interest Income	71,292	3,210	27,000	30,000
Bond Proceeds				
Misc. Revenue	57,907	12,288	123,342	108,500
<b>TOTAL REVENUE</b>	17,325,530	3,207,131	16,297,230 0	16,978,742
<b>TOTAL AVAILABLE FUNDS</b>	26,624,673	11,558,382	24,018,718 0	22,517,047
<b>EXPENDITURES</b>				
Mayor & Board	44,877	9,160	63,133	86,315
City Administration	394,802	117,336	444,634	471,479
City Clerk	269,659	61,411	283,470	320,175
Municipal Court	232,261	56,521	288,098	332,766
Public Information	100,009	24,996	102,102	110,855
IT	374,411	78,269	428,089	442,250
Legal	518,240	77,623	756,575	758,643
Finance	820,110	223,303	703,282	745,289
Human Resources	265,352	75,039	273,268	300,635
Police	3,280,067	860,610	3,561,472	3,770,259
Fire	2,376,321	593,336	2,584,063	2,869,437
Public Works	1,222,272	248,214	937,453	1,014,244
Planning & Development	799,285	172,585	853,538	885,168
Engineering	606,672	150,932	644,051	514,168
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges Non-Depart.	1,793,528	362,987	2,220,526	1,694,307
<b>TOTAL EXPENDITURES</b>	13,097,866	3,112,322	14,143,754	14,315,990
<b>Other Fin. Sources</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	-5,175,556	-724,572	-4,336,659	-3,846,339
<b>ENDING UNRESERVED FUND BALANCE</b>	8,351,251	7,721,488	5,538,305	4,354,718

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Convention Center Fund</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	816,821	482,616	506,676	565,586
<b>REVENUES:</b>				
Taxes & Franchise Fees	0			0
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services	4,001,137	1,063,837	4,486,036	4,873,086
Intergovernmental				
Interest Income				
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	4,001,137	1,063,837	4,486,036	4,873,086
<b>TOTAL AVAILABLE FUNDS</b>	4,817,958	1,546,453	4,992,712	5,438,672
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Convention Center	5,348,111	1,346,849	5,247,126	5,700,901
Tourism				
Capital Outlay				
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	5,348,111	1,346,849	5,247,126	5,700,901
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	1,012,769	307,072	820,000	900,000
<b>ENDING UNRESERVED FUND BALANCE</b>	482,616	506,676	565,586	637,771

City of Branson

2011 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Tourism Fund</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	11,685,835	10,996,178	13,426,943	17,584,827
<b>REVENUES:</b>				
Taxes & Franchise Fees	11,611,257	3,114,989	11,630,076	11,727,071
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental				
Interest Income	677,679	12,427	725,000	725,000
Bond Proceeds			15,469,597	
Misc. Revenue	0			0
<b>TOTAL REVENUE</b>	12,288,936	3,127,416	27,824,673	12,452,071
<b>TOTAL AVAILABLE FUNDS</b>	23,974,771	14,123,594	41,251,616	30,036,898
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism	2,392,731	507,211	2,441,185	3,300,140
Capital Outlay				
Debt Service--Principal	2,357,000		10,328,102	2,455,000
Debt Service--Interest & Fiscal Charges	1,545,988	1,940	1,426,007	1,592,946
Non-Departmental			292,272	
<b>TOTAL EXPENDITURES</b>	6,295,719	509,151	14,487,566	7,348,086
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	-6,682,874	-187,500	-9,179,223	-1,332,000
<b>ENDING UNRESERVED FUND BALANCE</b>	10,996,178	13,426,943	17,584,827	21,356,812
				**5,309,872 Reserved

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Transportation Fund</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	2,912,122	580,074	1,128,527	1,641,292
<b>REVENUES:</b>				
Taxes & Franchise Fees	5,214,323	1,208,279	4,989,507	5,336,012
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental	38,796	0	0	0
Interest Income				
Bond Proceeds				
Misc. Revenue	25			
<b>TOTAL REVENUE</b>	5,253,144	1,208,279	4,989,507	5,336,012
<b>TOTAL AVAILABLE FUNDS</b>	8,165,266	1,788,353	6,118,034	6,977,304
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works	1,441,060	354,576	2,442,742	3,123,507
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	1,441,060	354,576	2,442,742	3,123,507
<b>Other Fin. Sources--Refunded Bonds</b>	0	0		0
<b>Transfers To/From Other Funds</b>	-6,144,132	-305,250	-2,034,000	-2,097,000
<b>ENDING UNRESERVED FUND BALANCE</b>	580,074	1,128,527	1,641,292	1,756,797

