

# NOTICE OF MEETING



## BOARD OF ALDERMEN

*Study Session – Thursday, November 19, 2020 – 12:30 p.m.*  
Council Chambers – Branson City Hall – 110 W. Maddux

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### AGENDA

- 1) Call to Order.
- 2) Roll Call.
- 3) Presentation on proposed amendments to Chapter 14 Animal Ordinance.
- 4) Presentation on 2020 Uniform Crime Report and dispatch calls for service year to date.
- 5) Presentation and discussion of 2021 Legislative Priorities.
- 6) Presentation and discussion of 2021 and 2022-2025 Goals.
- 7) Mayor's Report.
- 8) Adjourn.

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*Where Values are the Difference*

**NOVEMBER: INTEGRITY**

**Doing the right thing, even when no one is looking**

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For more information please visit [www.bransonmo.gov](http://www.bransonmo.gov) or contact:

Lisa Westfall, City Clerk, 417-337-8522

Posted: November 16, 2020

At: \_\_\_\_\_ By: \_\_\_\_\_

Page 1 of 1



# STAFF REPORT

**ITEM/SUBJECT:** PRESENTATION ON PROPOSED AMENDMENTS TO CHAPTER 14 ANIMAL ORDINANCE.

**INITIATED BY:** POLICE DEPARTMENT

**MEETING DATE:** NOVEMBER 19, 2020

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**EXECUTIVE SUMMARY:**

- This presentation details proposed changes to Chapter 14 Animal Ordinance:
  - Licensing program for domestic dogs and cats
  - Limitation on number of animals in residences and lodging establishments
  - Amendments to Commercial Animal Establishments
  - Amendments to Dangerous Dogs and Vicious Dogs
  - Prohibitions on Exotic Animals

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**FINANCIAL IMPACT:**

- No impact/Not applicable**  
 **Budgeted in the current year's budget**  
 **Other (see additional explanation)**

**STAFF RECOMMENDATION:**

- Recommended**  
 **Not Recommended**  
 **Neutral/None**

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**COMMUNITY PLAN 2030:** Good Governance: Presentation provides transparency of police operations and crime prevention crime suppression activities.

**ATTACHED EXHIBITS:** Exhibit 1 - Powerpoint



# Proposed Chapter 14 Animal Ordinance Revisions

Police  
November 19, 2020

# Animal Control Ordinance

## Summary of Major Changes

1. Licensing Program for Dogs and Cats
2. Limitation on number of animals in residences and lodging establishments
3. Amend Commercial Animal Establishments
4. Amend Dangerous and Vicious Dog Ordinance
5. Add Prohibition for Exotic Animals



# Community Stakeholders Input

Alphin Vet Clinic

Animal Care Clinic

Animal Clinic of the Ozarks

Aquarium at the Boardwalks

Branson Promised Land Zoo

Branson Veterinary Clinic

Branson Wild World

Butterfly Palace

Dolly Parton Stampede

Shepherd of the Hills Vet

Sight and Sound Theatre

Taney County Animal Shelter

Zoological Association of America

Stakeholder feedback included:

- Grandfather residents exceeding pet limitations
- Grandfather Savannah Cats) that currently inside the city
- additional language on feeding feral cats
- ability to waive fees or enter payment plans on a case by case basis



# Proposed Requirements for Animal Licensing (Sec 14-62)



Sec. 14-62. - Animal license for dogs and cat; fees.

It shall be the duty of every person owning, keeping or harboring in the city any dog or cat to procure an animal license from the finance director. No animal license shall be issued without a current rabies certificate from a state licensed veterinarian.

Animal License are based on a calendar year and the fees are listed in the city fee schedule. Fees may be established for a period of either one year or three years. A three year license shall only be issue if the dog or cat has a three year rabies vaccine certificate from a state licensed veterinarian. Late fees may be assessed for licenses not purchased within 60 days.

Service dogs are exempt from the fee but still need to be licensed.

No refund will be made for license of animals deceased or otherwise removed from the city during the period of a license.

Licensing requirements under this section shall only apply to residents of the city.

Proposed fees would go into effect on January 1, 2022.

## License Fee Schedule (Appendix A)



One-year annual license (Unaltered Pet)	\$25.00
One-year annual license (Altered Pet)	\$10.00
*Free registration for senior citizen (age 65 or over) [Altered Pet only]*	\$0.00
Three – year license (Unaltered Pet)	\$75.00
Three – year license (Altered Pet)	\$30.00
Replacement Tag	\$5.00
Late fee for each license	\$20.00
Guard Dog	\$50.00
Potentially Dangerous dog	\$100.00
*Annual renewal*	\$75.00
Dangerous or Vicious dog	\$250.00
*Annual renewal*	\$100.00

## Limitations on Animals (Sec 14-12)



### Lodging establishment or nightly rentals

It shall be unlawful and a public nuisance for any person in charge of a lodging establishment or nightly rental to keep or allow to be kept more than three (3) dogs, three (3) cats, or three (3) ferrets, or any combination exceeding three (3) in number - over the age of 120 days in a guest room.

### Residences or Apartments

It shall be unlawful and a public nuisance for any person in charge of a residence to keep or allow to be kept more than four (4) dogs, or four (4) cats, or four (4) ferrets, or any combination of such animals exceeding four in number, over the age of 120 days at such residence.

\*A grandfather clause would be recommended for residents as this a new requirement.\*

# Dangerous Dog and Vicious Dog



Three types of status for dogs that can be declared.

\* Potentially dangerous dog means a dog that while at large:

- (1) behaves in a manner that a reasonable person would believe poses a serious and unjustified imminent threat of serious physical injury or death to a person or domestic animal, or
- (2) causes injury to a domestic animal.

