

HISTORIC DOWNTOWN

BRANSON



City of Branson
2026
Budget



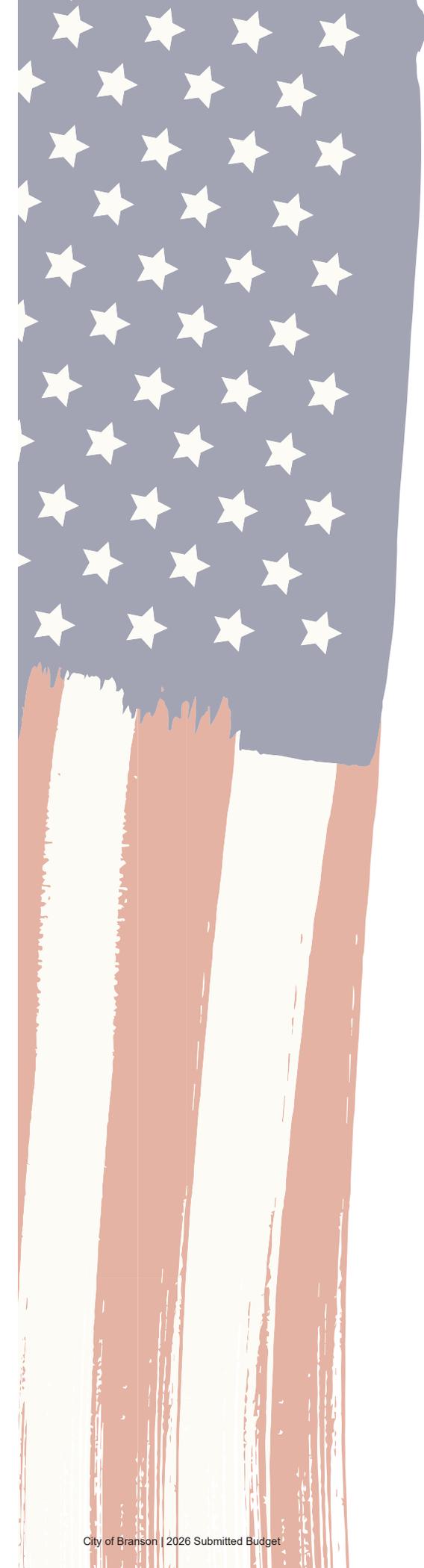


TABLE OF CONTENTS



Introduction	4
Transmittal Letter	5
2025 Budget Award	10
History of City	11
Demographics	21
Fund Structure	25
Budget Process	28
Personnel	29
Two-Year Personnel Summary	30
Departments	38
Mayor & Board of Aldermen	41
City Administration	42
City Clerk	45
Municipal Court	47
Legal	49
Finance	51
Fire	54
Human Resources	57
Information Technology	60
Parks & Recreation	63
Planning & Development	66
Police	70
Public Works & Engineering	74
Utilities	78



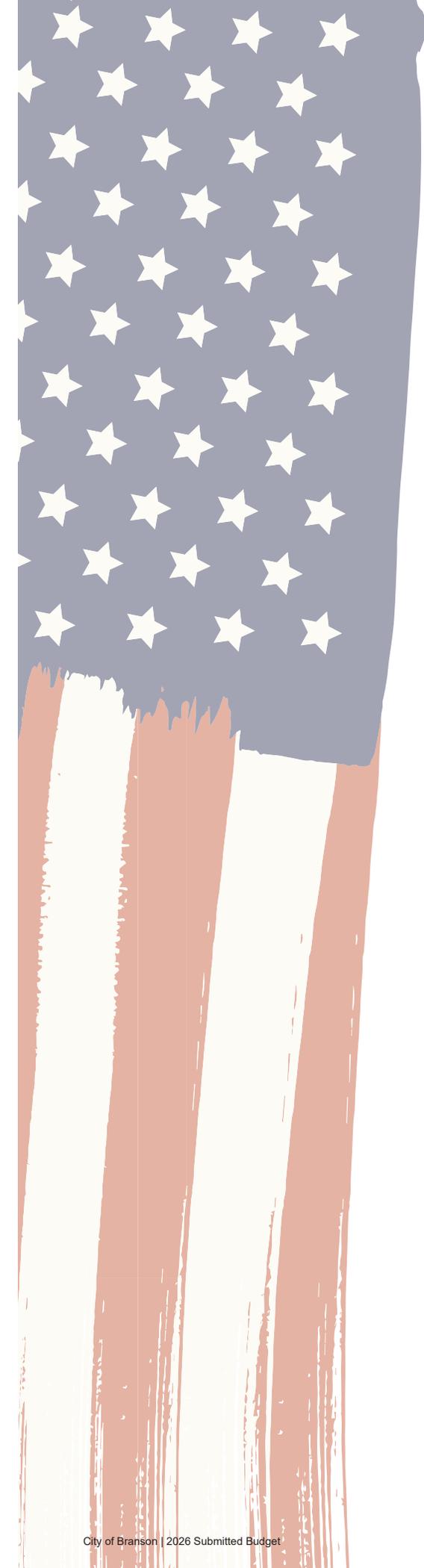


TABLE OF CONTENTS



Fund Summaries	81
Operating & Internal Service Funds	82
General Fund	83
General Fund ISF	84
Transportation Fund	85
Transportation ISF	86
Parks & Recreation Fund	87
Parks & Recreation ISF	88
Public Safety - Police	89
Public Safety ISF - Police	90
Public Safety - Fire	91
Public Safety ISF - Fire	92
Restricted/External	93
Controlled Sub Tax - Police	94
Controlled Sub Tax - Fire	95
Convention Center	96
Tourism Tax Trust Fund	97
Utility	98
Water & Sewer Fund	99
Water & Sewer ISF	100
Capital Approvals	101
Capital Projects Fund	102
Prop Capital Projects	103
Water/Sewer Small Capital	104



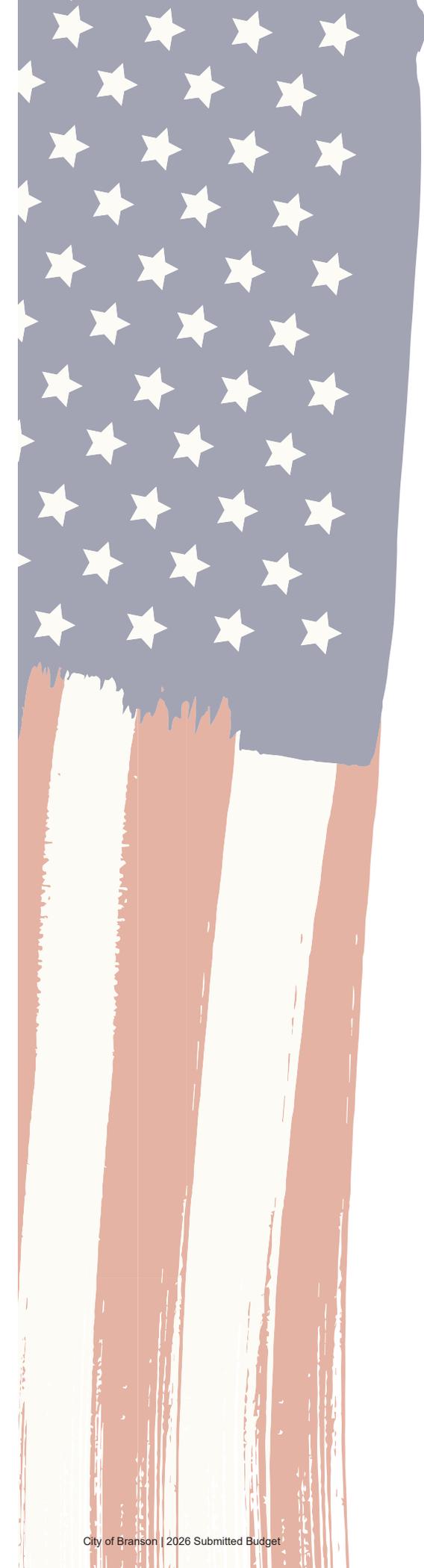


TABLE OF CONTENTS



Development	105
TIF Fund Summaries	106
Capital Improvements	111
Capital Requests	112





INTRODUCTION



2026 Budget Message

Honorable Mayor and Board of Aldermen:

I am pleased to propose the City of Branson's operating and capital budget for fiscal year 2026. This balanced budget strategically invests in improving our City's capital assets, investing in our personnel, enhancing resiliency and modernization of critical infrastructure, and laying the foundation for increased economic development and improved quality of life for our residents. The proposed budget fully reflects the cooperation and dedication between city staff, the Mayor, the Board of Aldermen, and citizens. Through this collaborative effort, the plan aligns with Branson's priorities, values, and long-term vision, ensuring that every investment serves our community both now and in the years to come.

While we continue to focus on the financial aspects of running a city, we are also guided by five overarching goals:

- Increase economic development and housing,
- Increase customer satisfaction and efficiency when interacting with City government,
- Implement 2026 capital projects on-time and on-budget,
- Foster proactive and interactive engagement with the community,
- Develop a bold 2026 legislative agenda to cut government "red tape" and modernize our city regulations to promote increased development and clarity

The City Administration remains committed to working closely with the Board of Aldermen through a collaborative and transparent process to achieve these goals and deliver measurable results in service to our residents, business community, and our thriving tourism industry.

The collaborative budget planning process incorporates best practices from the Government Finance Officers Association (GFOA). We maximize the City's resources by actively involving department leadership throughout the process and maintaining open, consistent communication with both the community and elected officials.

Branson continues to shine as a vibrant, thriving community that is both business-friendly and family-friendly focused, capable of tackling the challenges of a big city without losing sight of the local community ties and values that make us uniquely what we are.

We believe this FY 2026 budget delivers on solidifying this healthy dynamic and service-oriented mindset – starting with our City’s elected Board of Aldermen to our front line staff at City Hall.

2026 and Beyond

In 2026, the City will:

- Review City Hall programs, policies, and operational structures to ensure effective and efficient delivery of services to the community.
- Continue to utilize best practices and fiscally responsible strategies to maximize every tax dollar invested to provide the highest level of service.
- Eliminate and/or modify programs and code that no longer meet our community goals or needs, and reallocate resources where needed.
- Continue seeking grants and other funding sources to improve our roadways, water system, public safety, park facilities, and information technology infrastructure.
- Improve, modernize, and expand water and sewer infrastructure to provide for future development and overall better service to the community.
- Build upon 2025’s successes to enhance communication and transparency with our citizens.

As we approach FY 2026, our City is well-positioned to address challenges on the local level as we navigate the continued uncertainties in inflation, talent retention, and the maintenance of critical infrastructure. It remains vitally important to continuously review the programs and services our City offers to promote strategic utilization of tax dollars to maximize end results. The series of current challenges present a unique opportunity for continued innovation and stronger communication between city leadership and our residents and businesses in decision-making. While we will meet the financial bottom line, our fundamental focus in 2025 and beyond is to ensure that our budgetary and financial decisions continue to make the City of Branson the absolute best place to live, work, raise a family, and visit.



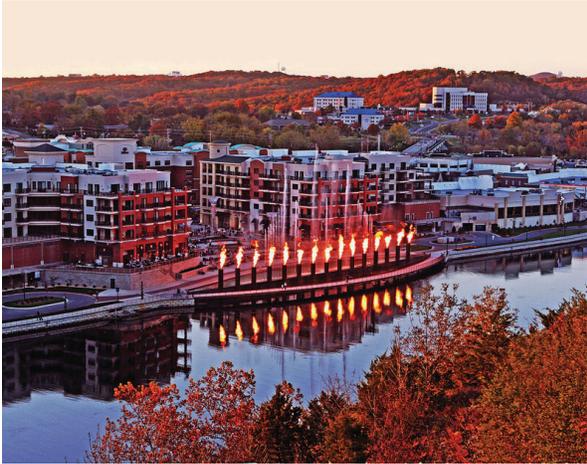
Cathy Stepp
City Administrator

Budget Highlights

Below are some of the highlights of the FY2026 budget:

Capital Expenditures include:

- General Fund: \$1,775,000
- Tourism Tax: \$14,069,000
- Transportation: \$1,705,000
- Public Safety: \$2,772,826
- Water/Sewer: \$4,617,459



Notable Major Projects:

- **Fire Training Facility - \$1,500,000**
The proposed Fire Training Facility represents a significant investment of \$1,500,000 aimed at enhancing public safety training. This facility will provide essential hands-on training for firefighters, improving their skills and readiness to respond effectively to emergencies.
- **Establishing a Revolving Loan Fund for Economic Development - \$750,000**
The City seeks to create an innovative economic development Revolving Loan Fund (RLF) to spur partnership and collaboration with the private sector in the demolition of deteriorated buildings and properties to convert into usable space.
- **Community Asset Replacement Program - \$350,000**
Funded through the General Fund, this allocation builds upon a new program launched in 2024. The City will invest another \$350,000 in FY2026 to modernize and refresh our community parks to increase the quality of life for residents. This allocation is designed to specifically improve aging infrastructure and amenities in neighborhood parks and recreation facilities located throughout the City.

Budget Summary

The 2026 budget provides the necessary resources to meet our community's needs over the coming year. As the City grows and demand for services increases, our revenues must keep pace with the rising costs associated with park rehabilitation, modernization and upgrades to water and sewer infrastructure, street maintenance, and improvements to key public safety facilities. While managing inflation and rising costs remains a long-term challenge, it is essential that we continue to follow a fiscally responsible approach. By maintaining sound budget practices, we can ensure the delivery of high-quality services in a stable and financially sustainable way.

Figure 1 provides a breakdown of operational spending by department. For example, Public Safety includes spending by the Fire and Police Departments, supported by the Public Safety Fund and General Fund. Additionally, the Parks Department operates with user fee revenue and an annual General Fund subsidy. All other departments listed below operate with funding allocated through the General Fund.

**FIGURE 1
OPERATIONAL SPENDING
BY DEPARTMENT**



Economic Outlook & Revenue Growth

The City's FY2026 budget forecast predicts a 2% increase, over 2025 projections, for sales tax growth. Tourism tax is expected to increase 4% over 2025 projected. Taxes are forecasted using conservative, but realistic, projections based on multiple years of actual collections and current economic conditions.

Table 2 provides a ten-year history of tax growth for both Sales and Tourism Tax collections. The decrease in tax revenues in 2020 is directly attributable to the COVID-19 pandemic. The 2026 Budget was estimated using historical trends but remains conservative considering recent growth in both sources.

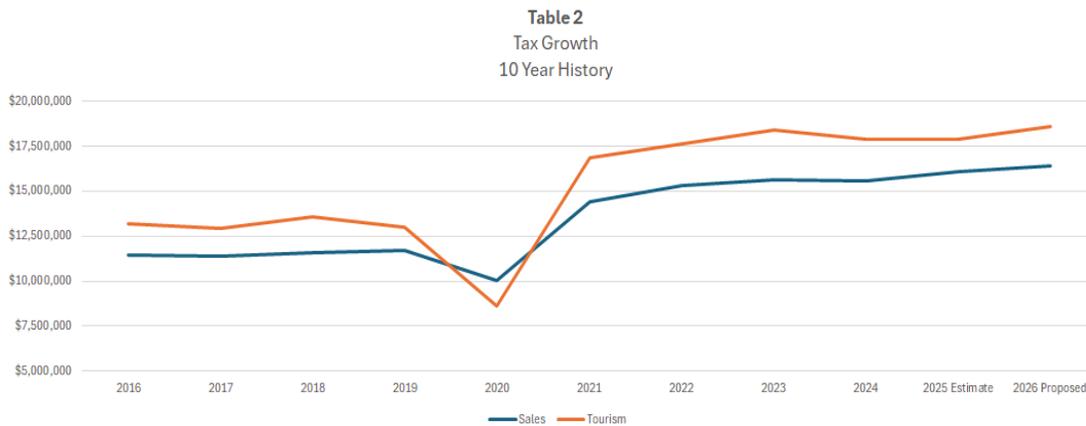


Table 3 shows General Fund revenue collections compared to budget projections.

	2021	2022	2023	2024	2025	2026
<i>Original Budget</i>	17,568,128	20,480,467	22,069,224	25,005,179	26,091,144	26,582,658
<i>Revised Budget Projections</i>	19,920,607	22,124,042	24,642,130	25,636,736	26,894,446	
<i>Actuals</i>	22,615,058	24,294,711	24,767,422	27,514,662		

Table 4 shows General Fund expenditures compared to budget projections since 2020.

	2021	2022	2023	2024	2025	2026
<i>Original Budget</i>	8,830,930	8,756,851	10,508,418	13,523,111	13,640,232	14,412,424
<i>Revised Budget Projections</i>	8,530,620	9,011,699	11,235,486	13,302,814	13,654,343	
<i>Actuals</i>	8,398,972	9,181,493	10,903,903	11,809,530		



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Branson
Missouri**

For the Fiscal Year Beginning

January 01, 2025

Christopher P. Morill

Executive Director

Statistical & Supplemental Information

History

The City of Branson is in Southwest Missouri in the heart of the Ozark Mountains. Located in Taney County, Branson serves as the employment, service, and shopping center for a two-county area with over 80,000 year-round residents. The city is home to 13,688 people but hosts millions of visitors annually. The reasons are numerous as to why the city is a national travel destination, ranging from the scenic natural beauty of the area to the exciting live entertainment venues along Highway 76.

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

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

Government & Organization

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

Community Characteristics

Demographics

The city grew from a population of 10,520 in 2010 to 12,651 in 2021, which is a 22.5% growth rate. Taney County (population of 56,775) was the 9th fastest-growing county in the State of Missouri during the 2010 – 2020 decade. Christian County, adjacent to the north and now a population of 94,422, was the second fastest growing county in the state with a 17.8% growth rate between 2010 and 2020. As of the 2020 Census, Taney and Stone Counties are projected to grow from a population of 81,457 in 2010 to 108,387 in 2030.

Major Employers & Workforce

One of Branson's most valuable resources is its people. One factor contributing to our quality workforce is the educational background of our residents. Over 87% of Branson residents have a high school education or better. While Branson has a great pool of workers to choose from, one main area of concern is the fact that most employment is seasonal.

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

Education

Another measure of population growth is the enrollment in local schools. The school district experienced rapid growth in the period from 1990 to 2005, nearly doubling enrollment. Since 2005, enrollment has grown by 30%, to over 4,400 students. Branson maintains some of the best test scores in the State of Missouri. The Branson School District consistently achieves higher graduation rates, 94% 4-year average compared to the state average of 90.8%. Additionally, as of 2020, 61.3% of students attend a post-secondary institution following graduation. ACT scores (average 21.7) are slightly better than the state average (19.9). The Branson School District encompasses



over 110 square miles in Taney County and includes the City of Branson. The district operates on a more than \$69 million budget as of 2024. Four campuses are scattered throughout the district and are home to five elementary schools, one junior high and one high school. The newest school, Buchannan elementary, opened in the fall of 2013.

Branson-Area Colleges & Universities

College of the Ozarks in Point Lookout, MO is a private, Christian liberal-arts college founded in 1906 with an enrollment of approximately 1,500 students. “Hard Work U” is an important local partner in both education and community leadership. The College places #1 in Best Undergraduate Teaching, #1 Best Value Schools, #1 Most Innovative Schools (tie), #1 Top Performers on Social Mobility and #4 in Regional Colleges Midwest (tie) in the 2022 U.S. News Best Colleges.

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

Other Area Colleges: Located approximately 45 miles north, Springfield, MO has 12 colleges that include traditional four-year universities, such as Missouri State University (MSU), Drury University, and Evangel University. Drury ranks #20 in Regional Universities Midwest (tie), #73 in Top Performers on Social Mobility and #7 Best Value School.

Healthcare

Hospitals & Medical Care

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

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

Taney County Health Department

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

Nursing and Care Facilities

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

Taney County Ambulance District

The Taney County Ambulance District (TCAD) is an emergency medical service (EMS) providing exclusive ambulance transport for Taney County. TCAD encompasses 620 square miles of varying terrain. TCAD responds to over 13,000 requests annually, providing emergency and non-emergency services. On January 15, 2022, TCAD will have completed 46 years of service and has become



one of the fastest growing ambulance districts in the State of Missouri. TCAD uses 12 frontline advanced support ambulances and staffs to a peak of 6 ambulances on duty from multiple locations around the county. TCAD also heavily relies on Fly-care units which are fast response vehicles (non-transport) which can get to a call quickly,

assess the situation and cancel incoming units or provide additional manpower at the scene. Numerous methods of education are utilized ranging from online self-directed lessons as well as hands-on simulated scenarios. Field personnel maintain numerous certifications such as Basic and Advanced Cardiac Life Support, Pre-hospital Trauma Life Support, and Pediatric Life Support. The communications personnel are all certified as Emergency Medical Dispatchers.

This education and training ensure that when you call them for help, they are ready to respond.

Transportation

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

The Springfield-Branson National Airport (SGF) is approximately 50 miles from Branson and serves all southwest Missouri. The airport is served by Allegiant, American Airlines, Delta and United and offers 12 nonstop destinations: Los Angeles, Las Vegas, Orlando, Phoenix, Tampa/St. Petersburg, Destin/Ft. Walton Beach, Charlotte, Chicago, Dallas/Ft. Worth, Atlanta, Denver and Houston.

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

Tourism

In 2022 Trip Advisor named Branson the #3 Top Trending U.S. Destination. Additionally, in 2024 USA Today readers ranked Branson 10th on its list of best places to visit in the fall.

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

Lakes & Outdoor Activities

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



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

Shows

The 40 theaters in Branson host more than 100 shows throughout the day. For more than 50 years, live shows have drawn tourists from around the country. A wide variety of world-class shows are available to suit any visitor. Our shows operate nearly year-round, with the main season being March through October. Beginning on November 1, the city transitions into the Christmas season, offering variety of Christmas-themed shows.

Attractions

The city hosts a variety of attractions for visitors; hiking trails, zip-lines, museums, and an unlimited list of other amusements are available. The Branson-area is home to Silver Dollar City, an 1880's themed amusement park with modern attractions, was named America's "Best Theme Park" by USA Today Readers' Choice for three consecutive years (2023, 2024, and 2025).

Shopping

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

Events

Being centrally located in the United States makes Branson a great place for rallies, conventions, and reunions. With annual events that include Veteran's Week, Law Enforcement Recognition Week, Autumn Daze and the Adoration Parade, tourists can find lots of reasons to return to the area. The city-owned Branson Convention Center located next to the Branson Landing development is a world-class facility hosting numerous large and small-scale events each year. The convention center boasts 220,000 square feet of usable space, including a 47,125 square foot exhibit hall that attaches to a 22,703 square foot ballroom. The center can be used for a variety of events, such as conferences, weddings, expo, concerts and even sporting events. Additionally, the center contains 14 breakout rooms that may be used individually or in conjunction with the exhibit and ballroom spaces.



Community Services

Parks & Recreation



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

Branson). Outdoor facilities at the RecPlex include an aquatic center, a baseball complex, soccer fields, pavilions, and a large children's playground.

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

Community Center

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

Police Protection & Service

The Branson Police Department (BPD) serves the community 24 hours a day in all areas of investigation, patrol, traffic communication, school resource officers (SRO) and records. All officers are certified under the Missouri Police Officers Training. The BPD is committed to a Community Policing effort. To that end, the department has developed a partnership with the city's extended-stay hotel properties along with several neighborhood associations and businesses. This partnership is to improve communication between our residents and our organization, along with enhancing the quality of life and reducing calls for service. With a relatively small resident population and an estimated eight million visitors each year, the BPD must operate as a big city force while maintaining a friendly small-town atmosphere.