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund--Branson Meadows (160)</b>				
	<b>2009</b>	<b>2010-3 MONTH</b>	<b>2010</b>	<b>2011</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	3,694,864	3,561,380	2,366,771	1,476,730
<b>REVENUES:</b>				
Taxes & Franchise Fees		626,701		
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental	118,107	248,668	100,000	110,000
Interest Income	144,398	72,759	143,553	145,000
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	262,505	948,128	243,553	255,000
<b>TOTAL AVAILABLE FUNDS</b>	3,957,369	4,509,508	2,610,324	1,731,730
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Community Development	0	626,701	722,850	750,300
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal	430,000	1,140,000	1,185,000	1,230,000
Debt Service--Interest & Fiscal Charges	2,889,484	1,098,786	2,162,744	2,115,344
Non-Departmental	0	0	0	0
<b>TOTAL EXPENDITURES</b>	3,319,484	2,865,487	4,070,594	4,095,644
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	2,923,495	722,750	2,937,000	2,557,700
<b>ENDING UNRESERVED FUND BALANCE</b>	3,561,380	2,366,771	1,476,730	193,786

City of Branson

2011 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund--Brns Lndng (165/171)</b>				
	<b>2009</b>	<b>2010-3 MONTH</b>	<b>2010</b>	<b>2011</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>PROJECTED</b>	<b>BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	18,355,584	19,314,178	16,537,115	16,104,643
<b>REVENUES:</b>				
Taxes & Franchise Fees	3,052,939	1,054,452	2,719,427	2,975,054
Licenses and Permits				
Court Receipts				
Lease and Rents	0	0	442,000	442,000
Charges for Services				
Intergovernmental	3,273,816	899,420	2,847,519	3,306,552
Interest Income	365,140	177,861	352,300	368,791
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	6,691,895	2,131,733	6,361,246	7,092,397
<b>TOTAL AVAILABLE FUNDS</b>	25,047,479	21,445,911	22,898,361	23,197,040
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance	21,308	3,270	7,704	2,000
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal	1,005,000	1,205,000	1,870,000	2,240,000
Debt Service--Interest & Fiscal Charges	7,110,007	3,542,934	7,019,014	6,897,419
Non-Departmental	33,472	157,592	0	0
<b>TOTAL EXPENDITURES</b>	8,169,787	4,908,796	8,896,718	9,139,419
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	2,436,486	0	2,103,000	2,263,000
<b>ENDING UNRESERVED FUND BALANCE</b>	19,314,178	16,537,115	16,104,643	16,320,621

City of Branson

2011 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund--Branson Hills (170)</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	8,827,562	9,252,331	8,505,099	8,217,438
<b>REVENUES:</b>				
Taxes & Franchise Fees	442,488	318,797	695,045	700,000
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental	2,427,929	724,631	2,193,800	2,216,361
Interest Income	92,101	206	1,137	1,150
Bond Proceeds	5,393,405	0	0	0
Misc. Revenue				
<b>TOTAL REVENUE</b>	8,355,923	1,043,634	2,889,982	2,917,511
<b>TOTAL AVAILABLE FUNDS</b>	17,183,485	10,295,965	11,395,081	11,134,949
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance	5,393,405	0	89,255	90,000
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal	175,000	110,000	735,000	840,000
Debt Service--Interest & Fiscal Charges	3,417,658	1,680,866	3,321,388	3,276,798
Non-Departmental	0	0	0	0
<b>TOTAL EXPENDITURES</b>	8,986,063	1,790,866	4,145,643	4,206,798
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	1,054,909	0	968,000	980,000
<b>ENDING UNRESERVED FUND BALANCE</b>	9,252,331	8,505,099	8,217,438	7,908,151