\* Dangerous dog means any dog that has caused a bite injury and has not been declared a vicious dog (establishes additional requirements to keep this type of dog)

\* Vicious dog means a dog that without provocation or justification bites or attacks a person and causes serious physical injury or death or is declared vicious under this chapter. (same requirements as dangerous dog, but gives the city the ability to remove the dog from the city or euthanize if ordered by a judge).

# Commercial Animal Establishments



Additional language and definitions for commercial animal establishments

- \*Standards for Operation and Treatment of Animals
- \*Updated language for Permits
- \*Operators responsibility
- \*Enclosures for both indoor and outdoor animals
- \*Feeding and Water requirements
- \*Pest Control requirements
- \*Disease control requirements
- \*Animal escape plan

# Exotic Animals



Sec. 14- 183 -- Prohibited exotic animals.

A person commits an offense if he owns, keeps, possesses, transports, controls, display or offer for sale any exotic animal within the city. For the purpose of this section, the term "exotic animals" shall be defined as listed in section 14-182.

Sec. 14-184 - Exemptions. The provisions of this section shall not apply to:

- \* Animal control or law enforcement agencies or officers acting under the authority of this article;
- \* Licensed veterinary hospitals or clinics;
- \* Any wildlife sanctuary as defined under this chapter;
- \* Any licensed or accredited research or medical institution;
- \* Any licensed or accredited educational institution;
- \* Any lawfully operated circus or rodeo;
- \* Any business holding a commercial animal establishment permit;
- \* Any organization that is an accredited member of the Animal Zoo and Aquarium Association;
- \* Any person or organization possessing a permit issued by U.S. Department of Agriculture, U.S. Fish and Wildlife Service, the Missouri Department of Agriculture, the Missouri Department of Conservation;
- \* In the temporary custody or control of a television or motion picture production company during the filming of a television or motion picture production in this state; or
- \* A person temporarily transporting an exotic animal through the city if the transit time is not more than twenty-four (24) hours and the animal is at all times maintained within confinement sufficient to prevent the exotic animal from escaping.

Questions ?



# STAFF REPORT

**ITEM/SUBJECT:** PRESENTATION ON 2020 UNIFORM CRIME REPORT AND DISPATCH CALLS FOR SERVICE YEAR TO DATE.

**INITIATED BY:** POLICE DEPARTMENT

**MEETING DATE:** NOVEMBER 19, 2020

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**EXECUTIVE SUMMARY:**

- This presentation details Uniform Crime Report crime statistics and Dispatch Calls for Service year to date.

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**FINANCIAL IMPACT:**

- No impact/Not applicable**  
 **Budgeted in the current year's budget**  
 **Other (see additional explanation)**

**STAFF RECOMMENDATION:**

- Recommended**  
 **Not Recommended**  
 **Neutral/None**

**COMMUNITY PLAN 2030:** Good Governance: Presentation provides transparency of police operations and crime prevention crime suppression activities.

**ATTACHED EXHIBITS:** Exhibit 1 - Powerpoint

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# PD Crime Update

- Uniform Crime Report
- Calls For Service

UCR Part I Jan 1st - Nov 8 th

Homicide	0	0	0.00%
Manslaughter	0	0	0.00%
Rape	13	8	62.50%
Attempted Rape	0	1	-100.00%
Robbery	10	15	-33.33%
Agg Assault	52	40	30.00%
Burglary	102	102	0.00%
Larceny	632	859	-26.43%
Vehicle Theft	61	54	12.96%
Arson	3	9	66.67%
<b>Total UCR Part I</b>	<b>873</b>	<b>1088</b>	<b>-19.76%</b>
Drug	189	152	24.34%
Domestic Assault	143	155	-7.74%
Retail Theft	203	344	-40.99%
Vehicle Burglary	161	186	-13.44%

	YTD 2020	YTD 2019	% Change
CD Calls	28251	28330	-28.00%
BR Calls	17698	18246	-3.00%
BF Calls	3583	4304	-16.75%



# STAFF REPORT

**ITEM/SUBJECT:** PRESENTATION AND DISCUSSION OF 2021 LEGISLATIVE PRIORITIES.

**INITIATED BY:** LEGAL DEPARTMENT

**MEETING DATE:** NOVEMBER 19, 2020

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**EXECUTIVE SUMMARY:**

- Under the guidance of the City Administrator, the Departments have identified legislative priorities for the 2021 session of the Missouri General Assembly.
- During the Study Session, staff will provide a summary of the legislative priorities and will be available for any questions and discussion. Staff will be additionally seeking any guidance or direction from the Board of Aldermen as to any other areas of legislative concern.

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**FINANCIAL IMPACT:**

- No impact/Not applicable
- Budgeted in the current year's budget.
- Other (see additional explanation)

**STAFF RECOMMENDATION:**

- Recommended
- Not Recommended
- Neutral/None

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**COMMUNITY PLAN 2030:** G-3: Transparency

**ATTACHED EXHIBITS:** Exhibit "1" - Legislative Priorities 2021



# LEGISLATIVE PRIORITIES 2021

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*CITY OF BRANSON LEGAL DEPARTMENT*





## PROFESSIONAL LOBBYING SERVICES

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- City of Branson contracts with Capitol Solutions Consulting (CSC) to provide professional state lobby services on behalf of the City of Branson. (2020 Bill No. 5894)
- CSC provides several services to the City of Branson including advocacy, bill tracking, case tracking, and information gathering regarding items that could affect tourism and the business operations of the City of Branson.
- CSC's primary purpose is to secure sponsorship of Branson's legislative priorities and help champion them through the State Legislature.