Fire Protection

Branson Fire Department provides fire-rescue services supported by 24 full-time firefighters operating out of four fire stations located throughout the city. Staffing consists of 12 Captains, 12 Engineers, 8 chief officers, and a fire marshal and fire prevention officer. Services include fire suppression, rescue/extrication, emergency medical response, hazardous materials response, fire investigation, fire & life safety education, fire code inspections & enforcement, emergency management and disaster preparedness, and fire-rescue training. The Fire Department is also supported by community volunteers in a Community

Emergency Response Team (CERT), and reserve firefighter programs. Fire-rescue services are provided for the City of Branson covering just over 21 square miles and 12,897 residents (2023 Census Estimates) and hosting approximately eight million visitors annually. This provides a unique opportunity to provide fire-rescue services to a smalltown with big city challenges.



Libraries

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

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

Utilities

Electric & Natural Gas

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

Telecommunications

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

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

Water & Sewer



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

Other water companies also provide water inside city limits: Public Water Supply District #3 and Missouri American Water. The city owns and operates all the sewer utilities within the city limits and extends sewer service to more than three thousand connections outside the city. With two surface water treatment plants, two wastewater treatment plants and proper planning for expansion of those facilities, the city will maintain the necessary capacity to keep pace with growth and development in the area for years to come.

Population Overview



TOTAL POPULATION

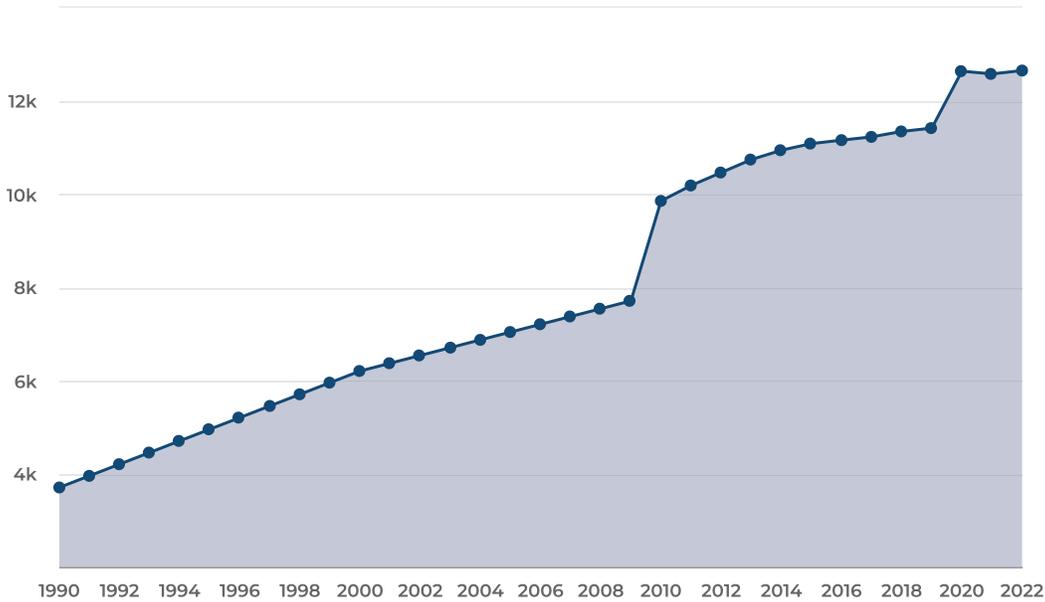
12,651

▲ **.6%**
vs. 2021

GROWTH RANK

520 out of **1220**

Municipalities in Missouri



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



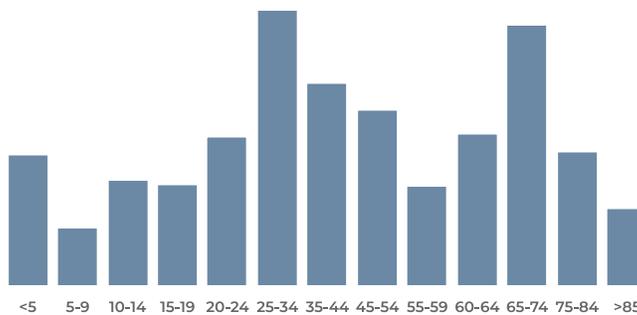
DAYTIME POPULATION

24,220

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

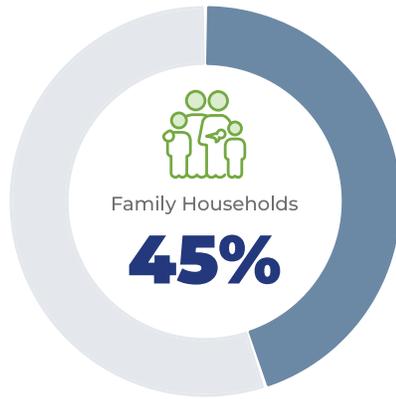
* Data Source: American Community Survey 5-year estimates

Household Analysis

TOTAL HOUSEHOLDS

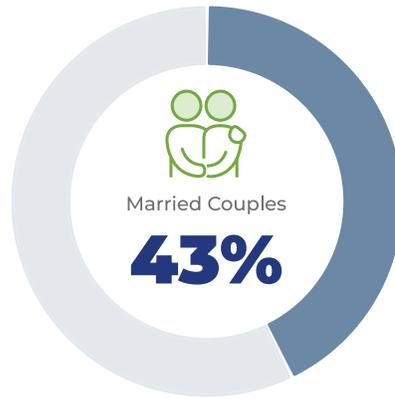
5,593

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▼ 5%

lower than state average



▼ 11%

lower than state average



▲ 4%

higher than state average



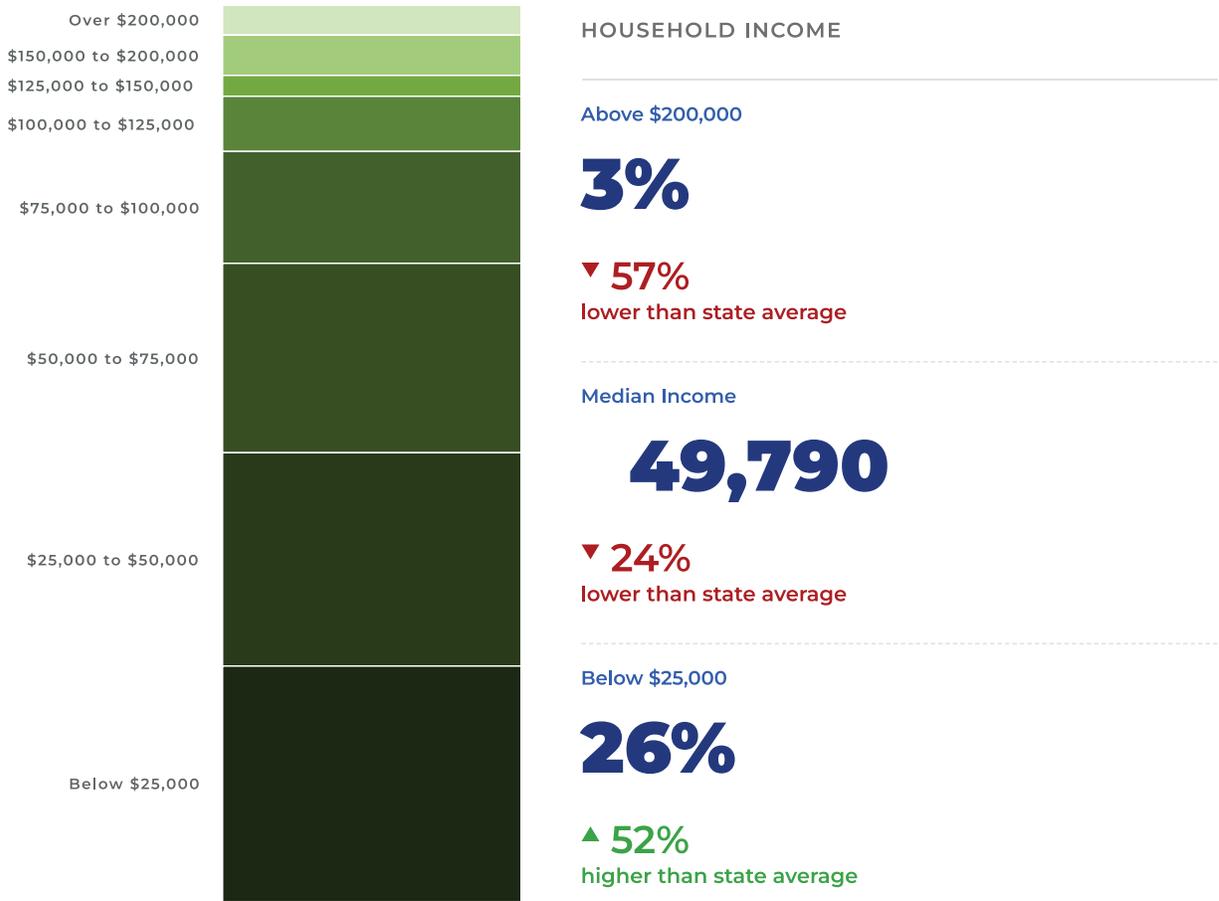
▲ 74%

higher than state average

** Data Source: American Community Survey 5-year estimates*

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



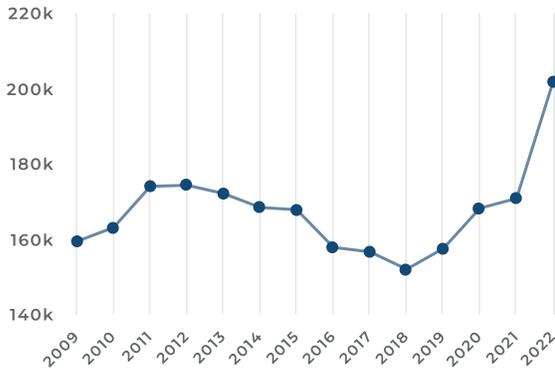
* Data Source: American Community Survey 5-year estimates

Housing Overview



2022 MEDIAN HOME VALUE

201,900



* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS

Branson State Avg.



* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION



* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

Financial Structure

Description of Funds and Fund Types

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

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

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

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

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

Governmental Funds

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

General Fund

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

Special Revenue Funds

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

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

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

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

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

Debt Service Funds

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

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

Capital Project Funds

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

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

Proprietary Funds

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

Enterprise Funds

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

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

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

Internal Service Funds

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

Sources of Revenue

In the budget process, one of the first steps is to estimate the projected revenues for the current year. The city chooses to use projected revenues as it provides a more accurate value than simply estimating based on previously budgeted numbers. To calculate projected revenues, the city utilizes various sources and develops an economic forecast to determine projected revenues. Typically, the city estimates revenue growth at a modest 2% increase over current year's projections.

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

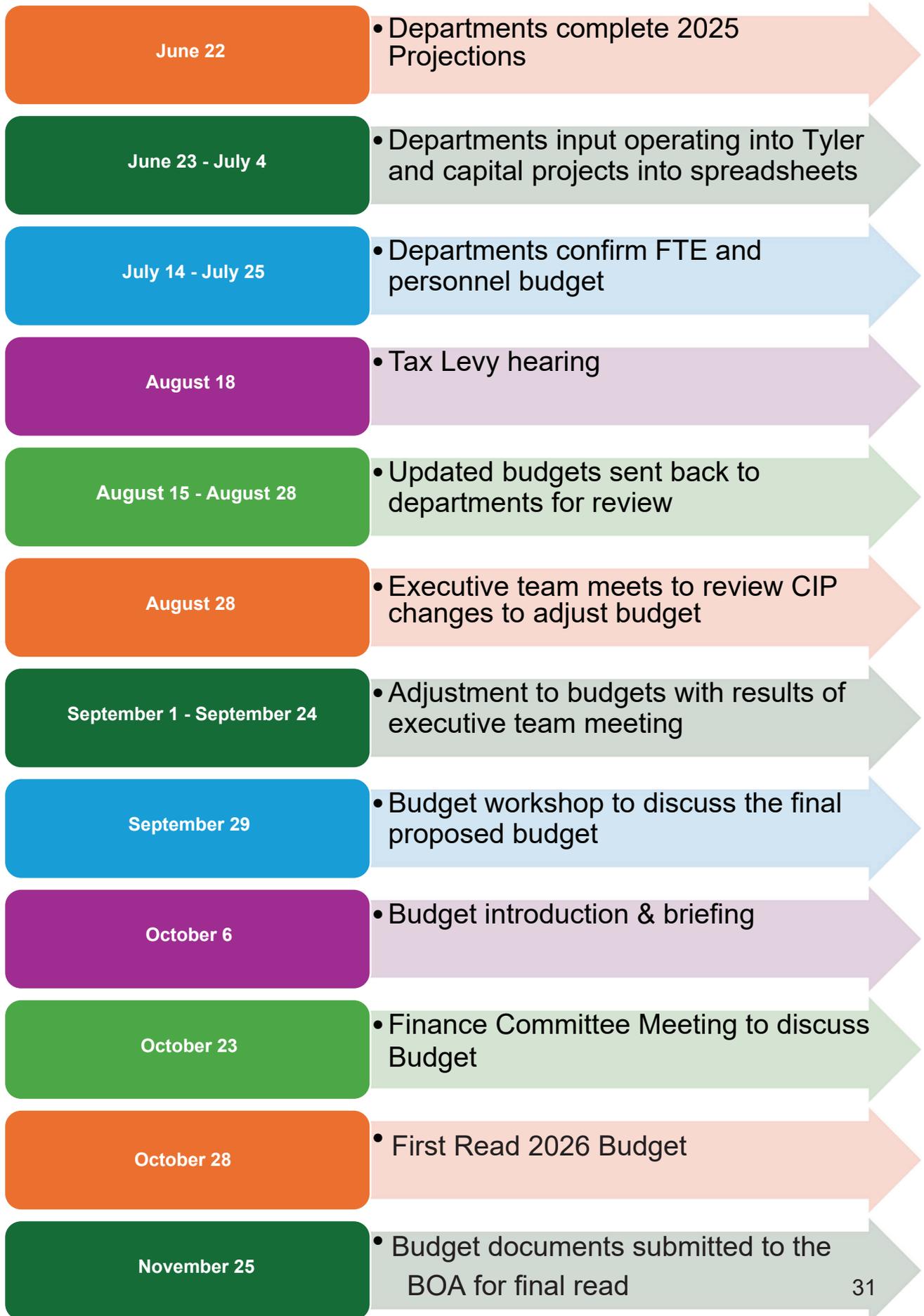
Sales & Tourism Taxes

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

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

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

Budget Timeline





PERSONNEL



Mayor & Board

Position & Title	Type	2025	2026
Mayor	Elected	1	1
Board	Elected	6	6
Total		7	7

Administration

Position & Title	Type	2025	2026
City Administrator	Full Time	1	1
Chief of Staff	Full Time	1	1
Strategic Planning Coordinator	Full Time	1	1
Communications Director	Full Time	1	1
Communications Manager	Full Time	0	1
Social Media Digital Specialist	Full Time	1	0
Enterprise Project Manager	Full Time	0	1
Executive Assistant to City Administrator	Full Time	1	0
Administrative Office Specialist	Full Time	0	1
Total Full Time Employees		6	7

City Clerk

Position & Title	Type	2025	2026
City Clerk	Full Time	1	1
Deputy City Clerk	Full Time	1	1
Office Specialist	Full Time	1	1
Office Assistant III	Full Time	1	0
Records Specialist	Full Time	1	1
Compliance Specialist/Legal Assistant	Full Time	1	1
Intern	Temp	1	1
Total Clerk Full Time Employees		6	5
Total Clerk Temporary Employees		1	1

Municipal Court

Position & Title	Type	2025	2026
Court Clerk	Full Time	1	1
Court Specialist	Full Time	2	1
Total Court Full Time Employees		3	2

Legal

Position & Title	Type	2025	2026
City Attorney	Full Time	0	1
Deputy City Attorney	Full Time	0	1
Assistant City Attorney	Full Time	0	2
City Prosecutor	Full Time	1	0
Litigation Attorney	Full Time	1	0
Paralegal II	Full Time	0	1
Legal Assistant	Full Time	1	1
Total Legal Full Time Employees		3	6

Engineering/Public Works

Engineering

Position & Title	Type	2025	2026
Public Works and Engineering Director	Full Time	1	1
Assistant City Engineer	Full Time	1	1
Office Manager	Full Time	1	1
Office Specialist	Full Time	1	1
CAD Specialist II	Full Time	1	1
CAD Specialist	Full Time	1	1
Engineering Project Manager II	Full Time	1	1
Engineering Project Manager	Full Time	3	3
Intern	Seasonal	1	1
Public Works			
Operations Manager	Full Time	1	1
Streets Supervisor II	Full Time	1	1
Heavy Equipment Operator	Full Time	3	3
Lead Maintenance Worker	Full Time	3	3
Senior Maintenance Worker	Full Time	3	3
Intermediate Maintenance Worker	Full Time	3	3
Streets Maintenance Worker I	Full Time	3	3
Hwy 76 Maintenance Worker	Full Time	2	2
Fleet and Service Center Manager	Full Time	1	1
Garage/Service Center Supervisor	Full Time	1	0
Master Mechanic	Full Time	2	3
Sign Shop Supervisor	Full Time	1	1
Sign Shop Technician	Full Time	3	3
Office Assistant II – Public Works	Full Time	1	0
Office Assistant III – Public Works	Full Time	1	2
Total Full Time Employees		39	39
Total Seasonal Employees		1	1
Total All Employees		40	40

Finance

Position & Title	Type	2025	2026
Finance Director	Full Time	1	1
Assistant Finance Director	Full Time	1	1
Accountant III	Full Time	1	0
Senior Accountant	Full Time	2	4
Staff Accountant	Full Time	2	1
Purchasing Agent	Full Time	1	0
Bids Coordinator	Full Time	0	1
Accountant I	Full Time	1	1
Financial Specialist	Full Time	2	1
Utility Billing Manager	Full Time	1	0
Business License Compliance Specialist	Full Time	1	0
Licensing Compliance Manager	Full Time	1	0
Office Assistant III	Full Time	2	3
Office Assistant II	Full Time	1	0
Payroll Coordinator	Full Time	0	1
Part Time Office Assistant	Part Time	1	1
Total Full Time Employees		17	14
Total Part Time Employees		1	1
Total All Employees		18	15

Fire

Position & Title	Type	2025	2026
Fire Chief	Full Time	1	1
Assistant Fire Chief	Full Time	1	1
Division Chief	Full Time	3	3
Battalion Chief	Full Time	3	3
Office Specialist II	Full Time	1	1
Fire Analyst	Full Time	1	1
Emergency Management Coordinator	Full Time	1	1
Captain	Full Time	12	12
Fire Technical Services Captain	Full Time	1	0
Fire Marshal/Fire Prevention Officer	Full Time	1	2
Engineer	Full Time	12	12
Fire Fighter	Full Time	24	24
Total Full Time Employees		61	61

Human Resources

Position & Title	Type	2025	2026
Human Resources Director	Full Time	1	1
Human Resources Assistant Director	Full time	1	1
Risk Manager	Full Time	1	1
Payroll Accountant	Full Time	1	0
Safety Officer/Training Coordinator	Full Time	1	1
Human Resources Specialist I	Full Time	2	2
Human Resources Generalist	Full Time	0	1
Human Resources Analyst	Full Time	1	0
Human Resources Intern	Part Time	1	1
Total Full Time Employees		8	7
Total Part Time Employees		1	1
Total Full Time Employees		9	8

Information Technology

Position & Title	Type	2025	2026
Information Technology Director	Full Time	1	1
IT Network Engineer	Full Time	1	1
Operations Manager	Full Time	1	1
SCADA Network Administrator	Full Time	1	1
IT Technician II	Full Time	1	1
Office Project Coordinator	Full Time	1	0
GIS Manager	Full Time	1	1
GIS Developer	Full Time	1	0
GIS Specialist	Full Time	0	1
GIS Intern	Part Time	1	1
Total Full Time Employees		8	7
Total Part Time Employees		1	1
Total All Employees		9	8

Parks & Recreation

Position & Title	Type	2025	2026
Parks & Recreation Director	Full Time	1	1
Assistant Parks & Recreation Director	Full Time	1	1
Community Center/Spec Events Coordinator	Full Time	1	1
Landscape Supervisor	Full Time	1	0
Trails Specialist and Landscape Supervisor	Full Time	0	1
Trails Specialist	Full Time	1	0
Recreation Assistant	Full Time	1	1
Recreation Specialist	Full Time	2	2
Office Assistant II	Full Time	1	1
Office Specialist II	Full Time	1	1
Parks Maintenance Supervisor	Full Time	1	1
Parks Operations Supervisor	Full Time	1	1
Parks Marketing and Special Events Supervisor	Full Time	1	1
Parks Facilities and Tournament Superviosor	Full Time	1	1
Maintenance Superintendent	Full Time	1	1
Maintenance Lead Technician	Full Time	1	1
Maintenance Technician III	Full Time	0	1
Maintenance Technician II	Full Time	3	3
Maintenance Technician I	Full Time	7	7
Custodial Lead Technician	Full Time	1	1
Custodial Technician	Full Time	5	5
Campground Manager	Full Time	1	1
Campground Assistant	Full Time	1	1
Concession Supervisor	Full Time	1	1
Office Assistant	Part Time	2	2
Pool Manager	Seasonal	1	1
Assistant Concessions Manager	Seasonal	1	1
Concessions Crew Leader	Seasonal	4	4
Lifeguards	Seasonal	25	25
Head Lifeguards	Seasonal	3	3
Head Swim Team Coach	Seasonal	1	1
Assistant Swim Team Coach	Seasonal	1	1
Seasonal Laborer	Seasonal	2	2
Concessionaires	Seasonal	27	27
Day Camp Head Counselor	Seasonal	1	1
Day Camp Staff	Seasonal	15	15
Intern	Seasonal	2	2
Total Full Time Employees		35	35
Total Part Time Employees		2	2
Total Seasonal Employees		83	83
Total All Employees		120	120

Planning & Development

Position & Title	Type	2025	2026
Planning & Development Director	Full Time	1	1
Assistant Planning and Development Director	Full Time	0	1
Senior Planner	Full Time	1	1
Plan Reviewer	Full Time	1	1
Planner	Full Time	1	0
Planner II	Full Time	0	1
Building Inspector III	Full Time	0	0
Building Inspector II	Full Time	3	4
Building Inspector	Full Time	0	0
Building Safety Supervisor	Full Time	1	0
Building and Code Supervisor	Full Time	0	1
Code Inspector II	Full Time	2	2
Code Inspector I	Full Time	0	1
Project Manager Lead	Full Time	0	1
MS4 Coordinator/Storm Water Technician	Full Time	1	1
Office Assistant III	Full Time	2	2
Customer Liaison	Full Time	1	0
Financial Specialist	Full Time	0	1
Compliance Specialist	Full Time	0	1
Operations Manager	Full Time	0	0
Total Full Time Employees		14	19