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Capital Projects Fund--140</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	3,760,905	6,168,216	4,612,184	4,112,184
<b>REVENUES:</b>				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental				
Interest Income				
Bond Proceeds				
Misc. Revenue	2,399			
<b>TOTAL REVENUE</b>	2,399	0	0	0
<b>TOTAL AVAILABLE FUNDS</b>	3,763,304	6,168,216	4,612,184	4,112,184
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay	6,224,332	1,556,032	500,000	1,310,000
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges	0			0
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	6,224,332	1,556,032	500,000	1,310,000
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	8,629,244	0	0	0
<b>ENDING UNRESERVED FUND BALANCE</b>	6,168,216	4,612,184	4,112,184	2,802,184

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Capital Projects Planning</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	32,934	32,934	32,934	32,934
<b>REVENUES:</b>				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental				
Interest Income				
Bond Proceeds	0	0	0	0
Misc. Revenue				
<b>TOTAL REVENUE</b>	0	0	0	0
<b>TOTAL AVAILABLE FUNDS</b>	32,934	32,934	32,934	32,934
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police			300,000	0
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	0	0	300,000	0
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	0	0	300,000	0
<b>ENDING UNRESERVED FUND BALANCE</b>	32,934	32,934	32,934	32,934

<b>Combined Statement of Budgeted Revenues and Expenditures - Perpetual Care Fund</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	3,960	4,210	4,210	4,460
<b>REVENUES:</b>				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental				
Interest Income				
Bond Proceeds				
Misc. Revenue	250		250	250
<b>TOTAL REVENUE</b>	250	0	250	250
<b>TOTAL AVAILABLE FUNDS</b>	4,210	4,210	4,460	4,710
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	0	0	0	0
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	0	0	0	0
<b>ENDING UNRESERVED FUND BALANCE</b>	4,210	4,210	4,460	4,710

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Recreation Fund</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	189,497	572,964	503,229	526,297
<b>REVENUES:</b>				
Cigarette Tax	101,542	22,941	85,000	90,000
Intergovernmental--Grants	44,659	0	17,203	0
Campground	552,734	141,278	478,200	625,000
Miscellaneous	4,896		0	0
Rents & Leases	144,319	34,368	143,852	143,852
Contributions	42,154	6,252	45,000	45,000
Pool Admissions	133,022	0	130,000	120,000
Swim Team	5,581	0	8,750	8,600
Ball Programs	109,379	24,775	104,500	101,500
Golf	76,827	9,484	65,000	65,000
Tennis Revenue	3,565	0	3,000	3,000
Recreation Center/Tournaments	90,019	12,188	106,450	104,450
Concessions	150,765	3,025	160,000	150,000
Day Camp	56,365	0	54,000	52,000
Community Center	21,247	5,725	20,000	20,000
<b>TOTAL REVENUE</b>	1,537,072	260,036	1,420,955	1,528,402
<b>TOTAL AVAILABLE FUNDS</b>	1,726,569	832,999	1,924,184	2,054,699
<b>EXPENDITURES</b>				
Parks & Recreation Administration	244,996	52,268	239,437	285,203
Recreation Center/Tournaments	672,299	127,625	744,446	813,621
Day Camp	52,177	0	45,825	54,512
Ball Program	179,405	38,475	171,933	195,268
Campground	291,076	51,974	219,194	249,685
Park Program/Parks	390,215	27,663	295,922	319,817
Community Center	71,211	14,336	48,492	65,934
Swimming Pool	116,764	1,607	114,758	112,141
Golf Course	71,959	15,822	89,357	78,494
Swim Team	9,163	0	20,382	16,440
<b>TOTAL EXPENDITURES</b>	2,099,265	329,771	1,989,746	2,191,115
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	945,659	0	591,859	574,639
<b>ENDING UNRESERVED FUND BALANCE</b>	572,964	503,229	526,297	<b>438,223</b>