## NEW REPRESENTATION IN THE MISSOURI GENERAL ASSEMBLY

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*MIKE MOON - SENATOR ELE. DISTRICT 29*



*BRIAN SEITZ - REP. ELE. DISTRICT 156*

## 2019 LEGISLATIVE PRIORITIES (RESOLUTION 2019-R0235)

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- Close the ticket reseller loophole for tourism tax from Section 67.662, RSMo so that taxes are collected on the price paid on an admission ticket regardless of who brokers the tax.
- Internet sales tax (Wayfair) for all online sales set at the sales tax rate at the location of the customer and require the Missouri Department of Revenue to remit those amounts to the local jurisdictions.
- Establishment of Entertainment Districts which will allow local control of time, location, and security protocols for the consumption of alcohol.
- Legislation reclassifying Communication Officers and Dispatchers placed in LAGERS as Public Safety Employees.
- Establishment of statewide presumptive cancer initiatives to promote and protect the health and wellness of firefighters.
- Passage and adoption of statewide building codes.

## 2019 LEGISLATIVE PRIORITIES (RESOLUTION 2019-R0235)

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- Laws that will protect the water sources for the City of Branson as they relate to environment, drinking water and recreation areas.
- Allow employers the right to ask for criminal history in background checks.
- Legislation that increases local control of wireless technologies including small cell and 5G.
- Establishment of statewide licensing and certification program for substance abuse treatment facilities including requirement to return individuals to sourcing jurisdiction if not successful.
- Tighten requirements of Worker's Compensation and Unemployment insurance to further combat fraud.



## GENERAL ASSEMBLY IN SESSION

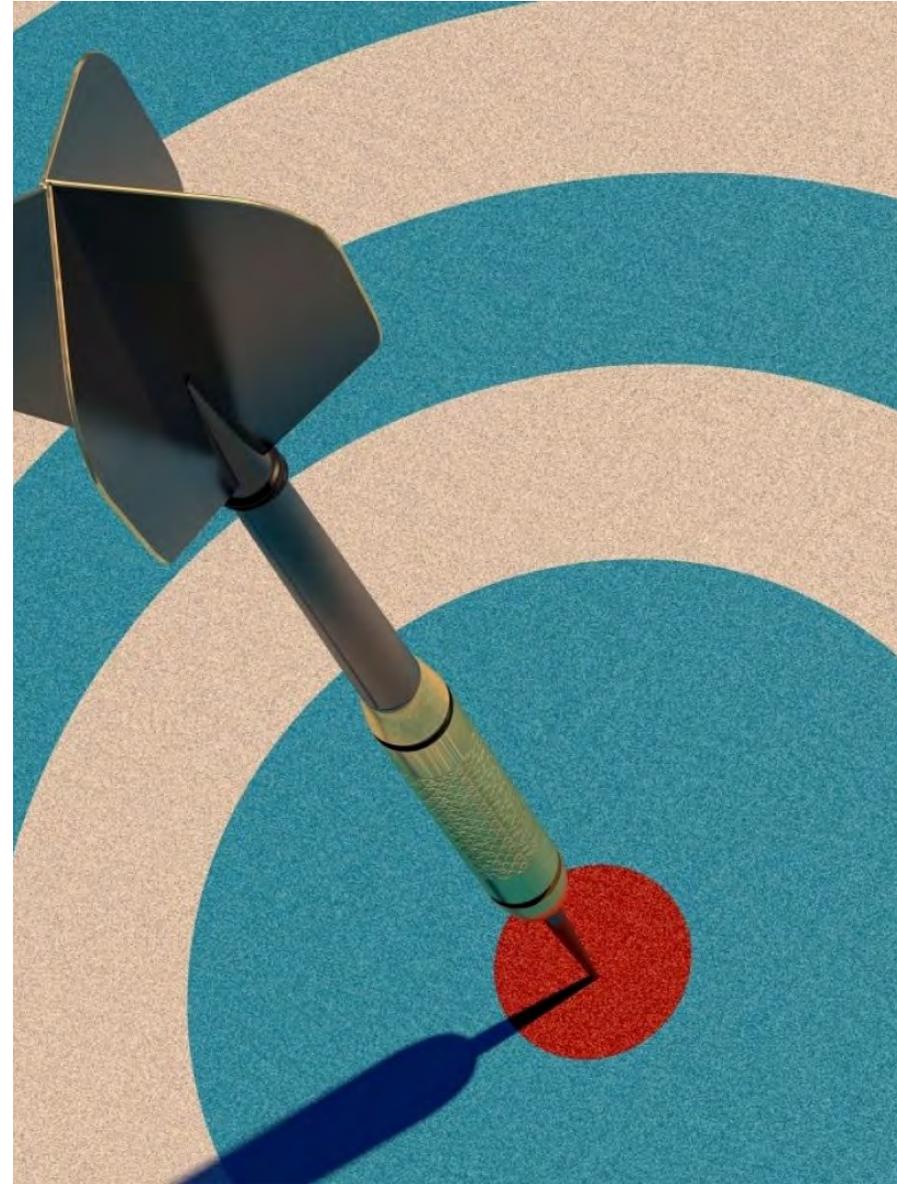
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- ▶ Under Article III, Section 20 of the Missouri Constitution, the General Assembly must convene on the first Wednesday after the first Monday in January following the state general election.
- ▶ Meet for four and one-half months for a regular session and then again in September for a veto session.
- ▶ Wednesday, January 6th thru Friday, May 14th, 2021.
- ▶ Bills can be pre-filed by members starting December 1st.