Police

Position & Title	Type	2025	2026
Police Chief	Full Time	1	1
Assistant Chief	Full Time	1	1
Lieutenant	Full Time	4	4
Sergeant II	Full Time	4	4
Sergeant	Full Time	6	6
Training/Recruitment Coordinator	Full Time	1	1
Crime Analyst	Full Time	1	1
Police Officer I	Full Time	2	8
Police Officer II	Full Time	26	16
Police Officer III	Full Time	14	18
Dispatch Manager	Full Time	1	1
Dispatcher I	Full Time	14	14
Dispatch Supervisor	Full Time	1	1
Office Specialist II	Full Time	1	0
Office Specialist III	Full Time	0	1
Evidence & Property Technician	Full Time	1	1
Police Service Officer	Full Time	2	2
Office Assistant II (Records Clerk)	Full Time	2	2
Animal Control Officer	Full Time	1	1
Code Enforcement Officer	Full Time	1	1
Building Security Officer	Full Time	2	2
Building Maintenance Technician II	Full Time	0	1
Building Security Officer/Bailiff	Part Time	2	3
Part Time Detective	Part Time	2	2
Part Time Dispatcher	Part Time	0	1
Part Time Temporary Evidence	Part Time	1	0
Total Full Time Employees		86	87
Total Part Time Employees		5	6
Total Employees		91	93

Utilities

Water & Sewer | Water Treatment

Position & Title	Type	2025	2026
Water Division Manager	Full Time	1	1
Lead Plant Operator	Full Time	2	2
Plant Operator III	Full Time	0	0
Plant Operator II	Full Time	2	2
Plant Operator I	Full Time	5	5
Plant Operator Trainee	Full Time	1	1
Electrician Trainee	Full Time	1	1
Electrician II	Full Time	1	1
Total Water Treatment Full Time Employees		13	13

Water & Sewer | Water Distribution & Meter Maintenance

Position & Title	Type	2025	2026
WD/SC Division Supervisor	Full Time	2	2
Utilities Crew Leader	Full Time	2	2
Equipment Operator I	Full Time	1	1
Equipment Operator II	Full Time	1	1
Utility Worker I	Full Time	6	6
Utility Worker II	Full Time	1	1
Total Water Distribution Full Time Employees		13	13

Water & Sewer | Wastewater Treatment & Lift Stations

Position & Title	Type	2025	2026
Wastewater Division Manager	Full Time	1	1
Division Supervisor	Full Time	1	1
Utility Worker I	Full Time	1	2
Utility Worker II	Full Time	1	0
Lead Plant Operator	Full Time	2	2
Plant Operator III	Full Time	1	1
Plant Operator II	Full Time	2	3
Plant Operator I	Full Time	6	6
Operator Trainee	Full Time	2	1
Equipment/Plant Operator I	Full Time	2	2
Lab Technician	Full Time	1	1
Electrician III	Full Time	1	1
Total Wastewater Treatment Full Time Employees		21	21

Water & Sewer | Sewer Collection

Position & Title	Type	2025	2026
Crew Leader	Full Time	1	1
Utility Worker I	Full Time	3	3
Utility Worker II	Full Time	1	0
Utility Worker III	Full Time	0	1
Equipment Operator I	Full Time	1	1
Equipment Operator II	Full Time	1	1
Total Wastewater Collection Full Time Employees		7	7

Water & Sewer | Utilities Administration

Position & Title	Type	2025	2026
Utilities Director	Full Time	1	1
Assistant Utilities Director	Full Time	1	1
Assistant Engineer	Full Time	1	2
Plans Coordinator	Full Time	1	1
Backflow Prevention Technician	Full Time	1	1

Administrative Services Manager	Full Time	1	1
Office Specialist	Full Time	1	1
Office Assistant III	Full Time	1	2
Total Utilities Administration Full Time Employees		8	10

Total Utilities		62	64
------------------------	--	-----------	-----------

Totals		2025	2026
Total Full Time Employees		348	352
Total Part Time Employees		10	11
Total Seasonal Employees		84	84
Grand Total – All Employees		442	448
Mayor & Board of Aldermen		7	7



DEPARTMENTS



Municipal Officials



Larry Milton
Mayor



Marshall Howden
Alderman Ward 1



Glenn Schulz
Alderman Ward 2



Ruth Denham
Alderman Ward 3



Clay Cooper
Alderman Ward 1



Thomas (Artie) Lucas
Alderman Ward 2



Ralph LeBlanc
Alderman Ward 3



Cathy Stepp
City Administrator

Department Directors

Allison Ramsey | Finance

Michael Woods | Public Works/Engineering

Hayley Hutchins | Human Resources

Cindy Shook | Parks & Recreation

Kendall Powell | Utilities

Amanda Ross | Planning & Development

Eric Schmitt | Police Chief

Ted Martin | Fire Chief

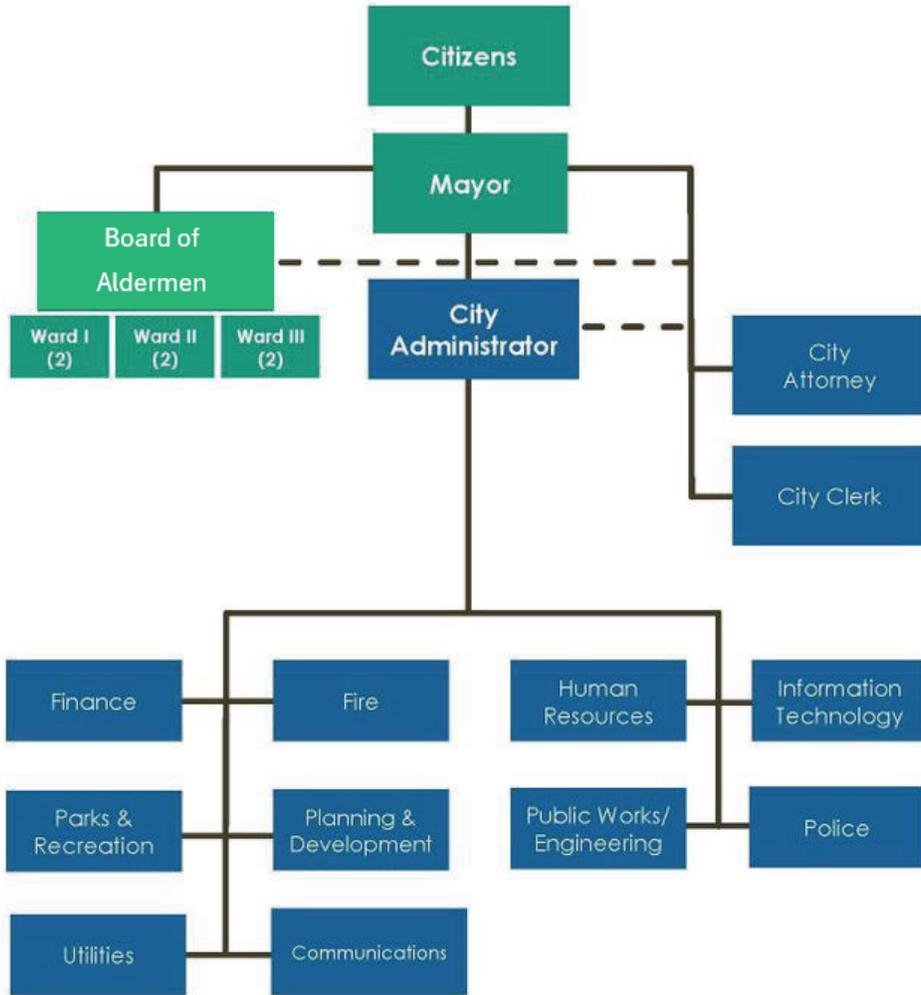
Chad Forster | Information & Technology

Hillary Briand | City Clerk

(Vacant) | Communications Director

Solon McGee | City Attorney

Organizational Chart



Mayor & Board of Aldermen



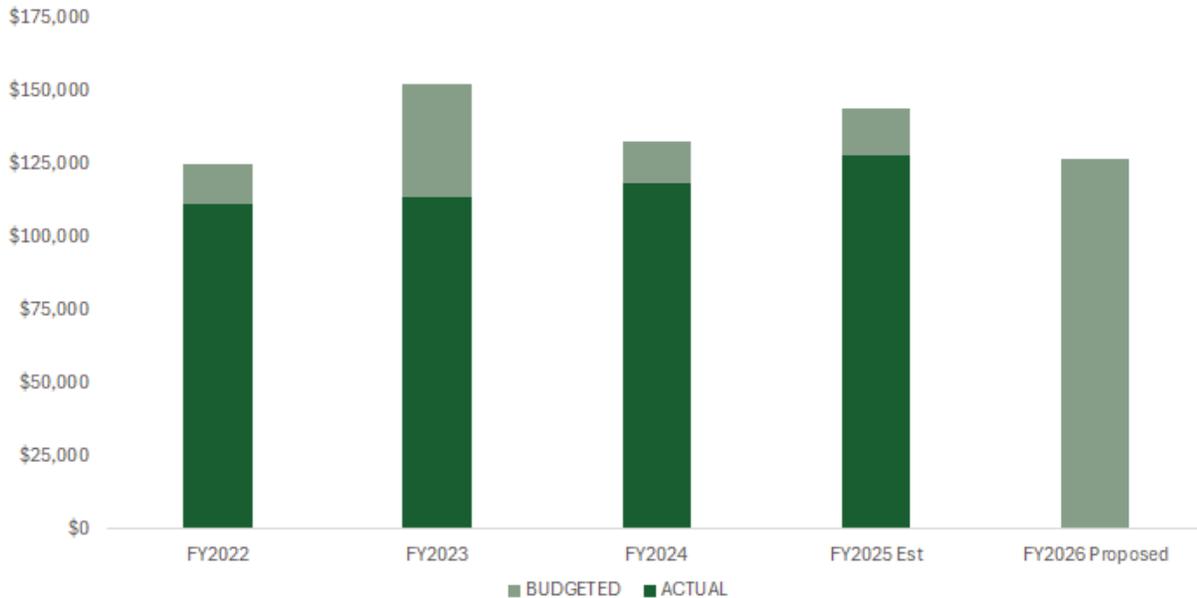
Larry Milton
Mayor

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

Expenditures Summary

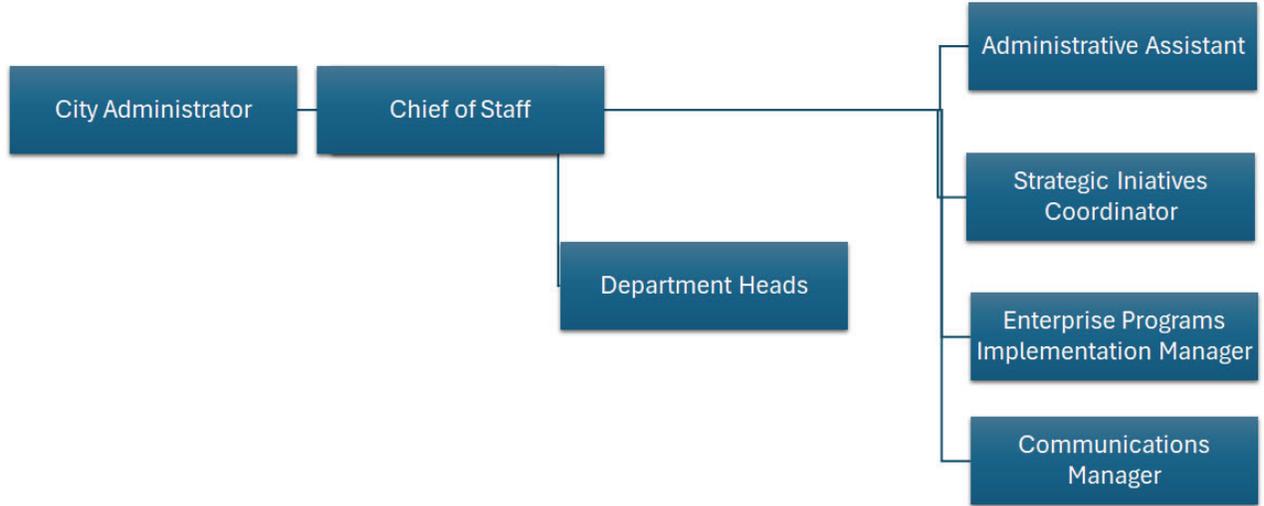
\$126,530 **-\$17,480**
(-12% vs. prior year)

Mayor & Board of Aldermen Proposed and Historical Budget vs. Actual



Organizational Chart

Administration



City Administration

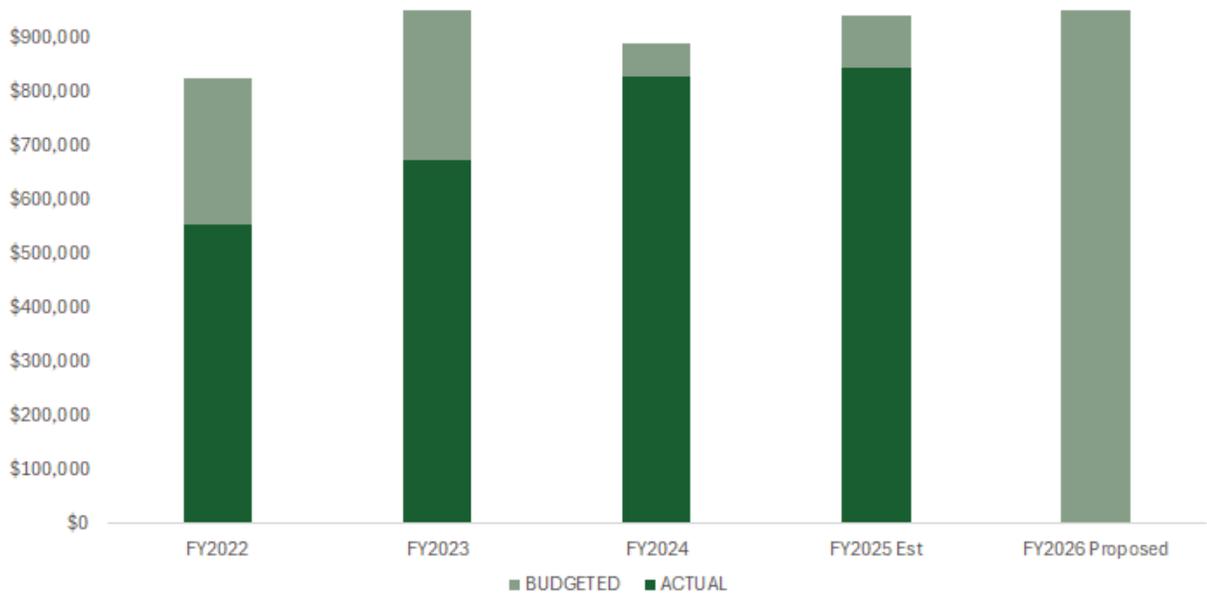
Cathy Stepp
City Administrator

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

Expenditures Summary

\$988,552 **\$47,869**
(5% vs. prior year)

City Administration Proposed and Historical Budget vs. Actual

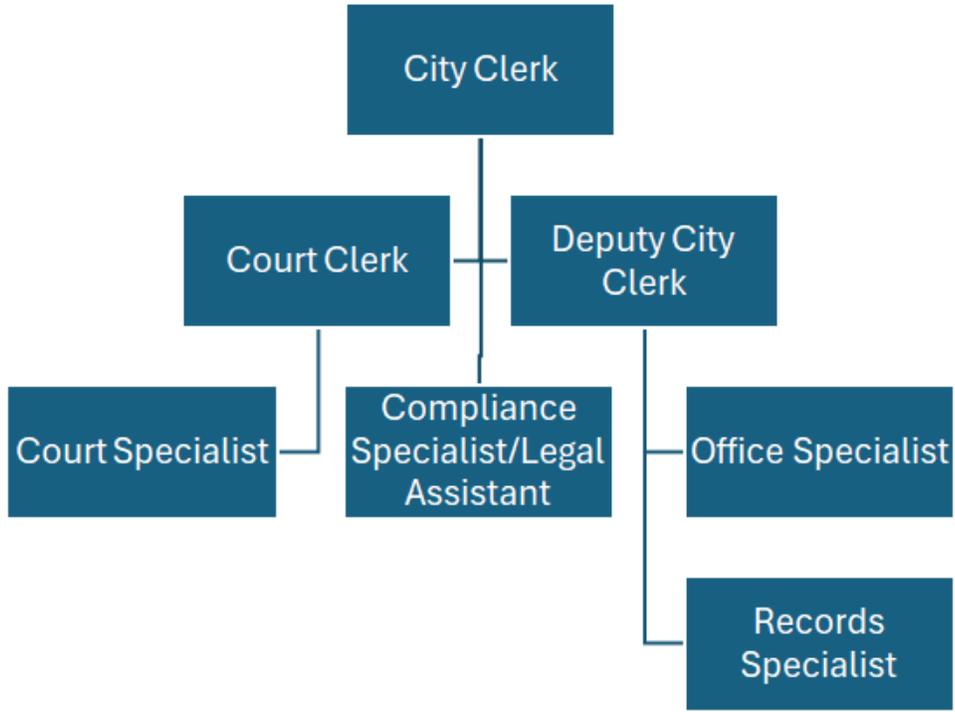


2025 Strategic Accomplishments

- **Gretna Rd TIF Development** Led the negotiation, development, and execution of an economic development agreement for a new \$300M mixed-use development spanning 136 acres. This multi-phase project aims to revitalize a key corridor of the city with a dynamic blend of tourism, sports, residential, and retail development.
- **Indoor City Sports Facility** Contracted with Sports Facilities Companies in May 2025 to begin the process of exploring an indoor sports facility to increase tourism and strengthen Branson's 12-month economy. Negotiated an option agreement for the purchase of land and for the facility to be included in the Gretna Rd TIF development. Created a fundraising committee to explore public and private investment and sponsorship opportunities.
- **Comprehensive Plan Update** Collected public input via a community survey and stakeholder interviews. The Comprehensive Planning Committee met four times in 2025 to review community characteristics, the community-wide public survey, data analysis and mapping, a SWOT analysis, stakeholder interview data, suitability analysis mapping, and the public open house on August 29th. Expected updated plan adoption date of 2nd quarter 2026.
- **Charter City** Started the process of exploring to transition the city from a 4th Class municipality to a Charter City by contracting with outside legal counsel. Study Session planned for December 2025.
- **Red Tape Review Code Changes** Addressed key areas of code to streamline regulations and provide better regulatory guidance to the public. Revised city code areas include: updating building permit fee calculations, land disturbance requirements, tree removal code, transfer of business licensing program to the planning dept, and dangerous building code.
- **Successful Completion of Lodging Safety Initiative** Announced in January 2025 the successful completion of the Lodging Safety Initiative, a compliance assistance program aimed at ensuring all lodging establishments operating within city limits are licensed and complying with required public health, safety, and licensing standards.
- **76 CID Project** Achieved collection of all easements required for construction of Segments 1 & 2. Design is 95% completed with written contract under review for a construction start date in 2026. All federal and state grants and agreements have been executed.
- **Butterfly Palace Expansion** Successfully led, negotiated, and created an economic development incentive agreement for an \$11M expansion of an existing business and tourist attraction.
- **Social Media Growth & Public Outreach** City social media presence expanded significantly in 2025. Gained 7.5K followers (98% increase) and reached 1.7M people (41% increase). Content visibility surged to 7.2M total views and video performance expanded to 492.2K views (63% increase). Community engagement deepened with 78.6K content interactions (26% increase) - a clear sign outreach is resonating and prompting more comments, shares, and clicks.
- **CitizenServe Permitting Software Refresh** Implemented a comprehensive review and system update of key process improvements to the City's building and permitting system, CitizenServe, within the Planning & Development Department. This system refresh was designed to remove outdated processes and streamline the online permitting process to make it easier for end-users. Current onboarding of the business licensing module is expected to be completed and online in January 2026.
- **Strengthened Local & Regional Relationships** Continued to build and strengthen strategic relationships with the County Commission, Branson Lakes Area Chamber, TCHD, City of Hollister, State Reps, State Senator, and Congressional Offices to advance local and regional goals.
- **Regional Tourism Involvement** Coordinated city resources to support the Blue Angels inaugural air show and events.
- **Established an In-House City Legal Department** Identified the need and established an in-house city legal department and transitioned from costly outside municipal counsel. Implemented cost saving measures and right-sizing of legal resources to proactively avoid lawsuits and ensure proper legal services to city government operations.
- **Regional Recognition** 2nd year honoree on Biz 417 Magazine's 100 list of top influencers of Southwest Missouri.

Organizational Chart

City Clerk



City Clerk

Hillary Briand

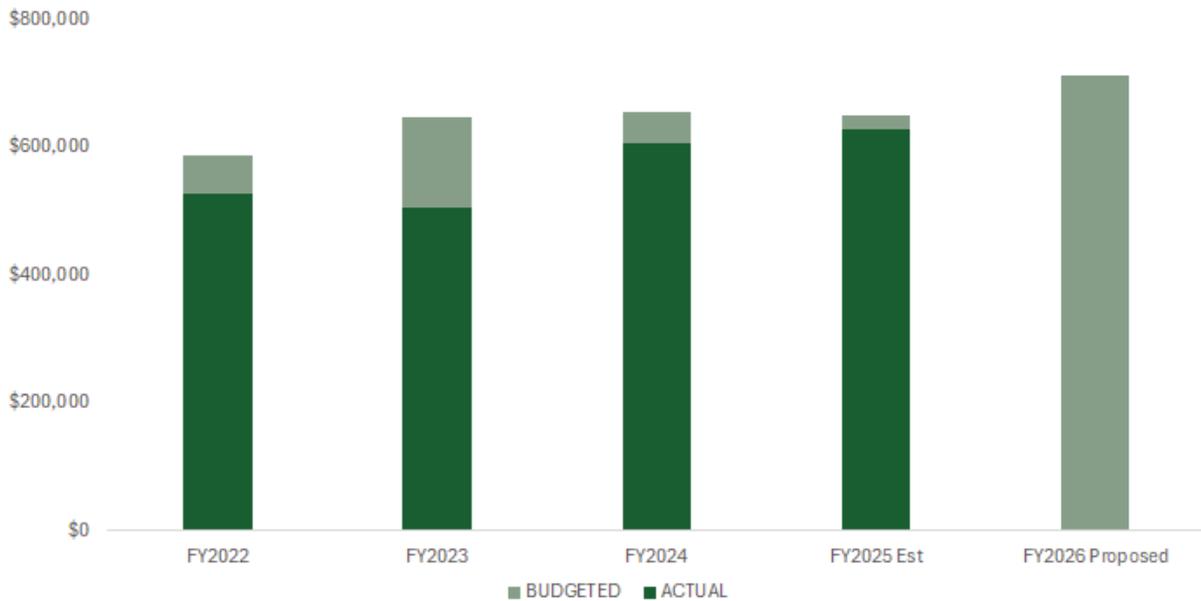
Director

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

Expenditures Summary

711,517 **\$61,875**
(9.5% vs. prior year)

City Clerk Proposed and Historical Budget vs. Actual



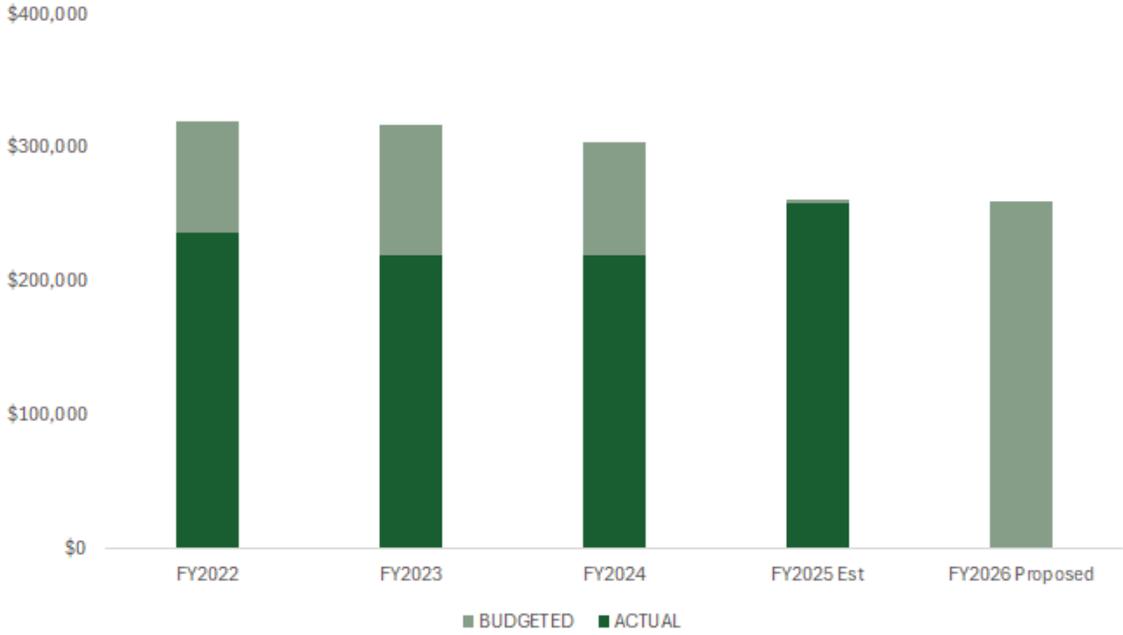
Municipal Court

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

Expenditures Summary

260,007 **-\$1,084**
 (-0.4% vs. prior year)

Municipal Court Proposed and Historical Budget vs. Actual



2025 Strategic Accomplishments

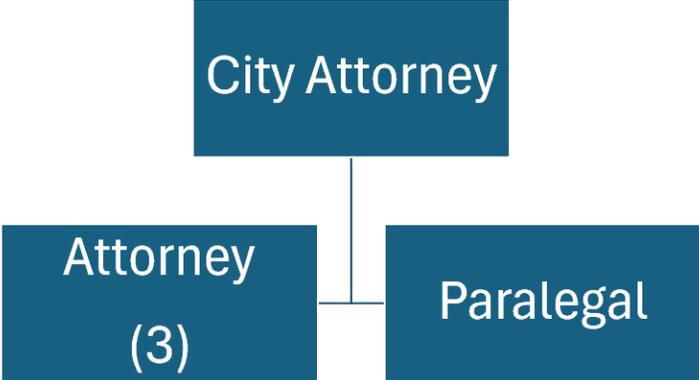
- Became a Passport Acceptance Facility
- Offered an Intern Program to help promote the City Clerk and Municipal Court profession and give students an opportunity to experience a career in the government office setting.
- Processed 600 mailings, 14 publications, and 8 early notice postings related to the multiple economic development projects.
- Court Partnered with the Parks department to offer community service.