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - All Governmental Funds</b>	2009 ACTUAL	2010-3 MONTH ACTUAL	2010 PROJECTED	2011 BUDGET
<b>BEGINNING FUND BALANCE</b>	59,579,227	59,316,332	55,345,176	62,151,247
<b>REVENUES:</b>				
Taxes & Franchise Fees	33,707,198	8,784,814	32,785,219	34,200,664
Licenses and Permits	648,553	47,456	561,850	581,850
Court Receipts	653,158	216,739	750,000	725,000
Lease and Rents	1,202,484	252,512	1,718,000	1,721,000
Charges for Services	5,163,107	1,272,937	5,228,421	5,614,026
Intergovernmental	6,002,623	1,876,949	5,206,808	5,683,838
Interest Income	1,350,610	266,463	1,248,990	1,269,941
Bond Proceeds	5,393,405	0	15,469,597	0
Misc. Revenue	60,581	12,288	123,592	108,750
Park Revenue	1,537,072	260,036	1,420,955	1,528,402
<b>TOTAL REVENUE</b>	55,718,791	12,990,194	64,513,432	51,433,471
<b>TOTAL AVAILABLE FUNDS</b>	115,298,019	72,306,525	119,858,608	113,584,718
<b>EXPENDITURES</b>				
Mayor & Board	44,877	9,160	63,133	86,315
City Administration	394,802	117,336	444,634	471,479
City Clerk	269,659	61,411	283,470	320,175
Municipal Court	232,261	56,521	288,098	332,766
Public Information	100,009	24,996	102,102	110,855
IT	374,411	78,269	428,089	442,250
Legal	518,240	77,623	756,575	758,643
Finance	6,234,823	226,573	800,241	837,289
Human Resources	265,352	75,039	273,268	300,635
Police	3,280,067	860,610	3,861,472	3,770,259
Fire	2,376,321	593,336	2,584,063	2,869,437
Public Works	2,663,332	602,790	3,380,195	4,137,751
Planning & Development	799,285	172,585	853,538	885,168
Engineering	606,672	150,932	644,051	514,168
Health	0	0	0	0
Community Development	0	626,701	722,850	750,300
Culture & Recreation	2,099,265	329,771	1,989,746	2,191,115
Convention Center	5,348,111	1,346,849	5,247,126	5,700,901
Tourism	2,392,731	507,211	2,441,185	3,300,140
Capital Outlay	6,224,332	1,556,032	1,464,672	7,656,551
Debt Service--Principal	3,967,000	2,455,000	14,118,102	6,765,000
Debt Service--Interest & Fiscal Charges	14,963,137	6,324,526	13,929,153	13,882,507
Non-Departmental	1,827,000	520,579	2,512,798	1,694,307
<b>TOTAL EXPENDITURES</b>	54,981,686	16,773,850	57,188,561	57,778,011
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	-1,000,000	-187,500	-518,800	0
<b>ENDING UNRESERVED FUND BALANCE</b>	59,316,332	55,345,176	62,151,247	55,806,707

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Water &amp; Sewer Fund</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	80,438,712	79,193,399	78,634,160	76,162,697
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water	2,479,837	591,865	2,598,935	3,028,113
Sewer	3,084,030	860,760	3,457,007	3,895,704
Rental Income				
Miscellaneous	1,164,855	5,148	19,825	20,300
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees	192,283	93,820	0	0
Interest Income	74,849	2,115	101,339	75,000
Intergovernmental	49,289	0		0
Gain on Disposal of Capital Assets	-41,142	0		
Interest Expense	58,218	-10,153	40,000	40,000
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	7,062,219	1,543,555	6,217,106	7,059,117
<b>TOTAL AVAILABLE FUNDS</b>	87,500,931	80,736,954	84,851,266	83,221,814
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services	2,573,697	660,590	2,449,475	2,808,689
Contractual Services	1,746,184	395,728	2,021,932	2,119,460
Commodities	558,542	166,626	728,162	801,175
Capital	0		8,000	0
Debt Service	0		0	0
Depreciation	3,486,458	879,850	3,481,000	3,482,000
Operating Income (loss)				
<b>TOTAL EXPENDITURES</b>	8,364,881	2,102,794	8,688,569	9,211,324
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	57,349	0	0	-1,350,000
<b>ENDING UNRESERVED FUND BALANCE</b>	79,193,399	78,634,160	76,162,697	72,660,490
Long-Term Assets & Liabilities	75,740,363	74,860,513	71,700,124	68,218,124
Cash Available	3,453,036	3,773,647	4,462,573	4,442,366