# 2021 LEGISLATIVE PRIORITIES

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*GOAL: PROVIDE OUR  
LOBBYIST A SHORT LIST OF  
DISTINCT PRIORITIES TO  
WORK TOWARDS*



## 2021 LEGISLATIVE PRIORITIES – TOURISM TAX LOOPHOLE

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**PRIORITY 1:** Close the ticket reseller loophole for tourism tax from Section 67.662, RSMo. so that taxes are collected on the price paid on an admission ticket regardless of who brokers the tax.



## 2021 LEGISLATIVE PRIORITIES – TOURISM TAX LOOPHOLE

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- ▶ Ticket Reseller Bill (HB 2504) 2020:
  - ▶ Tightened the language of Section 67.662, RSMo. which excludes online travel companies from tax so that it only covers, hotel tax, occupancy tax or transient guest tax. Current version includes “or otherwise” which dragnets our tourism tax under Section 94.800, RSMo. (75% infrastructure/25% marketing) et al. and ticket resellers (other intermediaries).
  - ▶ On March 3, 2020 we provided evidence to the Local Government committee in Jefferson City as to the disastrous effect this statute has had on tourism tax revenue in the City of Branson.
  - ▶ Never made it out of committee prior to adjournment. However Representative, Justus worked hard for us in trying to get this pushed into pending legislation before the shutdown due to COVID-19.

## 2021 LEGISLATIVE PRIORITIES – INTERNET SALES TAX

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**PRIORITY 2:** Internet sales/use tax for all online sales set at the sales tax rate at the location of the customer and require the Missouri Department of Revenue to remit those amounts to the local jurisdictions.

## 2021 LEGISLATIVE PRIORITIES – INTERNET SALES TAX

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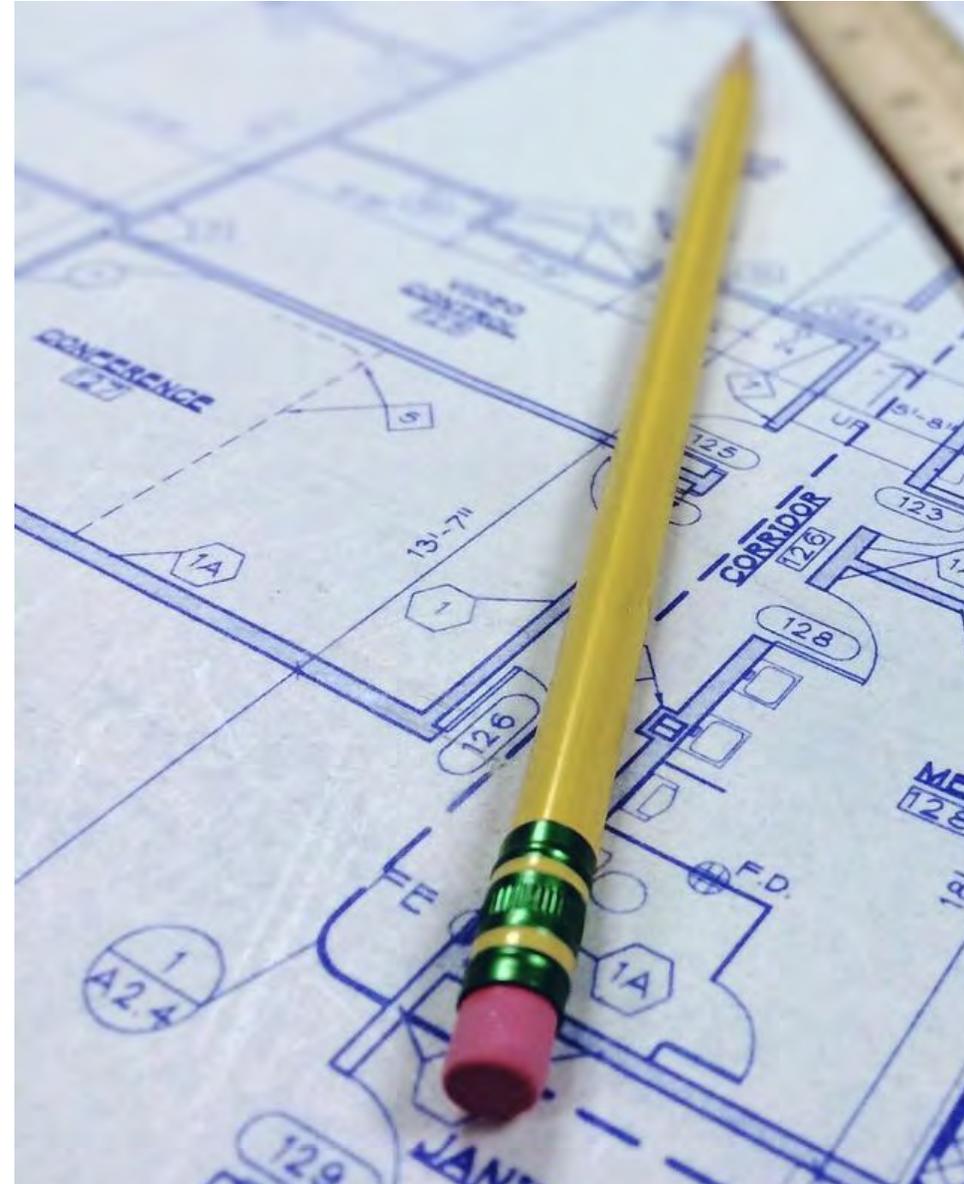
- On June 21, 2018, the Supreme Court of the United States ruled in favor of the state in South Dakota v. Wayfair, Inc. This ruling allows the state to begin taxing remote sales via their economic nexus laws.
- Why is Wayfair legislation important?
  - Remote sellers and marketplace facilitators would be required to collect and remit sales and use taxes.
  - Citizens are become more accustomed to making purchases online and this purchasing behavior has become the “new normal.” We seriously doubt we will see a complete rebound in the revenue lost.
  - Levels the playing field for our local and small business against online retailers.
  - Only SEVEN STATES including Missouri remain that do not have some form of economic nexus law.