2026 Strategic Objectives

- Continue to digitize documents and improve retention education and procedures for documents including electronic documents.
- Review and add additional public access to documents.
- Continue to Centralize City records including paper, electronic and those stored in third party software into Lasefiche.
- Continued implementation of training on City Clerk processes.
- Promote excellence in work produced by the City Clerk and Municipal Court Departments.
- Updated our Emergency Management procedures and implemented a "Go Box" with necessary supplies.

Organizational Chart

Legal



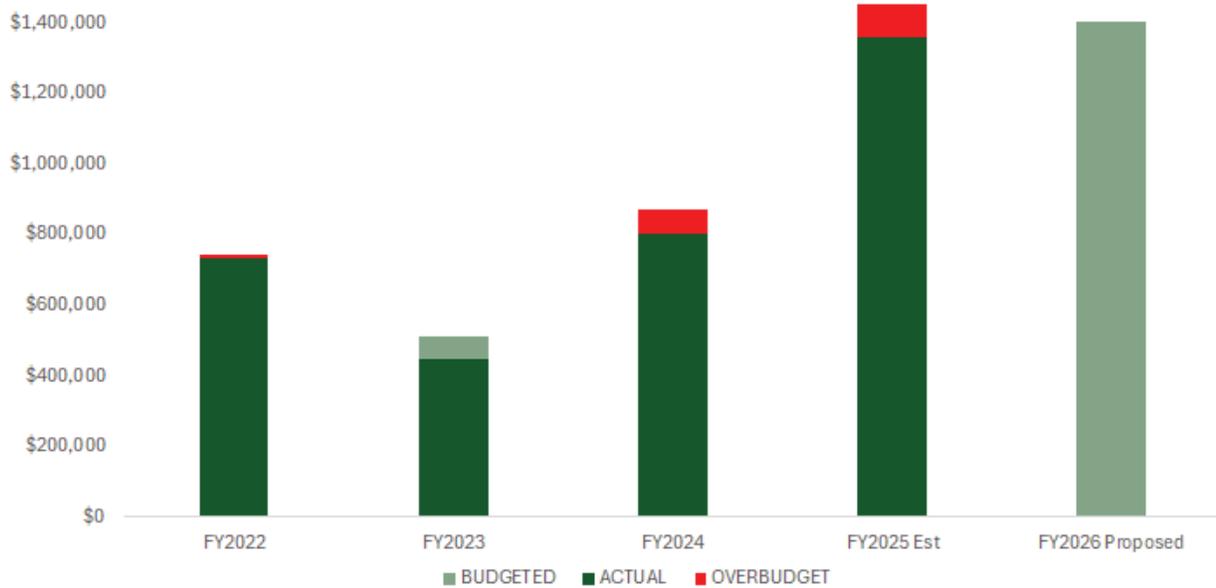
Legal

Solon McGee
City Attorney

Expenditures Summary

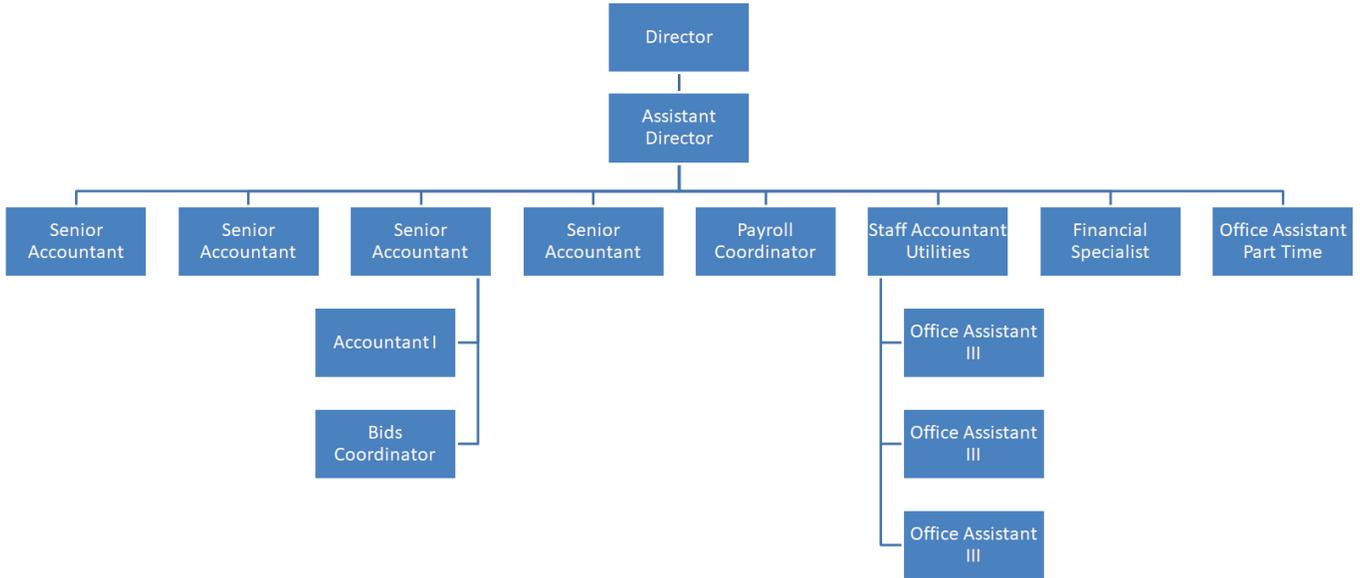
1,404,721 **\$306,881**
(28% vs. prior year)

Legal Proposed and Historical Budget vs. Actual



Organizational Chart

Finance Department



Finance

Allison Ramsey
Director

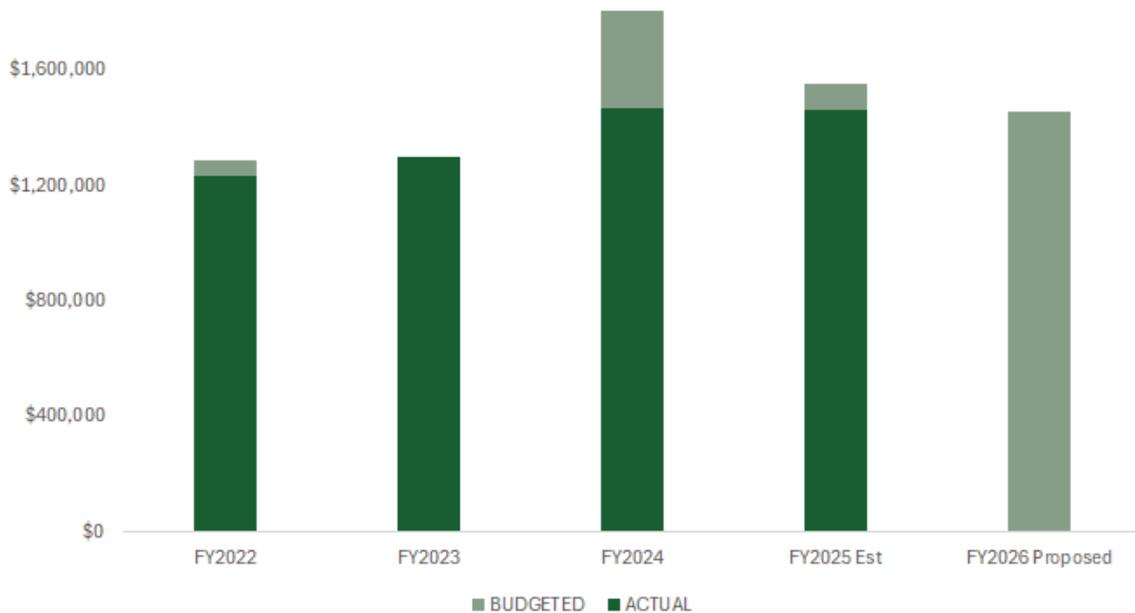
The Finance Department manages the financial transactions of the city. The department also provides various internal services for all departments. Duties include overseeing policies and procedures; internal and external auditing; financial reporting; payroll processing; grant management; accounts payable;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

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

Expenditures Summary

\$1,454,189 **-\$96,145**
(-6.2% vs. prior year)

Finance Proposed and Historical Budget vs. Actual



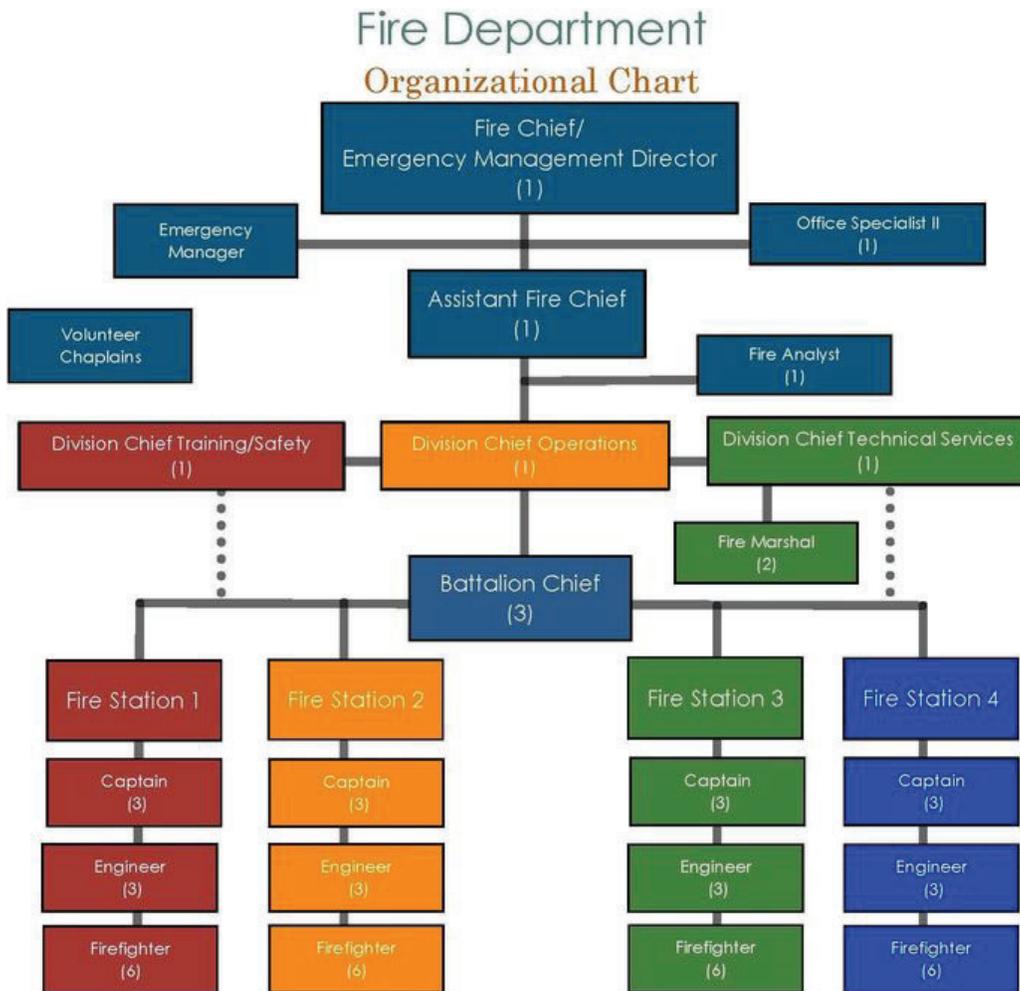
2025 Strategic Accomplishments

- **Instituted Monthly Financial Reviews:** Initiated regular monthly meetings with Department Heads and Administration to review financial statements, ensuring transparency, accountability, and informed decision-making.
- **Streamlined Accounts Payable Workflow:** Implemented new Accounts Payable procedures that improved internal controls and enhanced workflow efficiency.
- **Modernized Accounts Receivable Process:** Deployed a new Accounts Receivable module. The system includes an online portal, allowing customers to view and pay invoices electronically, improving collection timelines and customer convenience.
- **Tourism Tax System Upgrade:** Transitioning Tourism Tax accounts to the Citizenserve platform. This upgrade allows business owners to file and pay remittances online, as well as access their tax history, increasing compliance and accessibility.
- **ERP Implementation Utility Billing:** Initiated the implementation phase of a new ERP system focused Utility Billing module.
- **Cost Savings through Vehicle Procurement:** Achieved cost reductions by managing vehicle purchases internally, eliminating third-party markup and optimizing purchasing strategy.
- **Enhanced Investment Management:** Engaged PMA to oversee the City's investment portfolio, aiming to increase returns on reserve funds through professional management and strategic planning.

2026 Strategic Objectives

- **Launch of Executive Insights Dashboard:** Go live with Executive Insights to enhance financial transparency.
- **Enterprise ERP Transition Utility Billing Module:** Complete the transition to the new Enterprise ERP system for Utility Billing, improving service delivery, data integrity, and customer account management.
- **ACH Implementation for Accounts Payable:** Implement ACH payment capabilities for Accounts Payable to streamline vendor payments, reduce processing costs, and increase efficiency and security.
- **Centralized Procurement Strategy:** Review and enhance current purchasing procedures by centralizing the procurement of operating supplies, standardizing practices, and leveraging bulk purchasing for cost savings.
- **ERP Investment Optimization:** Conduct a comprehensive investment analysis of the new ERP system to ensure all available modules are fully utilized, maximizing return on investment and system effectiveness.

Organizational Chart



Fire

Ted Martin

Chief

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

Our VISION is to Achieve Excellence through Accreditation.

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

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

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

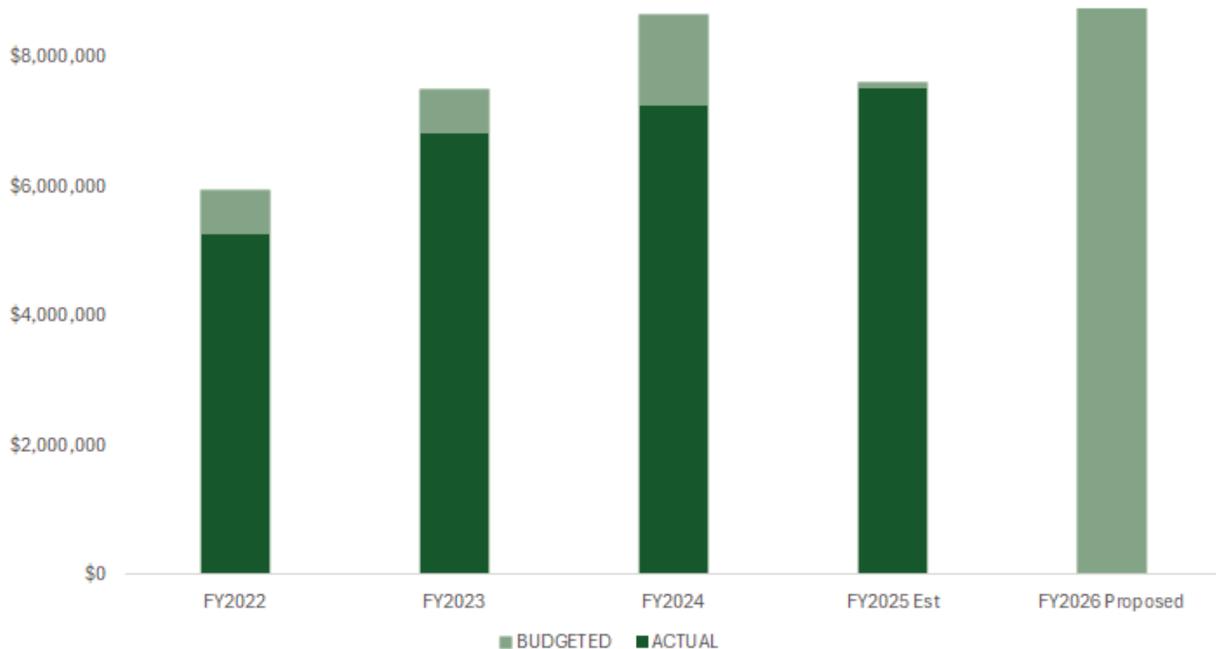
The Technical Services Division is responsible for fire investigation of all accidental and incendiary fires, fire code inspections of new and existing commercial properties, issue special operational use permits, and present fire and life safety education programs.

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

Expenditures

9,331,476 **\$1,715,060**
(22% vs. prior year)

Fire Proposed and Historical Budget vs. Actual

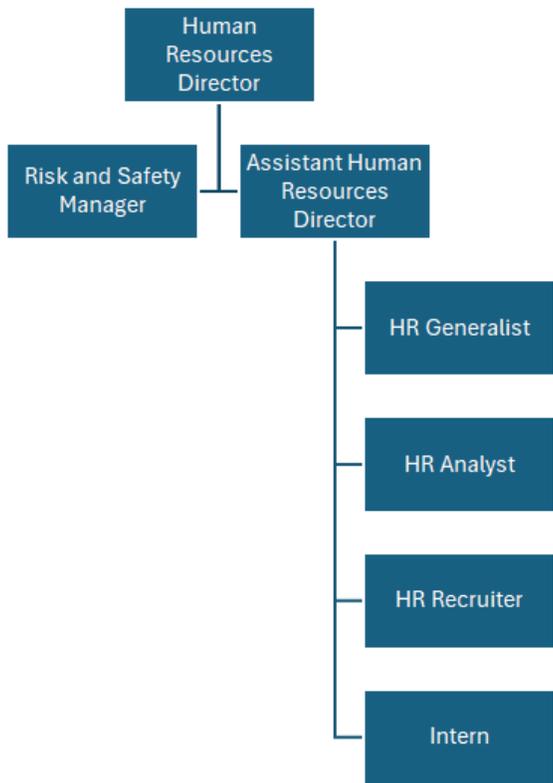


2025 Strategic Accomplishments

- New Pierce Rescue – Engine Ordered (Estimated 44 Months)
- Fire Station 2 Water Intrusion Repairs / Remodel Complete
- Phase II of Concrete Driveway Replacement at Fire Station #3
- Replaced Firefighter Bunker Gear (annual program)
- Technical Rescue Gear Program Completed (1 year in advance)
- Replaced Fire Prevention Division Chief and Fire Prevention Officer Vehicles
- Replaced 1 Outdoor Warning Siren (OWS) and One Damaged OWS Pole
- Staff Functions: Budget Planning, Maintenance & Fire Rescue Equipment
- Our Firefighters - New Recruit Firefighters & Promotions

Organizational Chart

Human Resources



Human Resources

Hayley Hutchins

Director

At the City of Branson, our dedicated workforce goes beyond mere individuals—we are essential service providers who impact the daily lives of Branson's citizens, businesses, and visitors. From maintaining infrastructure to ensuring public safety and managing public funds, our employees play a pivotal role in making Branson a thriving community. The Human Resources Department, entrusted by the Board of Aldermen, plays a critical role in recruiting, hiring, training, and retaining the talented individuals crucial to the city's operations.

In addition to its traditional responsibilities, the Human Resources Department oversees the City's Risk Management, including property/liability and workers' compensation insurance, as well as employee safety programs. Our approach to Risk Management extends beyond insurance and safety measures—it involves fostering an understanding among employees of both positive and negative challenges faced by the City. Subsequently, the department collaborates on devising strategic plans to address these risks, ensuring desired outcomes.

The Human Resources Department also oversees the City's Payroll division. This strategic collaboration streamlines payroll processes and reinforces the cohesion between financial functions and human resources management. This holistic approach provides accurate and timely disbursement of wages and benefits aligning payroll practices with the City's overall mission, values, and compliance standards that exemplify our dedication to a unified and streamlined organizational structure that maximizes the potential for our overall success.

Our Human Resources team comprises educated, experienced, and certified professionals with decades of practical "people" experience. Their collective expertise contributes to the strength and capability of the department, ensuring the effective management of personnel and the successful execution of the City's mission.