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Capital Projects-W/S</b>	2009 ACTUAL	2010-3 MONTH ACTUAL	2010 PROJECTED	2011 BUDGET
<b>BEGINNING FUND BALANCE</b>	1,487,423	2,431,324	2,618,824	3,222,824
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water				
Sewer				
Rental Income				
Miscellaneous				
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees			124,000	125,000
Interest Income				
Intergovernmental	0	0	15,000	478,000
Gain on Disposal of Capital Assets				
Interest Expense				
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	0	0	139,000	603,000
<b>TOTAL AVAILABLE FUNDS</b>	1,487,423	2,431,324	2,757,824	3,825,824
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services				
Contractual Services	-14,319		0	0
Commodities				
Capital	13,069	0	285,000	2,496,000
Debt Service				
Depreciation				
Operating Income (loss)				
<b>TOTAL EXPENDITURES</b>	-1,250	0	285,000	2,496,000
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	942,651	187,500	750,000	1,350,000
<b>ENDING UNRESERVED FUND BALANCE</b>	2,431,324	2,618,824	3,222,824	2,679,824

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<b>Combined Statement of Budgeted Revenues and Expenditures - Internal Service</b>	<b>2009 ACTUAL</b>	<b>2010-3 MONTH ACTUAL</b>	<b>2010 PROJECTED</b>	<b>2011 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	2,984,585	2,474,677	2,350,351	1,917,723
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water				
Sewer				
Rental Income	0	0	479,163	0
Miscellaneous	0	0	251,440	0
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees				
Interest Income				
Intergovernmental				
Gain on Disposal of Capital Assets	-7,910	0	71,000	0
Interest Expense				
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	-7,910	0	801,603	0
<b>TOTAL AVAILABLE FUNDS</b>	2,976,675	2,474,677	3,151,954 0	1,917,723
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services				
Contractual Services				
Commodities	2,589	0	0	0
Equipment	0	14,131	195,418	210,200
Depreciation	499,409	110,195	450,000	500,000
Motor Vehicles	0	0	588,813	264,500
<b>TOTAL EXPENDITURES</b>	501,998	124,326	1,234,231	974,700
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	0	0	0	0
<b>ENDING UNRESERVED FUND BALANCE</b>	2,474,677	2,350,351	1,917,723	943,023
Invested in Capital Assets	2,000,251	1,890,056	1,440,056	940,056
Cash Available	474,426	460,295	477,667	2,967

City of Branson

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<b>Combined Statement of Budgeted Revenues and Expenditures - Proprietary Funds</b>	2009 ACTUAL	2010-3 MONTH ACTUAL	2010 PROJECTED	2011 BUDGET
<b>BEGINNING FUND BALANCE</b>	84,910,720	84,099,400	83,603,335	81,303,244
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water	2,479,837	591,865	2,598,935	3,028,113
Sewer	3,084,030	860,760	3,457,007	3,895,704
Rental Income	0	0	479,163	0
Miscellaneous	1,164,855	5,148	19,825	20,300
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees	192,283	93,820	124,000	125,000
Interest Income	74,849	2,115	101,339	75,000
Intergovernmental	49,289	0	15,000	478,000
Gain on Disposal of Capital Assets	-49,052	0	71,000	0
Interest Expense	58,218	-10,153	40,000	40,000
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	7,054,309	1,543,555	6,906,269	7,662,117
<b>TOTAL AVAILABLE FUNDS</b>	91,965,029	85,642,955	90,509,604	88,965,361
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services	2,573,697	660,590	2,449,475	2,808,689
Contractual Services	1,731,865	395,728	2,021,932	2,119,460
Commodities	558,542	166,626	728,162	801,175
Capital	13,069	14,131	1,077,231	2,970,700
Debt Service	0	0	0	0
Depreciation	3,486,458	990,045	3,481,000	3,982,000
Operating Income (loss)				
<b>TOTAL EXPENDITURES</b>	8,363,631	2,227,120	9,757,800	12,682,024
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	1,000,000	187,500	750,000	0
<b>ENDING UNRESERVED FUND BALANCE</b>	84,601,398	83,603,335	81,501,804	76,283,337