## 2021 LEGISLATIVE PRIORITIES – BUILDING

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**PRIORITY 3:** The passage and adoption of statewide building codes to establish minimum standards which will increase the safety and integrity of structures, thereby reducing deaths, injuries and property damage of those properties developed in the county and later annexed into the City.

**PRIORITY 4:** The establishment of statewide contractor licensing to establish certain criteria to prove reasonable competency in specific building trades (i.e. electrical, mechanical, and plumbing).



## 2021 LEGISLATIVE PRIORITIES - ALDERMAN

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**PRIORITY 5:** Modify provisions of Chapter 79 of the Missouri Revised Statutes to utilize gender neutral methods to describe member of a city legislative body.

- Many Sections still utilize Alderman, Aldermen, Board of Aldermen and haven't been updated since 1939.
- The title Alderman is derived from the Old English title of ealdorman, literally meaning "elder man", and was used by the chief nobles presiding over shires.



## 2021 LEGISLATIVE PRIORITIES – PUBLIC SAFETY AND OTHER PRIORITIES TO CONSIDER

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- **PRIORITY 6: Allow Police/Fire/EMS personnel to buy into Medicare at age 50 with 25 - 30 years of active duty public safety municipal service.**
  - Many personnel are retiring with full at earlier ages - waiting until 65 years of age to receive Medicare is cost prohibitive for many first responders. The Federal Government passed a similar measures that allows Federal first responders this type of option.
- **PRIORITY 7: Provide mental health liaison support for municipal law enforcement to better manage mental health calls for service.**
  - We continue to experience increase in field contacts/Calls for Service regarding persons in mental health crisis. Again, we have few viable options to manage these issues.
- **PRIORITY 8: Establish statutory framework for bond and bail for repeat and violent offenders.**
  - We continue to see the same arrested persons over and over being arrested for the same or similar offenses. Each time, they are released with no bond and commit similar offenses. Again, we are contacting the same people multiple times on similar grade offenses with little to no support from the criminal justice system.

## 2021 LEGISLATIVE PRIORITIES – PUBLIC SAFETY AND OTHER PRIORITIES TO CONSIDER

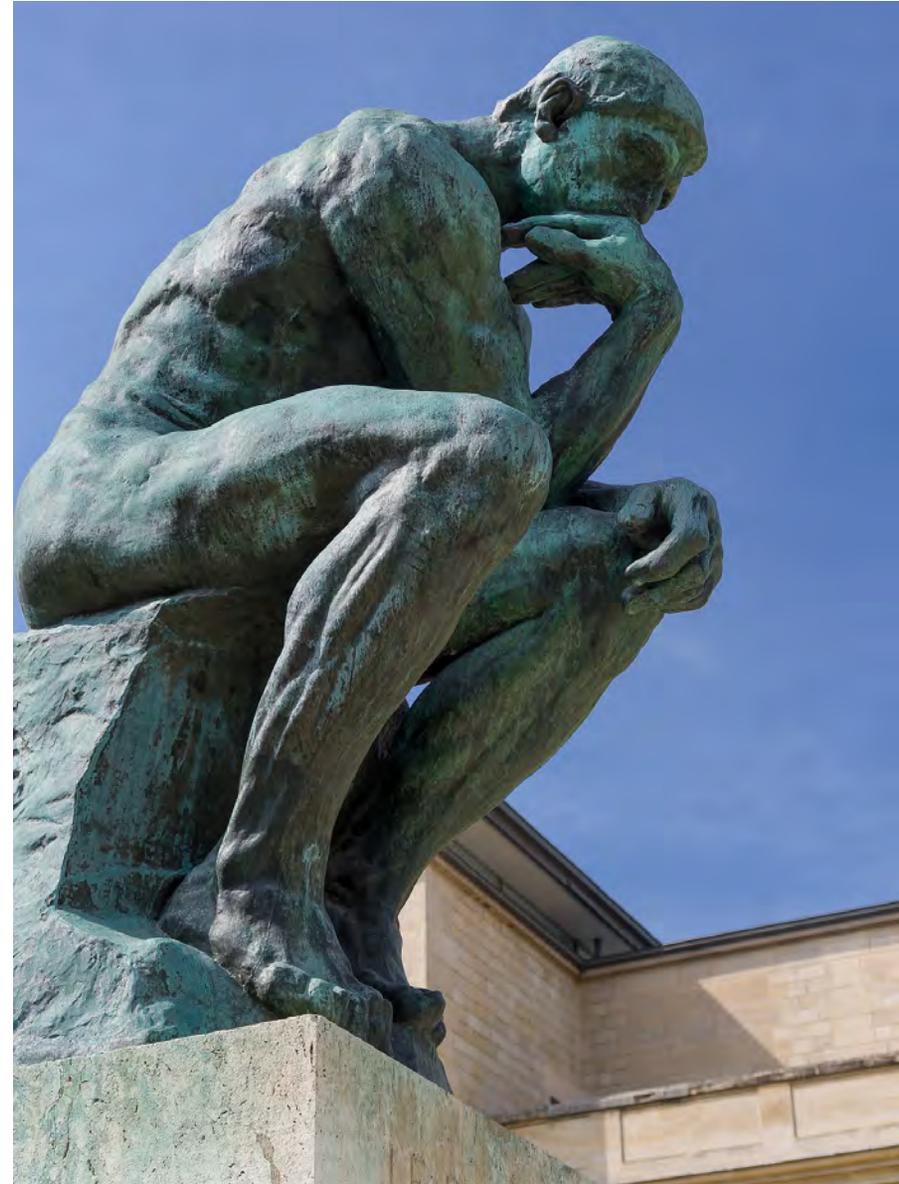
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- **PRIORITY 9:** Recognize PTSD as a duty related injury for first responders.
- **PRIORITY 10:** Establishment of statewide presumptive cancer initiative to promote and protect the health and wellness of firefighters.
- **PRIORITY 11:** Tighten requirements of Worker’s Compensation and Unemployment insurance to further combat fraud.