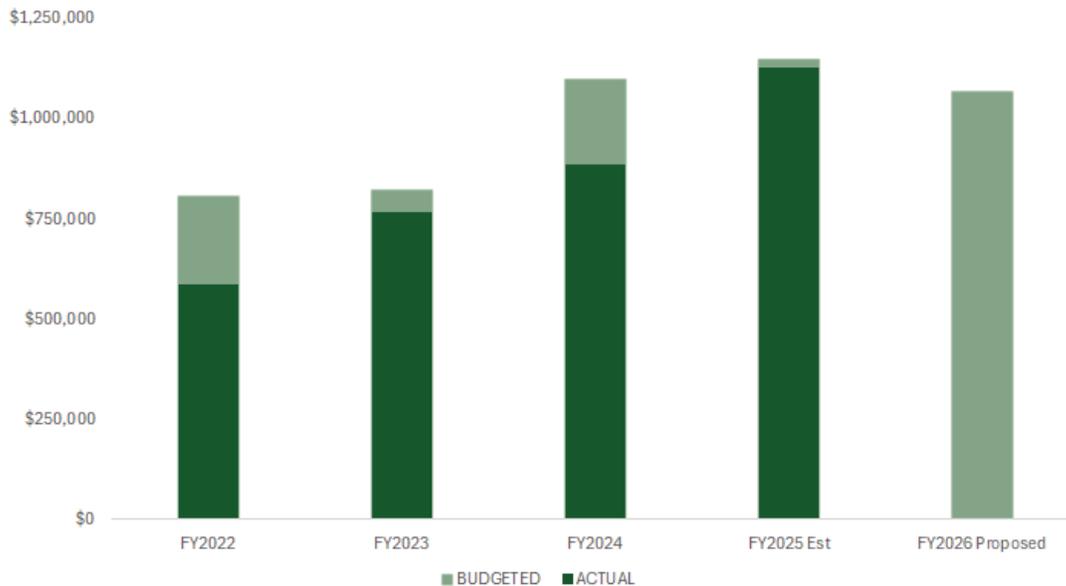
Expenditures Summary

1,070,380

-\$76,870

(-6.7% vs. prior year)

Human Resources Proposed and Historical Budget vs. Actual

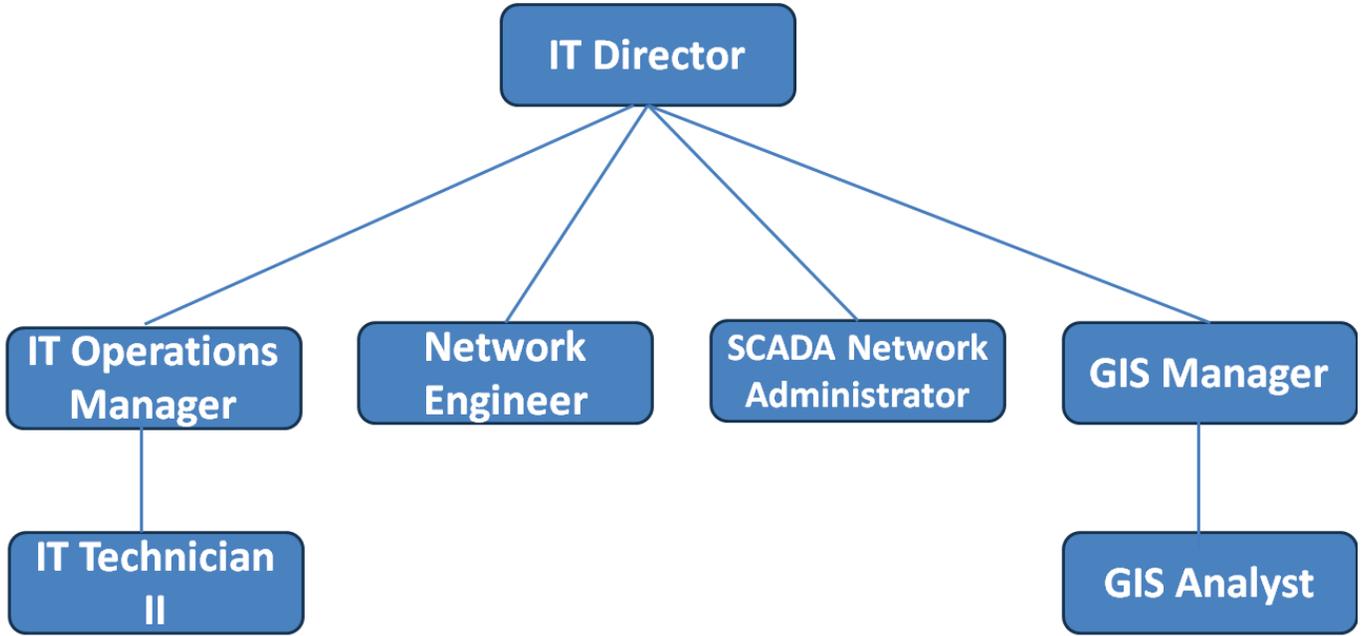


2025 Strategic Accomplishments

- Optimized HR systems, policies, and processes
- Enhanced employee engagement

Organizational Chart

Information Technology



Information Technology

Chad Forster

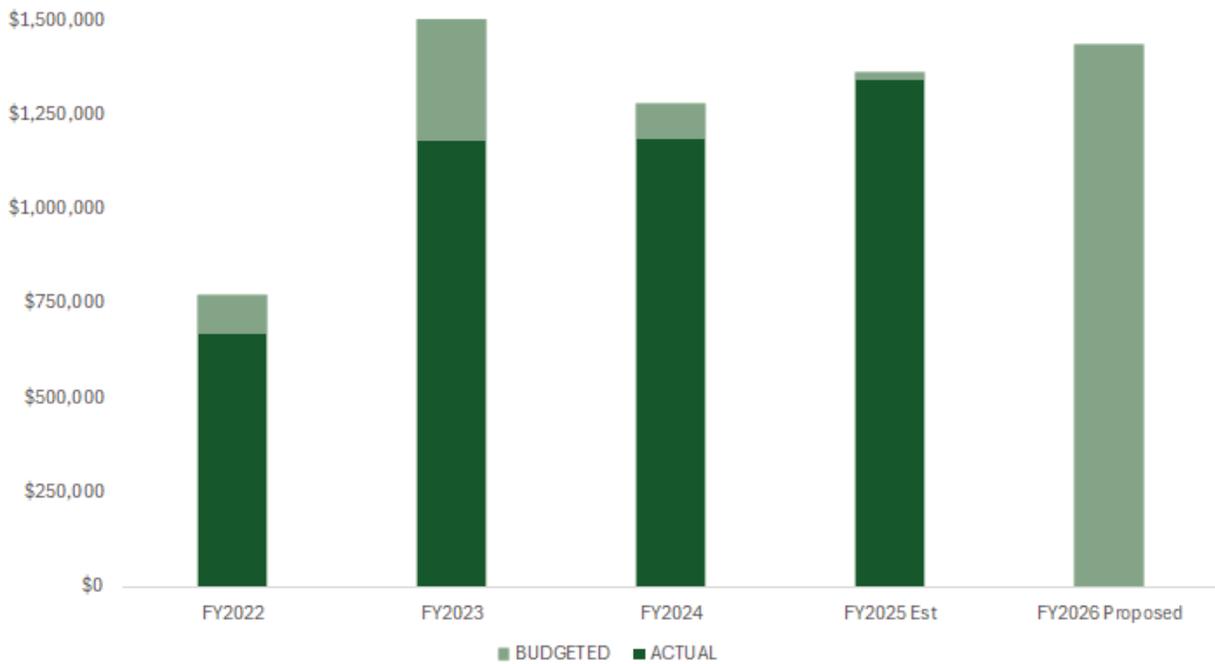
Director

The Information Technology (IT) Department directs and manages the development, deployment and ongoing operations of all information technology services to City departments. These services include geographic information systems (GIS), strategic systems planning, project management, systems analysis, development and deployment, telecom/network infrastructure, technical support, and information security.

Expenditures Summary

1,436,851 **\$77,088**
(5.7% vs. prior year)

Information Technology Proposed and Historical Budget vs. Actual

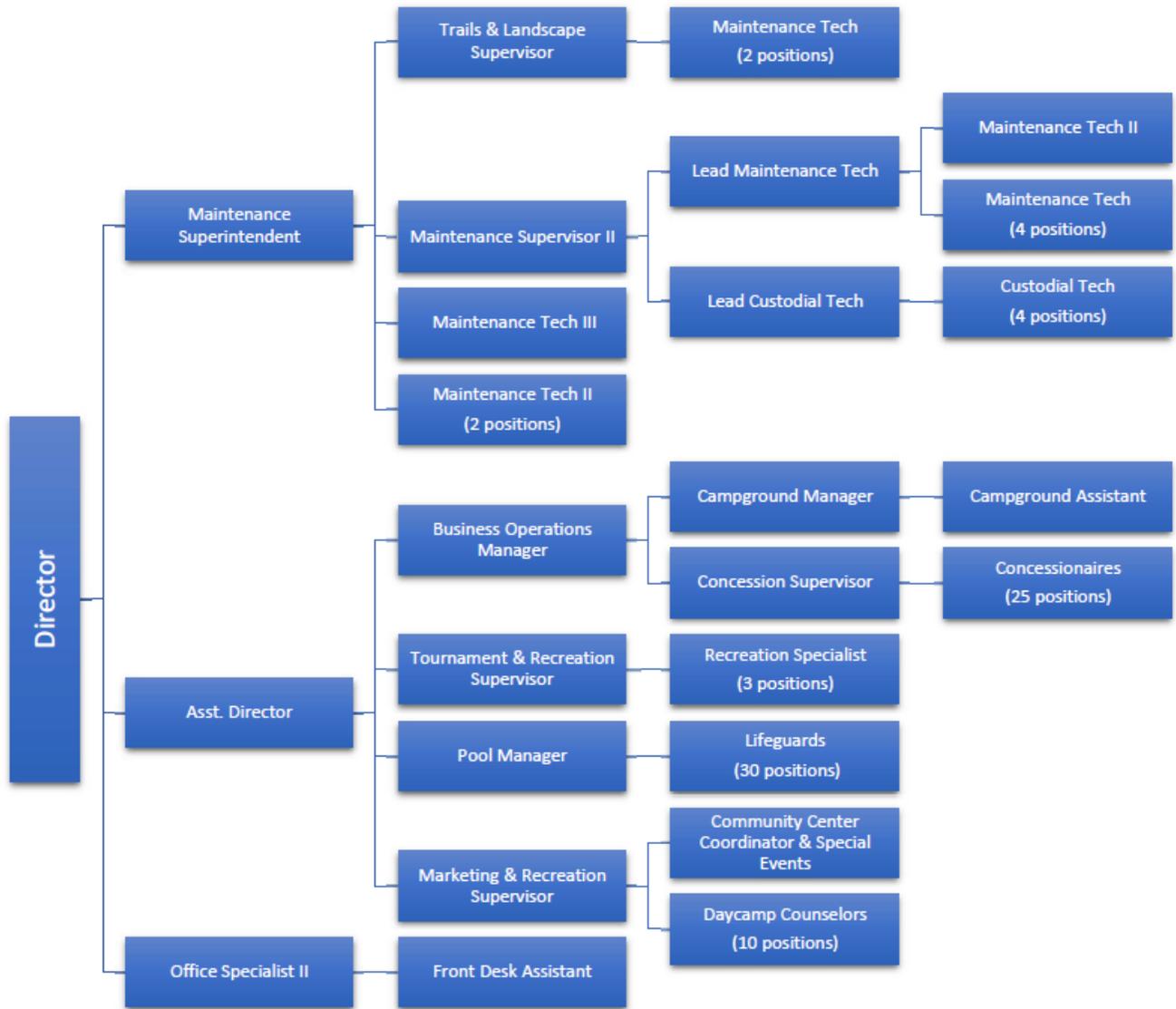


2025 Strategic Accomplishments

- Microsoft Windows Migration
- Utilities software cloud migration
- SCADA Cybersecurity enhancements
- New Police technology infrastructure design and implementation
- New dispatch center technology infrastructure design

Organizational Chart

Parks & Recreation Department



Parks & Recreation

Cindy Shook
Director

Our core mission is to be innovative, and resourceful while working in partnership with citizens to provide recreational opportunities for the enjoyment of our community. We are committed to maintaining quality parks and facilities to enhance the quality of life for the citizens and visitors of Branson.

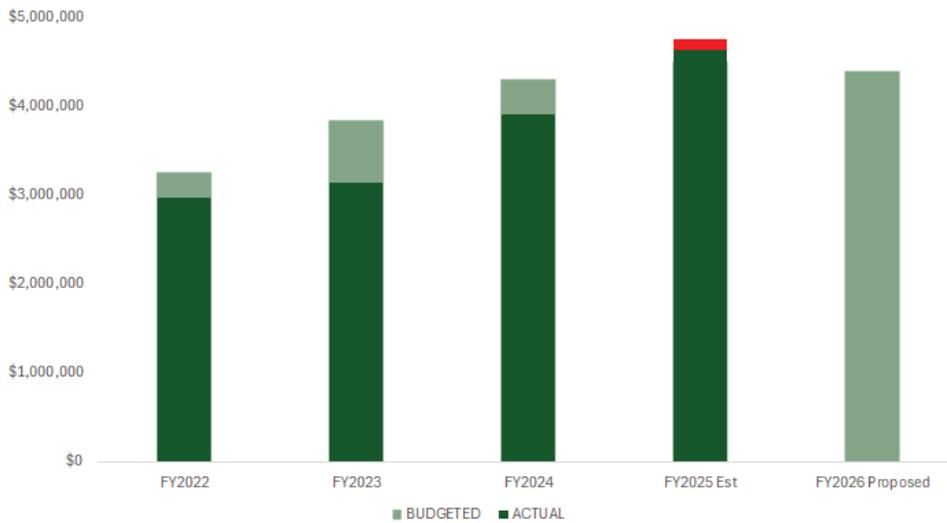
Expenditures Summary

4,388,706

-108,344

(-2.4% vs. prior year)

Parks & Recreation Proposed and Historical Budget vs. Actual



2025 Strategic Accomplishments

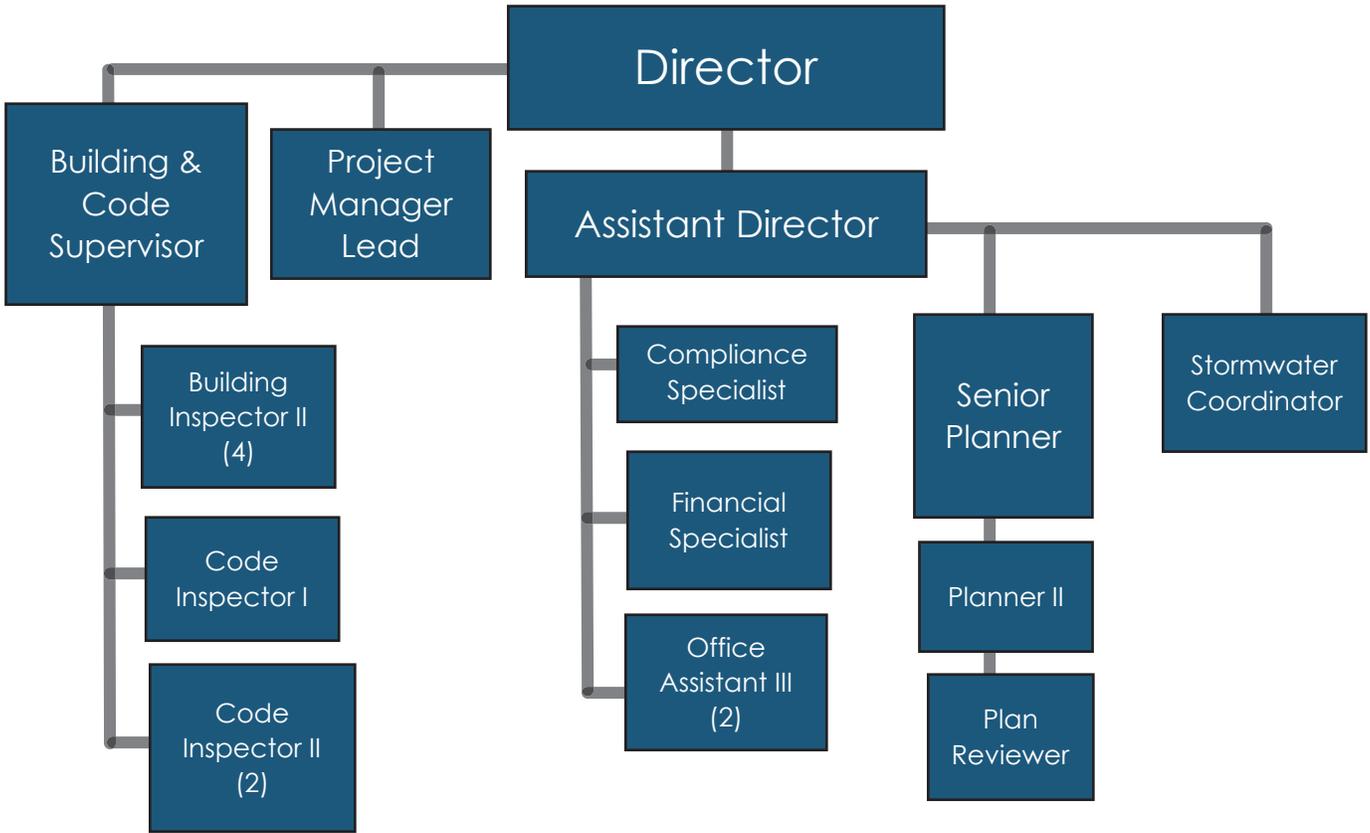
- 6 new college softball tournaments
- New Campground opened
- Installed new playgrounds at Parnell Park and Nygard Park as part of C.A.R.P

2026 Strategic Objectives

- Construct 5 miles of mountain bike trails
- Install a bike course at Stockstill bike for youth bike riders.
- Develop 10 miles of trails from Lakeside to Henning Conservation Area

Organizational Chart

Planning & Development



Planning & Development

Amanda Ross

Director

The Planning and Development Department is organized into five divisions: Planning, Building Services, Administration, Stormwater, and Licensing. Each division plays a vital role in ensuring the safe and efficient use of land within the city, while enhancing the quality of life for residents and creating a functional, attractive, and welcoming community for all.

The **Planning Division** is responsible for managing annexation and zoning requests, special use, temporary use, and special event permits, as well as any requests brought before the Planning and Zoning Commission, the Board of Adjustment, or the Board of Aldermen. This division plays a key role in strategic planning and performance measures for the city while engaging with the community through neighborhood meetings. The Planning Division also oversees the review and enforcement of subdivision, zoning, and landscaping codes, working closely with developers, landowners, and businesses to promote orderly development. Additionally, responsibilities include reviewing plats, landscape activities, and providing education to residents and businesses on proper vegetation management and care.

The **Building Services Division** is a combination of the former Building Code Division and Building Safety Division, bringing together responsibilities for construction activities and the safety of existing buildings within the city limits. This division ensures the health, safety, and welfare of the community by reviewing and inspecting both new construction projects and existing buildings.

For new construction, the division enforces the minimum standards established by the International Code Council, as adopted by the City. During the review process, submitted plans-whether from citizens or design professionals-are carefully evaluated for compliance with adopted codes. The inspection process then ensures projects are executed in accordance with the approved plans.

For existing buildings, the division focuses on ensuring structures are safe for residents and guests to occupy. Additionally, the Building Services Division oversees the review and inspection of sign requests. While the Police Department will continue to manage property-related nuisance complaints and compliance, the Building Services Division remains dedicated to safeguarding life and property by mitigating potential hazards and promoting safety throughout the city.

The **Administration Division** manages the day-to-day operations of the department, including receiving, processing, and issuing applications and permits. This division is also responsible for maintaining departmental records and assisting with walk-in customers and phone inquiries. Additionally, the Administration Division oversees budget management and payroll while providing essential support to the Planning and Building Services Divisions. Serving as a vital liaison, this division facilitates communication between customers, staff, and various boards to ensure efficient and responsive service delivery.

The **Stormwater Division** is responsible for monitoring and regulating water quality and quantity impacts resulting from new developments and everyday activities within the city limits. Key responsibilities include the review, inspection, and implementation of Best Management Practices (BMPs) to ensure compliance with the City's Municipal Separate Storm Sewer System (MS4) plan and coordination with the Missouri Department of Natural Resources (DNR). By observing and addressing the impact on local water bodies, the Stormwater Division works to build a stronger, more resilient community while fostering effective communication and regulatory adherence.

The **Licensing Division** is responsible for overseeing the issuance, renewal, and compliance of business licenses, ensuring that all businesses operating within the city meet the established regulations and standards. This division manages the review and processing of license applications, verifies compliance with applicable codes, and maintains accurate records. Additionally, the Licensing Division provides support to business owners by offering guidance on licensing requirements and addressing inquiries to facilitate a smooth and efficient process.

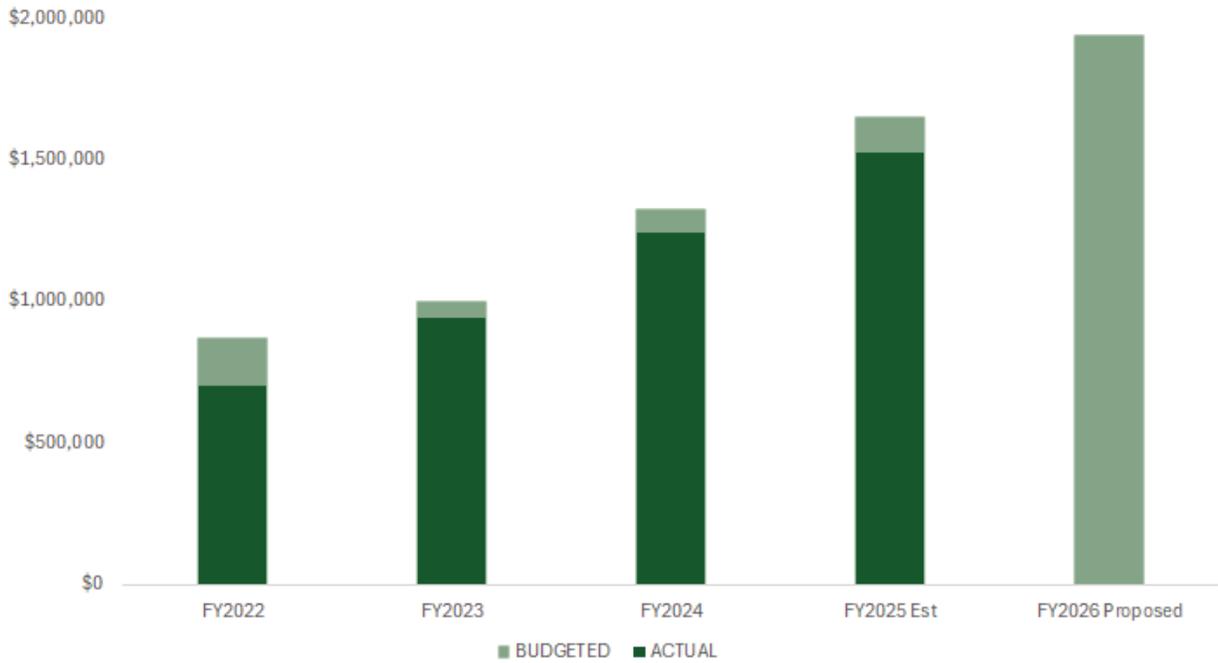
Expenditures Summary

1,939,711

\$290,357

17.6% vs. prior year)

Planning & Development Proposed and Historical Budget vs. Actual



2025 Strategic Accomplishments

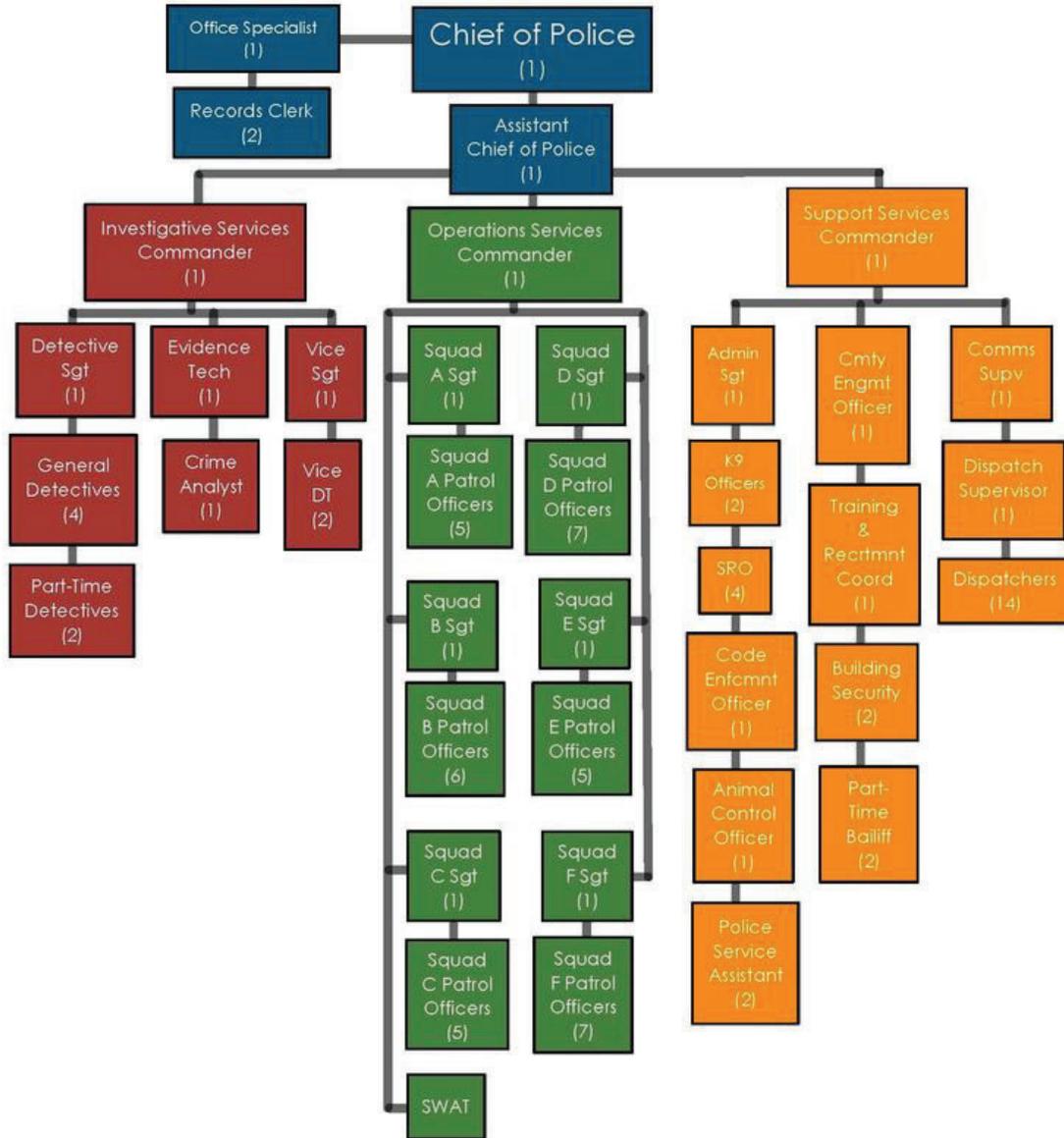
- Rebuilt permitting platform
- Red-tape reduction via adopted ordinances across planning, building, and Licensing
- Moved Licensing under Planning & Development
- Board & Appeals process improvement
- Amended Dangerous Building to expedite abatement and board up standards.