# QUESTIONS?

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# STAFF REPORT

**ITEM/SUBJECT:** PRESENTATION AND DISCUSSION OF 2021 AND 2022-2025 GOALS.

**INITIATED BY:** PLANNING & DEVELOPMENT DEPARTMENT

**MEETING DATE:** NOVEMBER 19, 2020

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**EXECUTIVE SUMMARY:**

- Under the guidance of the City Administrator, the Departments have identified the attached goals for 2021 and for 2022-2025. These goals will assist staff and help guide potential decisions for the upcoming years if the financial situation positively changes. These goals also reflect the City Administration's focus and priorities.
- During the Study Session, staff will provide a summary of the attached goals and will be available for any questions and discussion. Staff will be additionally seeking any guidance or direction from the Board of Aldermen.

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**FINANCIAL IMPACT:**

- No impact/Not applicable  
 Budgeted in the current year's budget.  
 Other (see additional explanation)

**STAFF RECOMMENDATION:**

- Recommended  
 Not Recommended  
 Neutral/None

Handwritten initials, possibly "JD", in black ink.

**COMMUNITY PLAN 2030:** G-3: Transparency

**ATTACHED EXHIBITS:**  
1) 2021 Goals  
2) 2022-2025 Goals  
3) Presentation

## CITY OF BRANSON 2021 GOALS

*Community Plan 2030  
Reference*

Goal shared by Administration	
<b>CLERK</b>	
- Implement PrimeGov (paperless agenda management solution) for all boards, commissions and committees	G-3
- Process document destruction for those that have reached retention and re-implement the annual process	G-3
- Evaluation of the Municipal Court functions for streamlining opportunities	G-3
<b>FINANCE</b>	
- Reduce City costs by: public-public partnerships (recycling center) and public-private partnerships (garage/fleet maintenance)	
- Bonding capacity/tourism tax renewal	ED-1.1.2/T-5.2
- Use tax/online sales	
- Departmental processes paperless (p-card, procurement, new modules)	
- Begin business/lodging/contractor/liquor licenses, tourism tax and employee self-serving modules online	
- Review and revise purchasing, business and liquor license codes	
- Phone tree for Finance Department	
<b>FIRE</b>	
- Develop a Standards of Cover for the Fire Department	
- Research and propose a program to reduce false fire alarm responses.	
- Provide National Incident Management System (NIMS) training for City personnel.	
<b>HUMAN RESOURCES</b>	
- Improve the HR software platform (applicant tracking and performance management)	
- Developing new pay structures for City-wide application to help attract and retain the best people	
- Revising policies and procedures that reflect a changing 21 <sup>st</sup> Century work environment	
- Working on standards and procedures for integrating telework as a "normal" work function	
- Look at all means necessary to ensure the City has right balance of risk and coverage for insurance needs	
<b>INFORMATION TECHNOLOGY</b>	
- Upgrade critical network infrastructure switching components to ensure continued network stability	EI-1
- Implement enhanced network intrusion detection and prevention solutions to improve cybersecurity posture and better protect the city's resources and operations from growing cyber threats	EI-1
- Perform an organizational analysis to further paperless process initiatives for all city departments to include electronic signatures	EI-1
<b>LEGAL</b>	
- With cooperation, implement digital signatures for contracts and opportunities where legal is needed to approve to form.	
- With cooperation, streamline Board of Aldermen contract approval through the use of general appropriation bills and resolutions.	
- With cooperation, move to paperless presence in court for prosecutor regarding tickets, police reports and subpoenas.	
<b>PARKS &amp; RECREATION</b>	
- Continue developing internal service fund for ongoing maintenance issues reducing dependency on funding capital projects	G-4.2, POS-1.3.7
- Continue efforts to maintain, improve and beautify park facilities (find additional financial sources)	G-4.2, POS-1.3.7
- Implement new outdoor initiatives to diversify programs for the community	POS-1.1
- Complete phase 3 of the tree inventory plan (tree pruning and trimming at North Beach Park) and initiate reforestation efforts	POS-1.3.7
- Complete training to develop a staff member as a certified playground inspector	
<b>PLANNING &amp; DEVELOPMENT</b>	
- Initiate update of the Community Plan 2030	LU-1/G-3
- Review and update planning and building fees as necessary to further recoup staff time and costs	G-4.1/LU-2.4
- Work with the Finance to coordinate business license classifications with the uses listed in the Unified Development Code	G-4.3.1
<b>POLICE</b>	
- Reduce UCR Part I Offenses (NIBRS Offenses) by 5%	C-1.3.1, 1.3.4
- Realize department-wide full staffing (minus COVID frozen positions)	C-1.2.5
- Maintain and enhance community engagement programs (neighborhood watch, S.T.E.P., National Night Out, Explorer Program, Citizens Police Academy, Youth Citizens Police Academy, and Police Volunteer Program)	CC-4.1.2/C-1.2.6, 2.1.2, 4.3.4
- Collaborate with Office of Emergency Management and execute All Hazards Table Top Exercise relative to potential threats	C-1.1.1
<b>PUBLIC WORK &amp; ENGINEERING</b>	
- Continue executing mill & overlay, microsurfacing, striping, curb & gutter, and sidewalks per pavement management system	TR-1/TR-1.1.2/TR-5.4.1
- Implement bridge rehabilitation and preventative maintenance measures for all city bridges	TR-5.4.1/EI-1.1.1/EI-1.1.2
- Continue to research and improve sidewalks to meet federally mandated ADA standards	TR-1.1.4
- Migrate the desktop applications to web based for staff, and improve citizen access to GIS data and mapping information.	G-4.2.1
- Pursue new financial resources to help fund long-term stormwater monitoring requirements and awareness.	EI-1.4.8
- Research and implement infrastructure application fees from consultants and developers	G-4.2.1
<b>UTILITIES</b>	
- Complete preliminary design and move to final design for Compton Drive Wasterwater Plant Flood Protection	EI-3
- Complete design of Dewey Bald Area Water System Improvements.	EI-1
- Install automated pumping equipment in Lift Station 46 wetwell.	EI-1
- Complete new EPA Risk & Resiliency requirements, including continuity of operations in conditions such as a pandemic.	EI-1
- Seek possible grant funding for hardening both City water plant intake stations against flood damage and service interruptions.	EI-1