2026 Strategic Objectives

- Launch the Revolving Loan Fund for demolition and critical safety repairs
- Launch Online licensing module

Organizational Chart

Police Department Organizational Chart



Police

Eric Schmitt

Chief

The Police Department is comprised of three (3) divisions: Patrol, Investigations, and Support Services. These divisions work collaboratively to ensure and promote the safety and service of the residents and visitors in the City of Branson. The Branson Police Department's operational philosophy is to improve community safety and service through a combination of enforcement, education, and community partnerships. Put simply, the agency prefers to prevent crime as opposed to reacting after it occurs. The daily goal of the men and women of the department is to help "make it better" by collaborating with our residents and visitors.

The Patrol Division consists of Uniformed Patrol, SWAT, School Resource Officers (SRO) and canine (K9) units. This component also investigates vehicle accidents and conducts preliminary investigations into reported crime. Personnel assigned to this division:

- Respond to all calls for service and complete appropriate reports
- Participate in and direct community-oriented policing activities
- Patrol, problem solve and serve assigned areas of the city
- Conduct minor investigations of reported crimes and submit these cases to the municipal or county prosecutors for the appropriate charges
- Investigate vehicular accidents
- Respond to high-risk incidents utilizing special tactics and weapons
- Conduct drug "sniffs" of suspect vehicles or locations
- Assist with search and rescue and tracking of suspects with specially trained dogs
- Assist investigators and other partner agencies in their operations
- Team with private entities for active threat evaluation and response training
- Partner with Branson Schools and manage all School Resources Officer related duties
- Provide bailiff services for Branson Municipal Court and security for all Board of Aldermen meetings

The Investigations Division consists of General Detectives, Vice (drug, prostitution, gambling, etc.), Evidence, Crime Analysis, and Electronic Forensics. This unit is responsible for assuming complex or serious investigations, as well as assisting patrol and other regional agencies with their investigations. Personnel assigned to this division:

- Conduct criminal investigations and submit all criminal case reports to the Prosecuting Attorney, federal or state agencies or municipal prosecutor for prosecution
- Is a member of the Combined Multi-Jurisdictional Enforcement Team (COMET) and conducts all narcotic related investigations
- Conducts gambling, prostitution, and other "vice" related investigations
- Responsible for all major crime scenes and subsequent investigation
- Investigate missing persons cases
- Maintain local, state, and Federal partnerships to ensure all criminal cases are thoroughly investigated
- Coordinate with the Prosecuting Attorney and Courts to secure warrants, serve them, and apprehend suspects
- Supervise all evidence and property collected and ensures it is handled and stored in accordance with State Statute and processed by the Crime Lab as needed
- Analyze Branson and regional crimes and activities to identify trends and assist detectives or patrol in targeting problem areas, preventing crime or identifying suspects

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

Personnel assigned to this division:

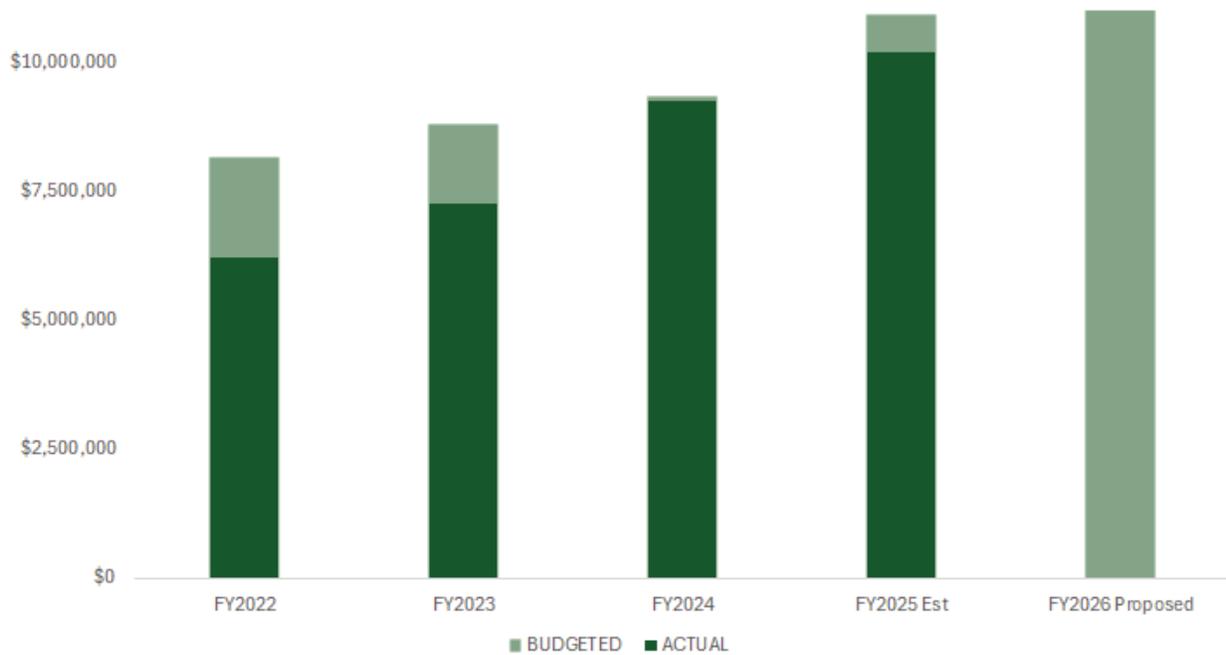
- Planning and executing crime prevention programs and initiatives designed to detect and apprehend suspects, and to protect and recover property
- Coordinate with patrol to provide special event safety and traffic control
- Receive and dispatch all Police and Fire 911 Emergency and Non-Emergency calls for service
- Provide all Animal Control services for the City of Branson
- Conduct proactive engagements with hotel properties and manage the hotel tier system per city ordinance

- Plan and provide all commissioned and professional staff related training
- Manage all personnel recruiting and background investigations throughout the hiring process
- Coordinates all Chaplain and citizen volunteer programs and services
- Conduct commercial and residential inspections; resulting in neat, clean, presentable, and safe premises, which meet or exceed the minimum property maintenance code requirements
- Enforce city codes to eliminate neighborhoods full of debris, overgrown or littered lots, abandoned or derelict vehicles, and other property maintenance violations that result in keeping Branson beautiful

Expenditures Summary

11,148,468 **\$208,303**
(19% vs. prior year)

Police Proposed and Historical Budget vs. Actual



2025 Strategic Accomplishments

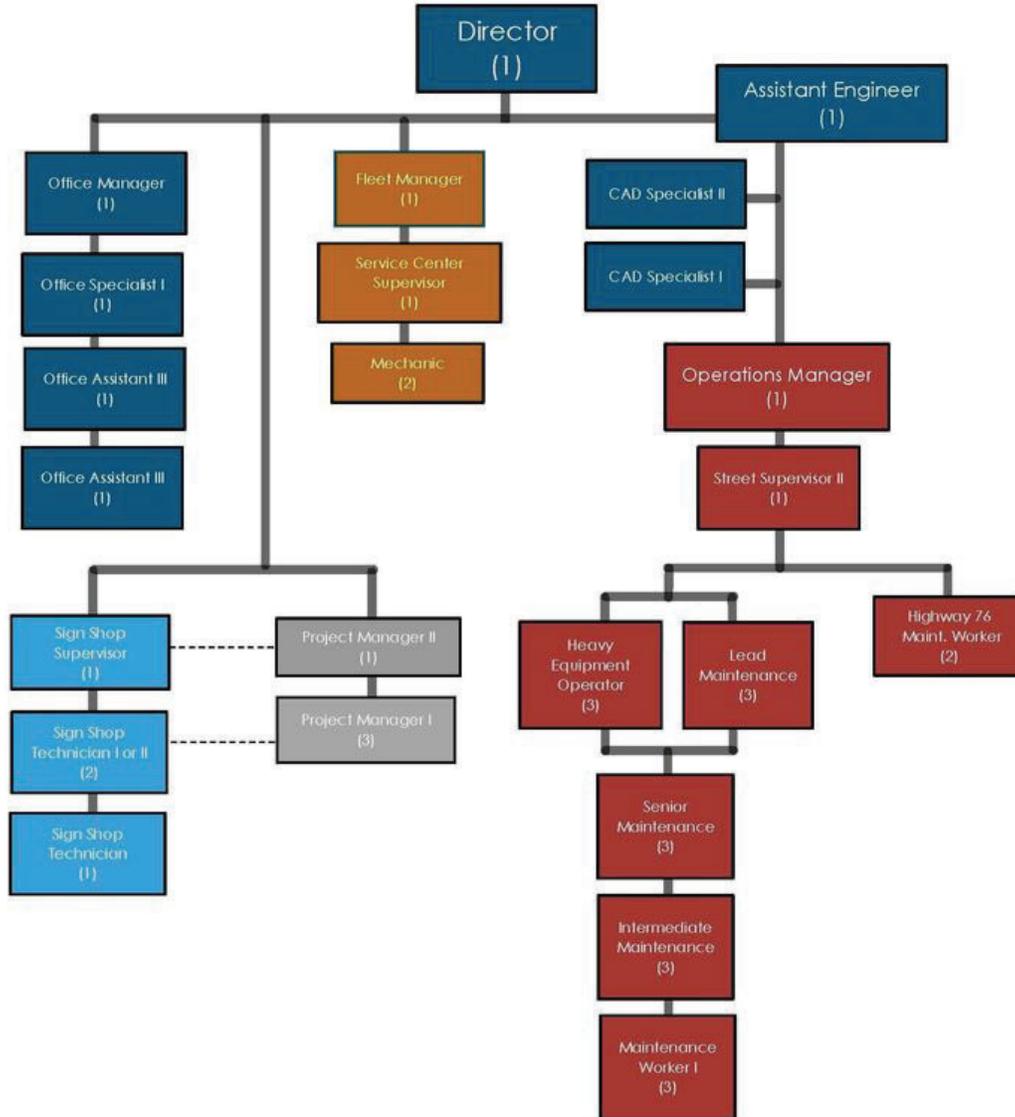
- Completion of new Police facility
- Build out of new Dispatch center
- Implementation of Pro Phoenix new CAD/RMS

2026 Strategic Objectives

- Update patrol vehicles
- Replace the following SWAT and Officer safety equipment
 - Ballistic Vest
 - RTS Shields
 - Breaching Kit
 - Helmet Comms System

Organizational Chart

Public Works & Engineering Department Organizational Chart



Public Works & Engineering

Michael Woods

Director

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

The Public Works Division is responsible for a wide range of tasks aimed at maintaining and improving the infrastructure and environment of Branson. The department's primary goal is to ensure the city remains a safe and attractive destination for both residents and visitors.

- **Road Maintenance:** Repairing and maintaining 265 lane miles of roadway, storm sewer installation and maintenance, pavement striping and right-of-way maintenance.
- **Traffic Signal Maintenance:** Regular inspections, repairs and troubleshooting, upgrades and timing adjustments of the city's traffic signals.
- **Safety:** Addressing road hazards, maintaining signage, and making sure public spaces are safe for everyone.
- **Winter Services:** Snow and ice removal from roads and walkways during winter months.
- **Street Cleaning:** Keeping public areas clean, including sweeping streets and public spaces.
- **Emergency Response:** Helping with emergency situations related to infrastructure, such as broken water mains, traffic accidents, or public health concerns.

In essence, the Public Works Division is critical for keeping the city functional, safe, and aesthetically appealing, while supporting the needs of both residents and visitors.

Fleet maintenance division is a crucial aspect of public works, as it ensures that the vehicles and equipment used by the city for various operations are reliable, safe and functional. This includes maintaining a wide variety of vehicles such as fire trucks, police cars, snowplows and utility vehicles.

- **Regular Inspections:** Performing routine checks on vehicles and equipment to identify potential issues before they become major problems. This can include engine checks, brake inspections, tire wear, and fluid levels.
- **Preventive Maintenance:** Scheduling regular maintenance activities like oil changes, filter replacements, brake adjustments, and tire rotations. Preventive measures help extend the lifespan of municipal vehicles and reduce unexpected breakdowns.
- **Repairs:** Addressing mechanical, electrical, and body issues that arise from normal wear and tear or accidents. This includes engine repairs, transmission work, and fixing damaged body parts.
- **Inventory Management:** Keeping track of vehicle parts, fluids, and other supplies needed for maintenance and repairs. This includes managing stock levels and ordering replacement parts when necessary.
- **Vehicle Replacement:** Assessing the condition of vehicles and determining when they should be replaced due to age, excessive repair costs, or inefficiency. This helps to maintain a reliable fleet without excessive downtime.
- **Record Keeping:** Documenting all maintenance and repairs conducted on each vehicle. This helps track maintenance schedules, warranties, and service history, which is essential for planning future replacements or upgrades.
- **Fuel Management:** Monitoring and managing fuel use, including ensuring that vehicles are running efficiently and using environmentally friendly practices when possible.

Effective fleet maintenance ensures that a municipality's public works operations run smoothly, allowing services like emergency response, road maintenance, waste management, and more to function efficiently and without disruption.

The Engineering Division is responsible for planning, designing and overseeing the construction and maintenance of public infrastructure. These efforts encompass the entire life span of such projects from design to property acquisition, to construction. This division ensures that the city's infrastructure meets safety standards, is functional and can accommodate future growth.

- **Streets Design and Planning:** Designing and planning new roads, bridges, and intersections, and overseeing their construction and maintenance.
- **Construction Oversight:** Overseeing construction projects to ensure that they are completed on time, within budget, and to the required specifications. Ensuring that construction materials and workmanship meet

municipal standards and conducting inspections during construction. Reviewing construction permits for compliance with local building codes, zoning regulations, and other laws.

- **Capital Improvement Projects (CIP):** Developing and prioritizing the municipality's capital improvement projects. Working with other departments to secure funding (through grants, bonds, or local taxes) for infrastructure projects.
- **Surveying and Data Collection:** Conducting surveys to assess land and existing infrastructure to inform design decisions.
- **Public Engagement and Communication:** Engaging with residents, business owners, and other stakeholders to ensure that their needs and concerns are considered in the planning and design of infrastructure projects.
- **Grant Writing and Funding:** Identifying opportunities for state or federal funding and writing grant proposals to support infrastructure projects.
- **Traffic Studies and Transportation Planning:** Conducting traffic studies to understand patterns, safety concerns, and areas needing improvements (e.g., new signals, road expansions, or pedestrian crossings).
- **Emergency Response and Disaster Recovery:** Planning for future infrastructure needs and potential disasters to ensure the community can recover quickly in emergencies.

The Engineering Division plays a central role in shaping the physical environment of Branson, ensuring that infrastructure is both functional and sustainable while contributing to the safety, accessibility and overall quality of life for residents and visitors.

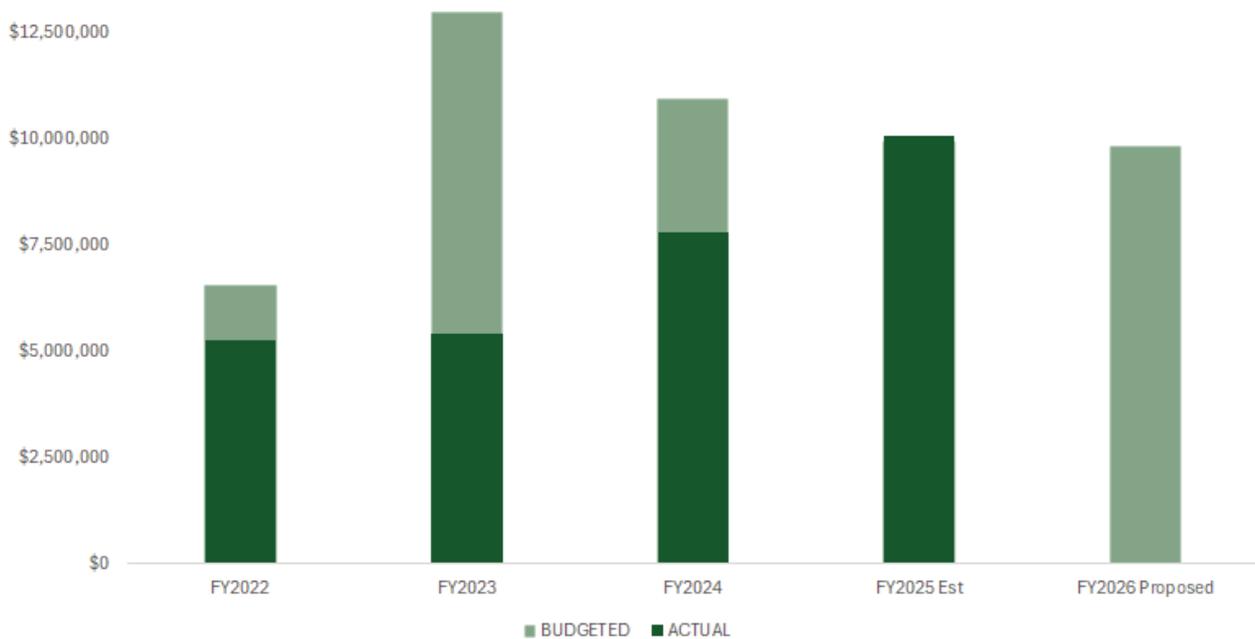
Expenditures Summary

9,835,429

-\$108,839

(-1% vs. prior year)

Public Works & Engineering Proposed and Historical Budget vs. Actual



2025 Strategic Accomplishments

- **Historic Downtown Streetscape** Phase 4 Construction
- **Branson Police Building** Construction & Contract Administration
- **Fire Station 2 Remodel** Design & Construction
- **Fire Station 3** Driveway Removal, Roof
- **Dispatch** Design & Construction at Pacific Tower
- **Hwy. 76 & 165** Design Intersection
- **W. 76 Country Blvd -**
 - Securing All Easements for W. 76 Country Blvd Segments 1 & 2
 - Securing all TAP Grants & W. 76 Country Blvd Environmental Clearance
 - Completion of Plans W. 76 Country Blvd. Segments 1 & 2

2026 Strategic Objectives

- W. 76 Country Blvd. Segments 1 & 2 Construction
- 2026 Mill & Overlay Including Neighborhood Water Improvements
- TAP Grant Hawke Pedestrian Crosswalk Construction Segments 1, 2 & 3
- Cliff Drive Stormwater Improvements (ARPA Grant)
- Branson Hills Parkway Lighting Improvements
- Branson Landing Blvd Lighting Improvements
- Pat Nash Drive Lighting Improvements
- Commercial St. & Branson Landing Blvd. Intersection Design
- Traffic Signal Controller Upgrades
- Shepherd of the Hills Bridge Maintenance

Utilities

Kendall Powell

Director

The Utilities Department is structured with four divisions: Administrative, Water Treatment, Wastewater Treatment and Water Distribution/Wastewater Conveyance. These divisions are responsible for the operation of all City water and wastewater infrastructure. With sixty employees the department handles a variety of functions daily including customer service for approximately 4,500 water and 8,800 wastewater customers.

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

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

The Utilities Water Distribution/Wastewater Conveyance Division is responsible for maintenance and repair of more than 100 miles of water distribution mains and over 200 miles of sewer collection mains. This division also maintains the water metering system for all City water customers and oversees an on-going water meter change-out program. Water meters in the City's water system are read monthly through automated meter reading. This division also pursues an active water and sewer main repair program. The Water Distribution crews repair numerous water main breaks which occur each year and make sure fire hydrants are functioning properly. Wastewater Conveyance crews flush and clean sewer mains on a scheduled basis and utilizes camera recording equipment to inspect the internal condition of sewer mains. This division also maintains a program to insert liners into existing clay pipe sewer mains to limit unwanted groundwater from entering the sewer collection system, thus reducing the potential for sewer back-ups and overflows.

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

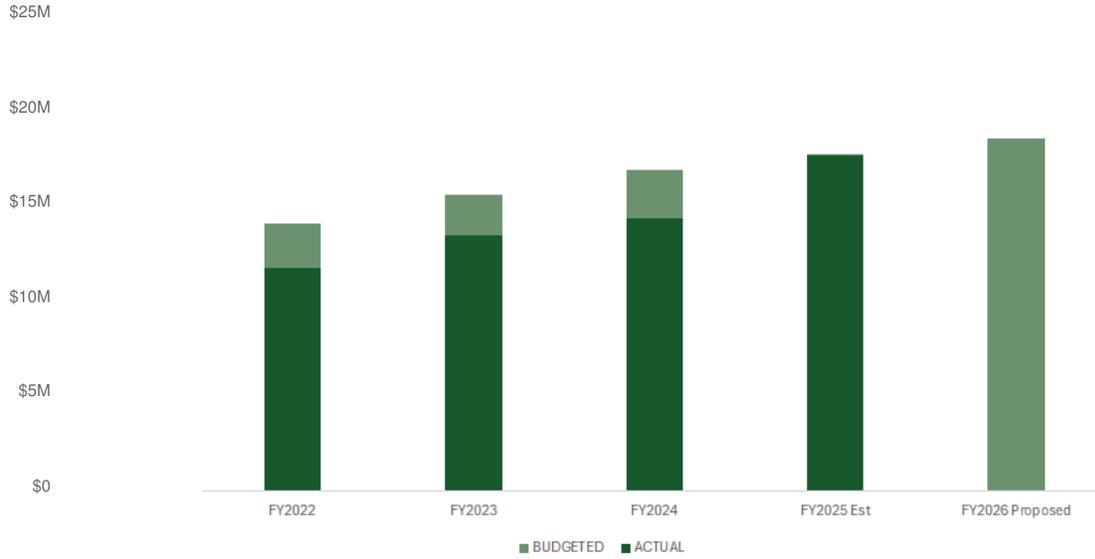
Expenditures Summary

19,978,193

853,505

(4% vs. prior year)

Utilities Proposed and Historical Budget vs. Actual



2025 Strategic Accomplishments

- Replaced PLC Network Switches
- Updated Water & Wastewater Master Plan
- Rec Plex Tower Rehab
- Completed the Compton Drive project
- Hiawatha Heights Improvements
- Lakeview Estates Improvements
- Advanced Metering Infrastructure

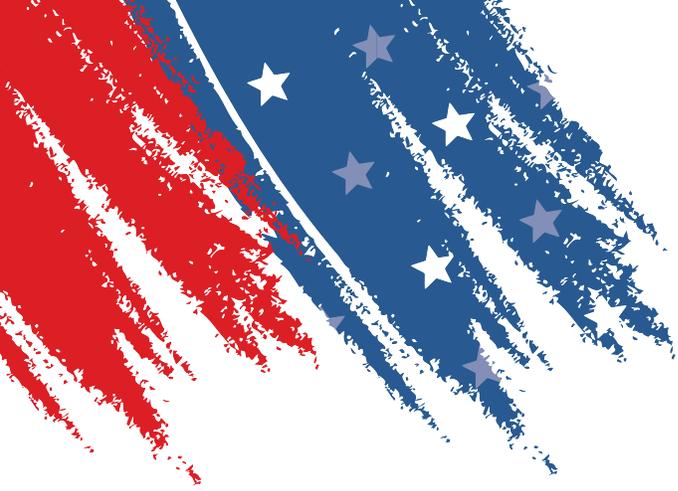
2026 Strategic Objectives

- Cooper Creek Wastewater Treatment Expansion - Engineering
- Lift Station #30 High Head Pump System & Equalization Basin - Engineering
- Lakeview Estates Neighborhood Water System Improvements - Construction



FUND SUMMARIES





FUND

SUMMARIES



OPERATING & INTERNAL
SERVICE FUNDS



FUND SUMMARY

General Fund - 101

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	10,061,721.51	13,270,608.78	12,275,628.86
Net Surplus/(Deficit)	3,208,887.27	(994,979.92)	171,234.46
Reserve Requirement	(4,909,771.55)	(5,939,341.89)	(5,473,284.73)
Fund Balance	8,360,837.23	6,336,286.98	6,973,578.59

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
E	(24,548,857.77)	(29,696,709.43)	(27,366,423.67)
CONTRACTUAL	(4,856,891.60)	(5,597,436.84)	(5,230,874.00)
COMMODITIES	(307,663.96)	(386,958.06)	(368,775.00)
CAPITAL	-	-	-
HR SERVICES	(6,644,974.99)	(7,669,947.80)	(8,812,774.67)
DEBT SERVICES	-	-	-
TRANSFER OUT	(12,647,855.22)	(16,042,366.73)	(12,954,000.00)
MAJOR CAPITAL	(91,472.00)	-	-
R	27,757,745.04	28,701,729.52	27,537,658.13
CHARGES FOR SERVICES	1,643,986.78	1,558,663.00	1,691,110.00
TAXES	21,913,424.66	20,811,929.76	21,172,626.00
LICENSES & PERMITS	1,400,028.39	1,491,608.90	1,234,751.21
LEASES & RENT	1,455,050.15	1,484,344.85	1,479,500.00
INTERGOVERNMENTAL	-	-	-
INTEREST INCOME	968,304.82	968,304.82	987,670.92
MISCELLANEOUS	133,867.10	579,594.18	17,000.00
TRANSFERS IN	243,083.14	1,807,284.00	955,000.00
Grand Total	3,208,887.27	(994,979.92)	171,234.46

FUND SUMMARY

General Fund ISF - 405

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	4,401,926.00	3,889,436.12	4,747,807.52
Net Surplus/(Deficit)	(512,489.88)	858,371.40	(4,041,630.00)
Fund Balance	3,889,436.12	4,747,807.52	706,177.52

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(224,730.52)	(1,441,628.60)	(1,791,630.00)
COMMODITIES	-	-	-
CAPITAL	(224,730.52)	(1,441,628.60)	(1,791,630.00)
DEBT SERVICES	-	-	-
Transfer In	-	3,000,000.00	-
TRANSFERS IN	-	3,000,000.00	-
Transfer Out	(287,759.36)	(700,000.00)	(2,250,000.00)
TRANSFER OUT	(287,759.36)	(700,000.00)	(2,250,000.00)
Grand Total	(512,489.88)	858,371.40	(4,041,630.00)

FUND SUMMARY

Transportation Fund - 205

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	8,027,259.00	7,522,594.37	6,361,882.93
Net Surplus/(Deficit)	(504,664.63)	(1,160,711.44)	217.33
Reserve Requirement	(1,925,498.38)	(2,092,354.54)	(1,861,156.53)
Fund Balance	5,597,095.99	4,269,528.40	4,500,943.73

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(5,825,036.76)	(6,157,961.62)	(5,323,782.67)
CONTRACTUAL	(2,793,584.21)	(2,494,847.20)	(1,585,150.00)
COMMODITIES	(953,916.44)	(1,631,187.10)	(1,145,135.00)
CAPITAL	(80,074.70)	-	-
HR SERVICES	(1,997,461.41)	(2,031,927.32)	(2,593,497.67)
MAJOR CAPITAL	-	-	-
Revenue	9,122,827.29	9,301,061.24	9,306,000.00
TAXES	8,366,705.78	8,609,964.63	8,689,000.00
INTERGOVERNMENTAL	-	-	-
INTEREST INCOME	118,735.44	116,864.61	117,000.00
MISCELLANEOUS	637,386.07	574,232.00	500,000.00
Transfer In	-	-	-
TRANSFERS IN	-	-	-
Transfer Out	(3,802,455.16)	(4,303,811.06)	(3,982,000.00)
TRANSFER OUT	(3,802,455.16)	(4,303,811.06)	(3,982,000.00)
Grand Total	(504,664.63)	(1,160,711.44)	217.33

FUND SUMMARY

Transportation ISF - 404

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	534,035.00	993,521.54	1,409,360.79
Net Surplus/(Deficit)	459,486.54	415,839.25	(451,000.00)
Fund Balance	993,521.54	1,409,360.79	958,360.79

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(70,513.49)	(46,160.75)	(881,000.00)
COMMODITIES	210,991.00	-	-
CAPITAL	(281,504.49)	(46,160.75)	(881,000.00)
DEBT SERVICES	-	-	-
Transfer In	530,000.03	462,000.00	430,000.00
TRANSFERS IN	530,000.03	462,000.00	430,000.00
Grand Total	459,486.54	415,839.25	(451,000.00)

FUND SUMMARY

Parks & Recreation Fund - 230

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	994,403.00	517,765.76	16,132.35
Net Surplus/(Deficit)	(476,637.24)	(501,633.41)	23,193.75
Fund Balance	517,765.76	16,132.35	39,326.10

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(3,902,507.09)	(4,561,428.25)	(4,388,706.25)
CONTRACTUAL	(796,455.07)	(1,043,325.00)	(921,470.00)
COMMODITIES	(375,030.90)	(438,264.00)	(444,450.00)
CAPITAL	(335,634.28)	(95,351.00)	(45,000.00)
HR SERVICES	(2,344,567.64)	(2,984,488.25)	(2,977,786.25)
DEBT SERVICES	(50,819.20)	-	-
Revenue	5,465,516.71	3,009,794.84	3,361,900.00
CHARGES FOR SERVICES	2,323,061.98	2,570,427.90	2,887,870.00
TAXES	50,865.30	40,000.00	40,000.00
LEASES & RENT	145,766.43	145,366.94	151,680.00
INTERGOVERNMENTAL	-	-	-
MISCELLANEOUS	2,945,823.00	254,000.00	282,350.00
Transfer In	1,080,000.00	1,050,000.00	1,050,000.00
TRANSFERS IN	1,080,000.00	1,050,000.00	1,050,000.00
Transfer Out	(3,119,646.86)	-	-
TRANSFER OUT	(3,119,646.86)	-	-
Grand Total	(476,637.24)	(501,633.41)	23,193.75

FUND SUMMARY

Parks & Recreation ISF - 403

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	565,710.00	481,461.29	445,223.01
Net Surplus/(Deficit)	(84,248.71)	(36,238.28)	(25,000.00)
Fund Balance	481,461.29	445,223.01	420,223.01

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(84,248.69)	(36,238.28)	(25,000.00)
COMMODITIES	161,412.84	-	-
CAPITAL	(245,661.53)	(36,238.28)	(25,000.00)
DEBT SERVICES	-	-	-
Revenue	-	-	-
MISCELLANEOUS	-	-	-
Transfer In	(0.02)	-	-
TRANSFERS IN	(0.02)	-	-
Grand Total	(84,248.71)	(36,238.28)	(25,000.00)

FUND SUMMARY

Public Safety - Police - 262

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	5,883,929.00	12,319,364.47	3,100,117.32
Net Surplus/(Deficit)	6,435,435.47	(9,219,247.15)	135.03
Reserve Requirement	(2,629,257.38)	(2,581,371.52)	(2,072,812.60)
Fund Balance	9,690,107.09	518,745.80	1,027,439.76

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(8,861,205.33)	(8,906,857.62)	(10,344,063.00)
CONTRACTUAL	(559,406.00)	(879,075.70)	(733,065.00)
COMMODITIES	(634,506.29)	(376,628.00)	(682,250.00)
CAPITAL	(253,466.72)	(35,087.71)	-
HR SERVICES	(6,711,838.93)	(7,125,500.34)	(8,612,248.00)
DEBT SERVICES	(328,239.39)	(369,359.87)	(316,500.00)
MAJOR CAPITAL	(373,748.00)	(121,206.00)	-
Revenue	15,072,264.92	5,178,608.96	4,708,198.03
TAXES	4,227,785.50	4,474,047.29	4,495,998.03
LICENSES & PERMITS	8,324.00	10,289.00	2,200.00
INTERGOVERNMENTAL	220,869.40	5,233.00	-
INTEREST INCOME	221,913.80	396,125.66	210,000.00
MISCELLANEOUS	10,393,372.22	292,914.01	-
Transfer In	4,509,457.45	4,640,937.23	5,656,000.00
TRANSFERS IN	-	-	1,056,000.00
TRANSFERS IN	4,509,457.45	4,640,937.23	4,600,000.00
Transfer Out	(4,285,081.57)	(10,131,935.72)	(20,000.00)
TRANSFER OUT	(4,285,081.57)	(10,131,935.72)	(20,000.00)
Grand Total	6,435,435.47	(9,219,247.15)	135.03

FUND SUMMARY

Public Safety - Police ISF - 402

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	775,450.00	4,083,777.18	2,862,003.05
Net Surplus/(Deficit)	3,308,327.18	(1,221,774.13)	(1,719,826.00)
Fund Balance	4,083,777.18	2,862,003.05	1,142,177.05

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(285,172.78)	(1,325,774.13)	(1,719,826.00)
CONTRACTUAL	-	-	-
COMMODITIES	-	-	-
CAPITAL	(285,172.78)	(1,325,774.13)	(663,826.00)
DEBT SERVICES	-	-	-
TRANSFER OUT	-	-	(1,056,000.00)
Revenue	-	-	-
MISCELLANEOUS	-	-	-
Transfer In	3,593,499.96	104,000.00	-
TRANSFERS IN	3,593,499.96	104,000.00	-
Transfer Out	-	-	-
TRANSFER OUT	-	-	-
Grand Total	3,308,327.18	(1,221,774.13)	(1,719,826.00)

FUND SUMMARY

Public Safety - Fire - 263

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	5,016,433.00	3,238,234.03	2,262,165.23
Net Surplus/(Deficit)	(1,778,198.97)	(976,068.80)	2,961.24
Reserve Requirement	(1,864,064.17)	(1,706,043.46)	(1,514,418.83)
Fund Balance	1,374,169.86	556,121.78	750,707.64

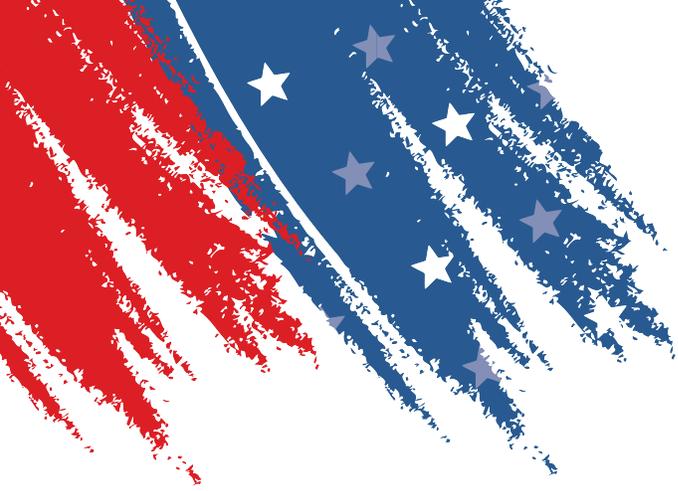
Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(7,145,387.97)	(7,307,360.78)	(7,552,094.15)
CONTRACTUAL	(532,366.40)	(474,956.12)	(474,448.50)
COMMODITIES	(219,410.18)	(255,882.26)	(369,500.00)
CAPITAL	(544,173.39)	(35,000.00)	-
HR SERVICES	(5,441,914.70)	(5,862,134.40)	(6,092,920.65)
DEBT SERVICES	(407,523.30)	(679,388.00)	(615,225.00)
Revenue	3,855,587.84	3,757,018.02	3,775,055.39
TAXES	3,457,377.35	3,580,885.07	3,597,055.39
LICENSES & PERMITS	10,592.00	5,149.00	7,000.00
INTERGOVERNMENTAL	198,670.80	-	-
INTEREST INCOME	181,267.98	170,983.95	171,000.00
MISCELLANEOUS	7,679.71	-	-
Transfer In	3,686,534.04	3,797,130.46	3,800,000.00
TRANSFERS IN	3,686,534.04	3,797,130.46	3,800,000.00
Transfer Out	(2,174,932.88)	(1,222,856.50)	(20,000.00)
TRANSFER OUT	(2,174,932.88)	(1,222,856.50)	(20,000.00)
Grand Total	(1,778,198.97)	(976,068.80)	2,961.24

FUND SUMMARY

Public Safety - Fire - 406

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	713,239.00	714,813.40	684,749.32
Net Surplus/(Deficit)	1,574.40	(30,064.08)	(436,000.00)
Fund Balance	714,813.40	684,749.32	248,749.32

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(58,425.60)	(30,064.08)	(436,000.00)
COMMODITIES	38,150.00	-	-
CAPITAL	(96,575.60)	(30,064.08)	(436,000.00)
DEBT SERVICES	-	-	-
Transfer In	60,000.00	-	-
TRANSFERS IN	60,000.00	-	-
Transfer Out	-	-	-
TRANSFER OUT	-	-	-
Grand Total	1,574.40	(30,064.08)	(436,000.00)

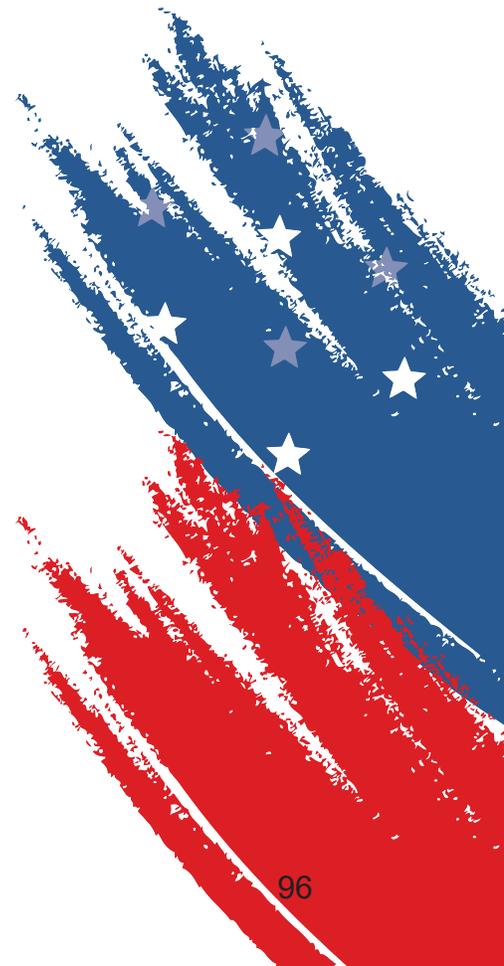


FUND

SUMMARIES



RESTRICTED/EXTERNAL



FUND SUMMARY

Controlled Substance Tax - Police - 562

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	-	350,089.83	350,089.83
Net Surplus/(Deficit)	350,089.83	-	(194,500.00)
Fund Balance	350,089.83	350,089.83	155,589.83

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	-	(480,000.00)	(674,500.00)
CONTRACTUAL	-	(163,500.00)	(270,000.00)
COMMODITIES	-	-	(8,000.00)
HR SERVICES	-	-	(80,000.00)
DEBT SERVICES	-	(316,500.00)	(316,500.00)
Revenue	350,089.83	480,000.00	480,000.00
TAXES	350,089.83	480,000.00	480,000.00
INTERGOVERNMENTAL	-	-	-
Transfer Out	-	-	-
TRANSFER OUT	-	-	-
Grand Total	350,089.83	-	(194,500.00)

FUND SUMMARY

Controlled Substance Tax - Fire - 563

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance		113,960.95	110,460.95
Net Surplus/(Deficit)	113,960.95	(3,500.00)	(2,000.00)
Fund Balance	113,960.95	110,460.95	108,460.95

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	-	(123,500.00)	(122,000.00)
CONTRACTUAL	-	(120,500.00)	(115,000.00)
COMMODITIES	-	(3,000.00)	(7,000.00)
Revenue	113,960.95	120,000.00	120,000.00
TAXES	113,960.95	120,000.00	120,000.00
INTERGOVERNMENTAL	-	-	-
Transfer Out	-	-	-
TRANSFER OUT	-	-	-
Grand Total	113,960.95	(3,500.00)	(2,000.00)

FUND SUMMARY

Convention Center - 220

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	1,694,816.00	971,730.01	1,139,216.01
Net Surplus/(Deficit)	(723,085.99)	167,486.00	5,000.00
Fund Balance	971,730.01	1,139,216.01	1,144,216.01

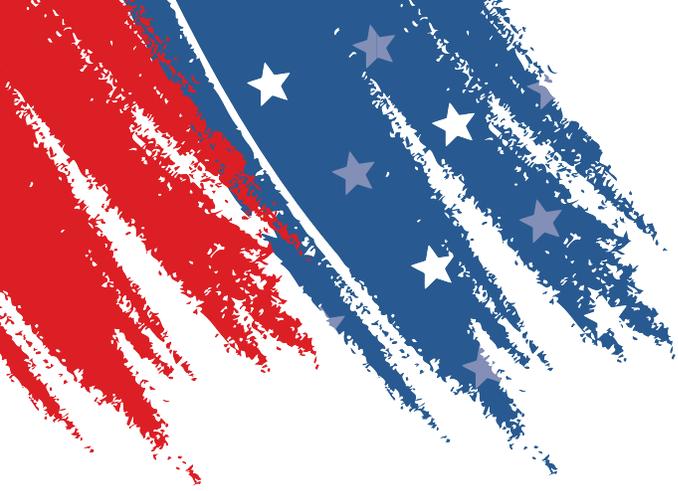
Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(7,625,186.04)	(6,642,651.00)	(6,695,000.00)
CONTRACTUAL	(5,721,278.26)	(4,444,617.20)	(4,495,000.00)
COMMODITIES	(1,903,907.78)	(2,198,033.80)	(2,200,000.00)
Revenue	6,902,100.05	6,310,137.00	6,200,000.00
CHARGES FOR SERVICES	5,663,729.33	5,411,137.00	5,650,000.00
INTERGOVERNMENTAL	250,000.00	-	-
MISCELLANEOUS	988,370.72	899,000.00	550,000.00
Transfer In	-	500,000.00	500,000.00
TRANSFERS IN	-	500,000.00	500,000.00
Grand Total	(723,085.99)	167,486.00	5,000.00

FUND SUMMARY

Tourism Fund - 240

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	30,800,833.00	43,728,491.23	42,601,386.67
Net Surplus/(Deficit)	12,927,658.23	(1,127,104.56)	(4,290,610.00)
Reserve Requirement	(1,258,803.34)	(4,026,176.32)	(4,709,222.00)
Fund Balance	42,469,687.89	38,575,210.35	33,601,554.67

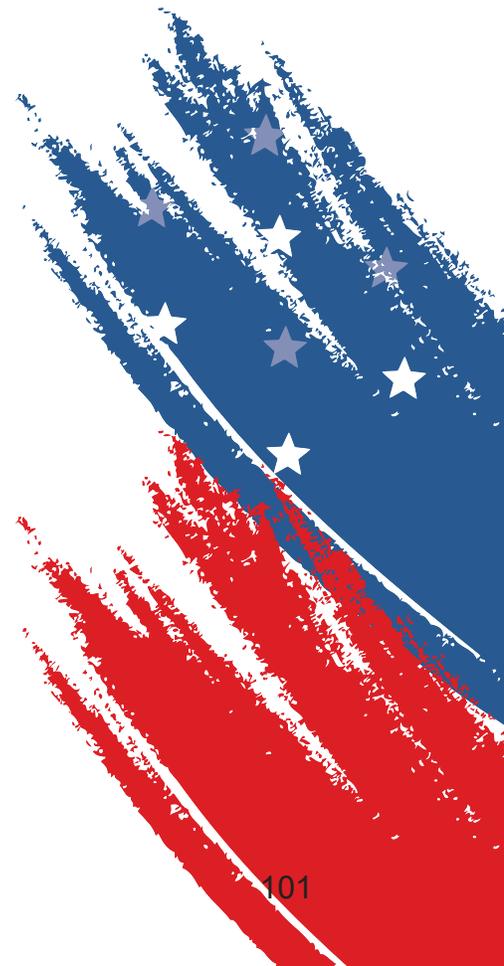
Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(3,770,045.85)	(8,469,234.00)	(5,873,110.00)
CONTRACTUAL	(3,770,045.85)	(8,468,234.00)	(5,873,110.00)
DEBT SERVICES	-	(1,000.00)	-
Revenue	19,221,674.95	19,003,777.05	19,255,500.00
TAXES	17,957,138.49	17,946,090.00	18,655,500.00
INTERGOVERNMENTAL	-	-	-
INTEREST INCOME	1,254,671.43	857,687.05	600,000.00
MISCELLANEOUS	9,865.03	200,000.00	-
Transfer In	-	-	-
TRANSFERS IN	-	-	-
Transfer Out	(2,523,970.87)	(11,661,647.61)	(17,673,000.00)
TRANSFER OUT	(2,523,970.87)	(11,661,647.61)	(17,673,000.00)
Grand Total	12,927,658.23	(1,127,104.56)	(4,290,610.00)