## CITY OF BRANSON 2022-2025 GOALS

*Community Plan 2030  
Reference*

### Goal shared by Administration

#### CLERK

- Review and add additional public access to documents G-3
- Centralize City records including paper, electronic and those stored in third party software into an electronic retention repository when possible G-3

#### FINANCE

- Select third party to audit telephone, electricity, etc. for savings to the City
- Work with HR on pay scale revision
- Increase credit rating through Standard and Poors process
- Redefining the definitions of the Priority Based Budgeting (PBB) goals and overall PBB review
- Timekeeping system for all employees to save time and money as well proper programs accountability across departments
- Continue to review fee schedules G-4.2.2/POS-1.2.3
- Start the process for renewal of the Transportation Tax (sunsets in 2025)
- Achieve a 30% reserve

#### FIRE

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

#### HUMAN RESOURCES

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

#### INFORMATION TECHNOLOGY

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

#### PARKS & RECREATION

- Develop a plan to expand the campground POS-1.2.1
- Establish a park or greenspace for residents in the southwest portion of the community POS-1.3.4
- Continue to establish public, private relationships as a way to improve programs, events and facilities POS-1.3.6
- Continue to develop a connected trail system POS-3.1.2, 3.1.3
- Develop a park master plan POS-1.3.1

#### PLANNING & DEVELOPMENT

- Implement a contractor certification process in conjunction with contractor licensing so applicants can prove reasonable competency in specific building trades (i.e. electrical, mechanical and plumbing) LU-3.2
- Work with Taney County on county-wide building and zoning codes G-4.3
- Review and make recommendations for updating the building codes to the 2024 series G-3
- Implement new strategies and actions from the Community Plan 2030
- Reinstate biennial Community and Business Surveys to evaluate the City's services and offerings G-3
- Provide assistance and support as necessary to the Transportation Master Plan, Parks Master Plan, 76 Streetscape Project and Downtown Streetscape Project TR-4.1/POS-1.3.1/CC-2,3

## POLICE

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

## PUBLIC WORK & ENGINEERING

- Research funding sources to implement street light installation in neighborhood subdivisions for safety purposes. TR-1.1.4
- Research with MoDOT additional grant opportunities to continue renovation and replacement of traffic signals throughout the city for enhanced efficiency of traffic movement TR-4.4, 4.4.2
- Consolidate and centralize all GIS data to enterprise server G-4.2.1
- Thorough analysis of all roadways, pedestrian and bike circulation, and ADA as well as an analysis of multiple transportation alternatives and alternative methods to colored route system through a Transportation Master Plan TR-4.1
- Review on-street parking standards and determine feasibility of paid parking within the downtown district TR-1.1.4
- Complete stormwater and detention system mapping G-4.2.1
- Begin design for segments 1, 2, 4, 5 & 6 of the 76 Entertainment Community Improvement District 5.4.1/CC-1.4/CC-2.6/CC-3.6/T-3.
- Asset management software citywide G-4.2.1
- Research funding sources/grants for completing the downtown streetscape improvements TR-4.4.2
- Develop new street standards for all road classifications to include landscape features, sidewalks, street trees, landscape medians, on-street parking, parkways and lighting TR-1.2.1

## UTILITIES

- Harden both City water plant intakes against flood damage and service interruptions EI-1
- Construction of Dewey Bald Area Water System Improvements EI-1
- Upgrade aged and undersized water mains along 76 Country Boulevard EI-1
- Upgrade aged and undersized water mains in neighborhoods with priority given to areas with existing lead and copper material lines EI-1
- Transition maintenance and repair of sewer service laterals in rights-of-way from the responsibility of customer to Utility EI-3
- Provide additional enclosed storage space for maintenance equipment and utility trucks A35 Strategic Plan
- Provide Water and Sewer services to annexed areas that have little to no infrastructure EI-1
- Expansion of the Cooper Creek Wastewater Treatment Plant EI-1
- Personnel structure improvement plan to fulfill staffing needs to meet critical maintenance requirements, regulatory requirements and to provide opportunity for employee growth and advancement. Workplace Objectives - Strategic Plan
- Update technical specifications for public water and sewer infrastructure installations EI-1