FUND SUMMARIES



UTILITY



FUND SUMMARY

Water/Sewer Fund - 620

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	57,737,461.00	57,168,689.72	49,609,381.44
Net Surplus/(Deficit)	(568,771.28)	(7,559,308.28)	(8,272,262.19)
Reserve Requirement	(3,089,077.30)	(3,808,191.72)	(3,995,638.59)
Fund Balance	54,079,612.42	45,801,189.72	37,341,480.66

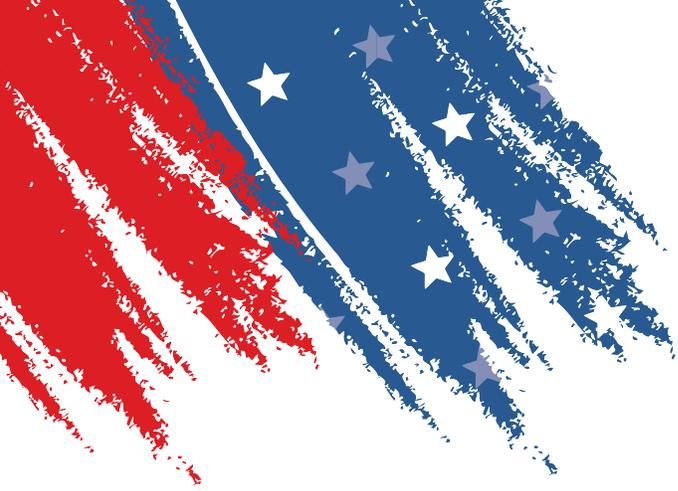
Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(15,445,386.48)	(19,040,958.62)	(19,978,192.97)
INTEREST INCOME	-	-	-
CONTRACTUAL	(3,713,475.02)	(4,085,724.00)	(4,804,188.00)
COMMODITIES	(1,004,261.85)	(1,364,838.99)	(1,482,820.00)
CAPITAL	(5,029,377.70)	(7,101,979.00)	(6,746,979.00)
HR SERVICES	(5,698,271.91)	(6,488,416.62)	(6,944,205.97)
Revenue	13,307,351.33	11,481,650.34	11,705,930.78
CHARGES FOR SERVICES	12,441,857.64	11,214,021.76	11,438,302.20
INTERGOVERNMENTAL	-	-	-
INTEREST INCOME	272,380.45	267,628.58	267,628.58
MISCELLANEOUS	593,113.24	-	-
Transfer In	1,569,263.87	-	-
TRANSFERS IN	1,569,263.87	-	-
Transfer Out	-	-	-
TRANSFER OUT	-	-	-
Grand Total	(568,771.28)	(7,559,308.28)	(8,272,262.19)

FUND SUMMARY

Water/Sewer ISF - 401

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	532,076.97	2,451,680.06	2,335,680.71
Net Surplus/(Deficit)	1,919,603.09	(115,999.35)	(175,000.00)
Fund Balance	2,451,680.06	2,335,680.71	2,160,680.71

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(295,029.61)	(115,999.35)	(175,000.00)
COMMODITIES	19,655.00	-	-
CAPITAL	(227,795.15)	(115,999.35)	(175,000.00)
DEBT SERVICES	-	-	-
MAJOR CAPITAL	(86,889.46)	-	-
Revenue	2,214,632.70	-	-
INTERGOVERNMENTAL	2,214,632.70	-	-
Transfer In	-	-	-
TRANSFERS IN	-	-	-
Grand Total	1,919,603.09	(115,999.35)	(175,000.00)



FUND

SUMMARIES



CAPITAL APPROVALS



FUND SUMMARY

Capital Projects Fund - 440

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	413,351.00	1,474,022.36	19,022.36
Net Surplus/(Deficit)	1,060,671.36	(1,455,000.00)	-
Fund Balance	1,474,022.36	19,022.36	19,022.36

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(12,201,674.63)	(15,000,000.00)	(1,500,000.00)
CAPITAL	-	-	-
MAJOR CAPITAL	(12,201,674.63)	(15,000,000.00)	(1,500,000.00)
Transfer In	13,262,345.99	13,545,000.00	7,969,000.00
TRANSFERS IN	13,262,345.99	13,545,000.00	7,969,000.00
Transfer Out	-	-	(6,469,000.00)
TRANSFER OUT	-	-	(6,469,000.00)
Grand Total	1,060,671.36	(1,455,000.00)	-

FUND SUMMARY

Water/Sewer Capital Fund - 445

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	9,974,517.63	7,712,027.81	7,549,000.57
Net Surplus/(Deficit)	(2,262,489.82)	(163,027.24)	291,875.90
Fund Balance	7,712,027.81	7,549,000.57	7,840,876.47

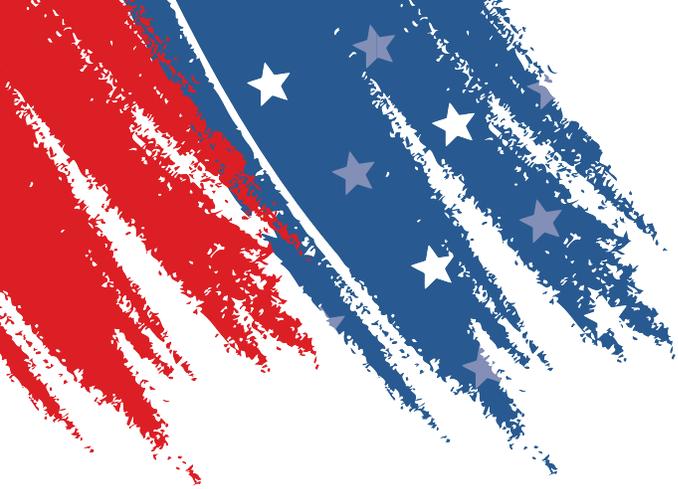
Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(2,484,808.92)	(6,549,180.08)	(8,450,000.00)
COMMODITIES	4,061,375.00	-	-
MAJOR CAPITAL	(6,546,183.92)	(6,549,180.08)	(8,450,000.00)
Revenue	1,135,749.10	286,152.84	291,875.90
CHARGES FOR SERVICES	280,542.00	286,152.84	291,875.90
INTERGOVERNMENTAL	855,207.10	-	-
Transfer In	-	6,100,000.00	8,450,000.00
TRANSFERS IN	-	6,100,000.00	8,450,000.00
Transfer Out	(913,430.00)	-	-
TRANSFER OUT	(913,430.00)	-	-
Grand Total	(2,262,489.82)	(163,027.24)	291,875.90

FUND SUMMARY

Water/Sewer Small Capital Fund - 446

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	3,419,769.30	2,438,517.97	388,517.97
Net Surplus/(Deficit)	(981,251.33)	(2,050,000.00)	-
Fund Balance	2,438,517.97	388,517.97	388,517.97

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(325,417.46)	(2,050,000.00)	-
COMMODITIES	921,444.36	-	-
MAJOR CAPITAL	(1,246,861.82)	(2,050,000.00)	-
Revenue	-	-	-
INTERGOVERNMENTAL	-	-	-
MISCELLANEOUS	-	-	-
Transfer In	-	-	-
TRANSFERS IN	-	-	-
Transfer Out	(655,833.87)	-	-
TRANSFER OUT	(655,833.87)	-	-
Grand Total	(981,251.33)	(2,050,000.00)	-

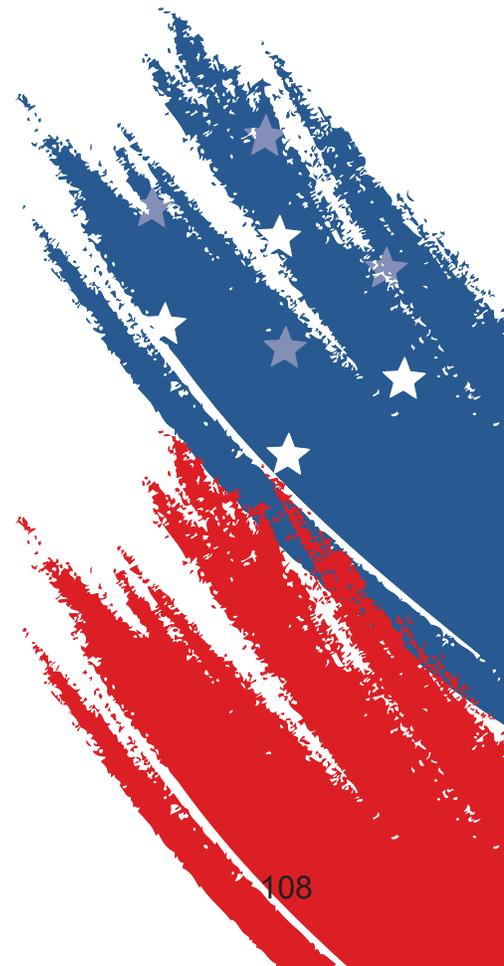


FUND

SUMMARIES



TIF FUND SUMMARIES



FUND SUMMARY

Branson Meadows Debt Service Fund - 860

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	6,820,024.79	8,401,781.87	9,819,958.01
Net Surplus/(Deficit)	1,581,757.08	1,418,176.14	632,527.52
Reserve Requirement	(586,359.80)	(586,147.35)	(586,694.50)
Fund Balance	7,815,422.07	9,233,810.66	9,865,791.03

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(2,931,799.02)	(2,930,736.74)	(2,933,472.48)
DEBT SERVICES	(2,931,799.02)	(2,930,736.74)	(2,933,472.48)
Revenue	-	-	-
TAXES	-	-	-
LEASES & RENT	-	-	-
INTEREST INCOME	-	-	-
MISCELLANEOUS	-	-	-
Transfer In	4,513,556.10	4,348,912.88	3,566,000.00
TRANSFERS IN	4,513,556.10	4,348,912.88	3,566,000.00
Grand Total	1,581,757.08	1,418,176.14	632,527.52

FUND SUMMARY

Branson Landing Debt Service - 865

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	4,520,198.52	5,453,572.49	5,428,467.56
Net Surplus/(Deficit)	933,373.97	(25,104.93)	222,789.79
Reserve Requirement	(2,127,335.61)	(2,103,055.70)	(2,210,827.50)
Fund Balance	3,326,236.88	3,325,411.86	3,440,429.85

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(8,229,300.00)	(8,396,663.50)	(8,554,137.50)
CONTRACTUAL	-	-	-
DEBT SERVICES	(8,229,300.00)	(8,396,663.50)	(8,554,137.50)
Revenue	7,733,193.48	6,581,864.05	6,665,927.29
TAXES	7,100,760.37	6,122,110.03	6,196,982.27
LEASES & RENT	455,000.00	459,550.00	468,741.00
INTEREST INCOME	177,433.11	204.02	204.02
MISCELLANEOUS	-	-	-
Transfer In	3,836,858.56	3,908,309.52	4,611,000.00
TRANSFERS IN	3,836,858.56	3,908,309.52	4,611,000.00
Transfer Out	(2,407,378.07)	(2,118,615.00)	(2,500,000.00)
TRANSFER OUT	(2,407,378.07)	(2,118,615.00)	(2,500,000.00)
Grand Total	933,373.97	(25,104.93)	222,789.79

FUND SUMMARY

Branson Hills TIF IDA - 870

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	9,485,441.85	10,178,632.25	11,475,561.22
Net Surplus/(Deficit)	693,190.40	1,296,928.97	61,959.93
Reserve Requirement	(1,511,936.91)	(1,301,949.16)	(1,541,111.00)
Fund Balance	8,666,695.34	10,173,612.06	9,996,410.15

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(7,559,684.56)	(6,509,745.82)	(7,705,555.00)
CONTRACTUAL	(149,991.10)	(122,340.59)	(144,000.00)
DEBT SERVICES	(7,409,693.46)	(6,387,405.23)	(7,561,555.00)
Revenue	6,201,360.58	5,798,510.42	5,766,102.00
TAXES	5,755,710.78	5,497,281.59	5,464,102.00
INTEREST INCOME	445,649.80	301,228.83	302,000.00
MISCELLANEOUS	-	-	-
Transfer In	2,051,514.38	2,008,164.37	2,001,412.93
TRANSFERS IN	2,051,514.38	2,008,164.37	2,001,412.93
Grand Total	693,190.40	1,296,928.97	61,959.93

FUND SUMMARY

Branson Landing TIF IDA - 871

Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	3,124,673.13	3,169,952.73	3,141,835.09
Net Surplus/(Deficit)	45,279.60	(28,117.64)	300.00
Reserve Requirement	(337,174.12)	(335,012.70)	(334,980.00)
Fund Balance	2,832,778.61	2,806,822.39	2,807,155.09

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(1,685,870.59)	(1,675,063.50)	(1,674,900.00)
DEBT SERVICES	(1,685,870.59)	(1,675,063.50)	(1,674,900.00)
Revenue	1,586,942.85	1,644,995.86	1,675,200.00
TAXES	1,490,601.56	1,639,795.86	1,670,000.00
INTEREST INCOME	96,341.29	5,200.00	5,200.00
MISCELLANEOUS	-	-	-
Transfer In	144,207.34	1,950.00	-
TRANSFERS IN	144,207.34	1,950.00	-
Grand Total	45,279.60	(28,117.64)	300.00

FUND SUMMARY

76 Entertainment CID - 976

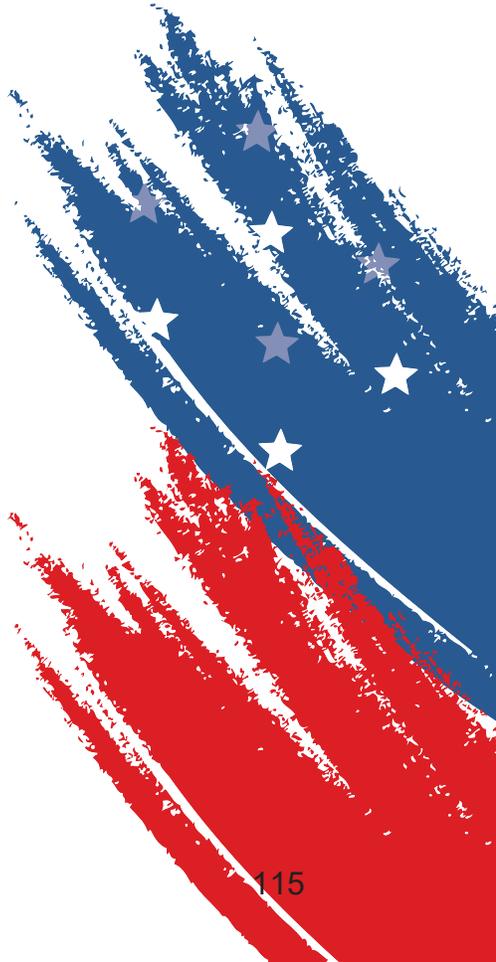
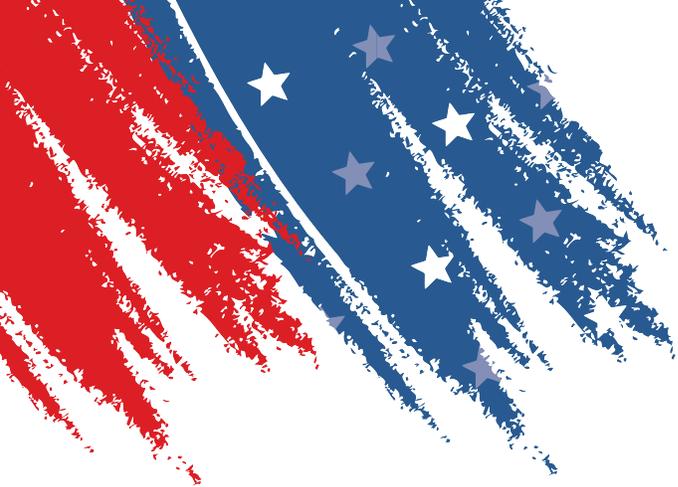
Data Year	2024 Actual	2025 Estimate	2026 Proposed
Beginning Fund Balance	14,064,614.00	12,459,876.86	15,305,805.47
Net Surplus/(Deficit)	(1,604,737.14)	2,845,928.61	4,645,500.00
Ending Unreserved Fund Balance	12,459,876.86	15,305,805.47	19,951,305.47

Row Labels	Sum of 2024	Sum of 25 Estimate	Sum of 26 Estimate
Expenditure	(873,347.84)	(2,704,822.43)	(1,005,500.00)
CONTRACTUAL	(36,859.11)	(465,701.08)	(255,500.00)
COMMODITIES	(545.44)	(556.35)	-
CAPITAL	-	-	-
HR SERVICES	-	-	-
DEBT SERVICES	-	(1,200,398.00)	-
MAJOR CAPITAL	(835,943.29)	(1,038,167.00)	(750,000.00)
Revenue	5,717,879.28	5,622,751.04	5,731,000.00
TAXES	5,291,642.24	5,300,000.00	5,406,000.00
INTEREST INCOME	426,217.45	322,751.04	325,000.00
MISCELLANEOUS	19.59	-	-
Transfer Out	(6,449,268.58)	(72,000.00)	(80,000.00)
TRANSFER OUT	(6,449,268.58)	(72,000.00)	(80,000.00)
Grand Total	(1,604,737.14)	2,845,928.61	4,645,500.00



CAPITAL IMPROVEMENTS





CAPITAL REQUESTS



2026 CAPITAL REQUESTS

Fire

	2026
Fire	
Budget Year 2026 CIP Requests	
Training Facility	1,500,000
Bay Heater & Stove FS2	75,000
Hazmat Level A Suits	27,000
replc 2 Outdoor Warning Sirens	80,000
replc Command Staff Unit CH3	25,000
replc Command Staff Unit CH4	26,000
replc Fire Engine E3	291,000
replc Fire Marshal Unit FM2	25,000
Spare Mobile & Portables (2)	25,000
West Repeater Radio System Upgrade	150,000
Budget Year 2026 CIP Requests Total	2,224,000
Fire Total	2,224,000

2026 CAPITAL REQUESTS

Police

	2026
Police	
Budget Year 2026 CIP Requests	
Radio/Helmet Comms System (Priority #2)	20,000
Ballistic Vests (Priority #3)	25,000
RTS Shields (Priority #4)	13,000
SWAT Gas Masks (Priority #5)	10,000
SWAT Vehicle (Priority #6)	70,000
Patrol Gas Masks (Priority #7)	30,000
Hydraulic Breaching Kit (Priority #8)	40,000
Range Target System (Priority #10)	12,826
Replacement Body Armor	25,000
Vehicles (5)	78,000
Patrol Replacement (10) Vehicles (Priority #1)	225,000
Budget Year 2026 CIP Requests Total	548,826
Police Total	548,826

2026 CAPITAL REQUESTS

Parks

	2026
Parks & Recreation	
Budget Year 2026 CIP Requests	
Community Asset Replacement Plan	350,000
Trail Improvements - Mountain Bike Construction	350,000
Budget Year 2026 CIP Requests Total	700,000
Parks & Recreation Total	700,000

2026 CAPITAL REQUESTS

Administrative

2026	
Administrative	
Budget Year 2026 CIP Requests	
Downstairs Chiller	750,000
Budget Year 2026 CIP Requests Total	750,000

2026 CAPITAL REQUESTS

Public Works

	2026
Public Works/Engineering	
Budget Year 2026 CIP Requests	
4 Post Lift System w/Aligner	78,000
Attenuator for traffic control	38,000
Branson Hills Parkway Street Light Upgrades	156,000
Branson Landing Blvd Street Light Upgrades	287,000
Commercial & Branson Landing Blvd Intersection Improvements	190,000
Concrete apron at Stockstill Facilities Maintenance Building	60,000
Downtown Overlay Pacific Street Detour Route	200,000
Eiserman & Lakewood Estates Street & Stormwater Improvements due to water line replacement	3,200,000
Hwy 165 & 76 Intersection Improvements	800,000
Pat Nash Street Lights	250,000
Public Works Building	500,000
replace Unit #154 - 2008 Ford F350 - surplused 5/30/25	22,500
replace Unit #156 - 2008 Ford F350	22,500
replace Unit #223 - 2009 Freightliner	42,000
replace Unit #277 - 2011 Elgin Pelican Street Sweeper	42,000
replace Unit #279 - 2011 Ford F350 Truck w/ Plow	22,500
replace Unit #288 - 2012 Ford Escape	22,500
replace Unit #304 - 2012 Dump Truck w/ Plow	94,000
replace Unit #321 - 2013 International Flatbed	42,000
replace Unit #331 - 2015 Jeep Cherokee	22,500
replace Unit #332 - 2015 Ford F350	22,500
Replacement of Traffic Signal Controllers at City intersections	275,000
Roark Valley Road Overlay project	650,000
Shepherd of the Hills Bridge Railing	150,000
Shepherd of the Hills Expressway Bridge Abutment Repairs	135,000
Budget Year 2026 CIP Requests Total	7,324,000
Public Works/Engineering Total	7,324,000

2026 CAPITAL REQUESTS

Information Technology

	2026
Information Technology	
Budget Year 2026 CIP Requests	
IT Small Capital/Cybersecurity	250,000
Computer Replacements	75,000
Budget Year 2026 CIP Requests Total	325,000
Information Technology Total	325,000

2026 CAPITAL REQUESTS

Utilities

	2026
Water/Sewer	
Budget Year 2026 CIP Requests	
Lift Station #30 - High Head Pumps, EQ Basin & Force Main System	1,200,000
Cooper Creek Expansion Engineering	4,000,000
Wastewater Plant Emergency Generators - Compton Drive	1,700,000
Spring Creek Nort Public Sewer System	750,000
Wastewater Treatment Grit Classifier Upgrade/Replacement	
Sewer Collection Rehab	
Sewer PLC Network Upgrades	
Compton Drive Scum Pumps	
Neighborhood Water System Improvements - Lakeview Estates	4,800,000
Meadows Intermediate Roof Replacements	
Meadows Water Treatment Carbon Equipment	
Water PLC Network Upgrades	
Total	11,700,000
Lift Station 21 Pumps	100,000
Lift Station Pump & Const Rebuilds/Replacements	125,000
Wastewater Conveyance Study Update/I&I Mitigation	250,000
Sewer Collection Rehab	500,000
Wastewater Treatment Grit Classifier Upgrade/Replacement	275,000
Site Security Improvements (Fencing, Cameras and Access Locks)	100,000
Compton Drive Clarifier Rebuilds	250,000
Compton Drive Aerators Gearbox/Motors	75,000
Cooper Creek RAS Pumps	35,000
Cooper Creek Waste Sludge Pump	50,000
Cooper Creek HVAC	60,000
Cooper Creek Sludge Basin Aeration Blowers	25,000
PLC/Network Upgrades	350,000
3/4 Ton Pickup Addition Electrician	90,000
Unit 346 - 2015 Bobcat Track Loader	115,000
Total	2,400,000
Meadows Raw Water Basin Sealing	
Meadows Filter Rehab/Walls	
Site Security Improvements WT (Fencing, Camera, and Access Locks)	
Pressure Reducing Valve Assemblies	30,000
Ground Penetrating Radar Locating Unit	20,000
Meadows Carbon Equipment	25,000
PLC/Network Upgrades	350,000
Meadows Intake Pumps & Valves	120,000
Meadows VFD Installation	80,000
Water Tower Annual Maintenance	500,000
Unit 184 - 2003 Trailer Mt Versa Vac	280,000
Unit 366 - 2016 Chevrolet Colorado Ext Cab	50,000
Total	1,455,000
Water/Sewer Total	15,555,000