## 2021 GOALS

### CITY CLERK/COURT (G)



- Implement PrimeGov for a paperless agenda management solution for all City boards, commissions and committees
- Process the destruction of a decade's worth of City documents which have reached retention and re-implement the annual destruction process
- Evaluate Municipal Court functions for opportunities to streamline

## FINANCE (ED, T)



- Reduce City costs through Public-Public Partnerships (recycling to Taney County) and Public-Private Partnerships (garage/fleet maintenance to a third party)
- **Renewal of bonding capacity/Tourism Tax**
- **State adoption of Use Tax for online sales**
- Implement departmental paperless processes (p-cards and procurement)
- Begin modules online for licenses (business, lodging, contractors and liquor), Tourism Tax and employees
- Review and revise codes (purchasing, business and liquor licenses)
- Create a phone tree for department

## FIRE (C)



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

## HUMAN RESOURCES



- Improve the HR software platform (applicant tracking and performance management)
- Develop new pay structures to help attract and retain the best people
- Revise policies and procedures that reflect a changing work environment
- Work on standards and procedures for integrating teleworking as a “normal” work function
- Look at all means necessary to ensure the City has the right balance of risk and coverage for its insurance needs

## INFORMATION TECHNOLOGY (EI)



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

## **LEGAL (G)**



- Implement digital signatures for all contracts and opportunities where Legal is needed to “approve to form”
- Streamline board contract approvals through the use of general appropriation bills and resolutions
- Move to a paperless presence in Municipal Court for prosecutor regarding tickets, police reports and subpoenas

## **PARKS & RECREATION (POS, G)**



- Continue to develop the internal services fund to support ongoing maintenance issues and to reduce dependency on funding capital projects
- Continue efforts to maintain, improve and beautify park facilities (identify additional financial sources)
- Implement new outdoor initiatives to diversify programs
- Complete phase three of the tree inventory by completing all tree pruning and trimming at North Beach Park, and initiate reforestation efforts
- Complete training to develop a staff member as a certified playground inspector

## **PLANNING & DEVELOPMENT** (LU, G, ED)



- Initiate update the Community Plan 2030
- Review and update all fees as necessary to further recoup staff time and City costs associated planning and building activities
- Better coordinate business license classifications with the uses listed in the Unified Development Code (Chapter 94) to improve efficiencies in the review process

## **POLICE** (C, CC)



- Reduce UCR Part 1 offenses (NIBRS offenses) by 5%
- Realize department-wide full staffing (minus COVID frozen positions)
- Maintain and enhance community engagement programs (Neighborhood Watch, S.T.E.P., National Night Out, Explorer Program, Citizens Police Academy, Youth Citizens Police Academy and Police Volunteer Program)
- Collaborate with the Office of Emergency Management and execute an All Hazards Table Top Exercise relative to potential threats to the City

## PUBLIC WORKS/ENGINEERING (TR, EI, G)



- Continue to improve and execute Pavement Management System findings (mill and overlay, microsurfacing, striping, street preservation, curb and gutter, and sidewalks)
- Implement bridge rehabilitation and preventative maintenance measures for all City bridges
- Continue to research and improve sidewalks to meet ADA standards
- Migrate GIS desktop applications to web based applications for staff and improve citizen access to GIS data and mapping information
- Pursue new financial resources to help fund long-term stormwater monitoring requirements, improvements and awareness
- Research and implement infrastructure application fees

## UTILITIES (EI)



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



## 2022-2025 GOALS

### CAPTIAL IMPROVEMENTS (C, POS, TR, CC)



- Construct Fire Station #4
- Construct Police Station
- Develop a Parks Master Plan (expand campground, park in SW, funding opportunities for programs and facilities, expand trail system, etc.)
- Develop a Transportation Master Plan (analysis of roads, sidewalks, bike circulation, ADA, parking, street standards, etc.)
- Continue 76 Country Blvd and Downtown projects

## **CAPTIAL IMPROVEMENTS (cont.)** (C, CC, EI)



- Replace dated outdoor warning siren units
- Use technology opportunities to enhance community communication and engagement, wayfinding, traffic management, parking, and transparency
- Develop a sustainable fleet management plan
- Expand street lighting in neighborhoods/subdivisions
- Harden both City water plant intakes
- Construct Dewey Bald area water system improvements
- Upgrade water mains in neighborhoods
- Expand water and sewer services to all annexed areas
- Expand Cooper Creek Wastewater Treatment Plant

## **GOVERNANCE (external)** (G)



- Increase transparency (increased public access to documents and to real time data, and reinstate Community and Business Surveys)
- Fiscal opportunities (increase credit rating and reserve (30%), Transportation Tax, and fee schedules)
- Adopt 2024 International Code Council series
- Complete a Community Risk Assessment
- Implement contractor certifications in connection with licensing
- Work with Taney County on county-wide building and zoning codes

## GOVERNANCE (internal) (G)



- Revise pay scale
- Implement timekeeping system
- Develop dashboard to track and monitor performance measures
- Improve HR software platform (onboarding and staff development)
- Develop methodology for succession planning
- **Update IT Strategic Technology Plan**
- Establish dedicated funding sources for technology items
- Replace and migrate software to cloud-based platforms (financial system to ERP system, asset management, etc.)
- Successful transition to National Incident-Based Reporting System
- Fulfill staffing needs