

NOTICE OF MEETING AND BOARD OF ALDERMEN AGENDA



CITY OF OSAGE BEACH BOARD OF ALDERMEN MEETING

1000 City Parkway
Osage Beach, MO 65065
573.302.2000
www.osagebeach.org

TENTATIVE AGENDA

SPECIAL MEETING

July 14, 2021 - 8:30 AM
CITY HALL

**** Note:** All cell phones should be turned off or on a silent tone only. Agendas are available in the Council Chamber; however, complete meeting packets are available on the City's website at www.osagebeach.org.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

NEW BUSINESS

- A. Mayor and Board of Aldermen Strategic Planning

1. Overview of Agenda, Purpose, and Desired results
2. Status Check and Updates
3. Future Outlook - Goal Setting and Planning
4. Next Steps

ADJOURN

Remote viewing is available on Facebook at *City of Osage Beach, Missouri* and on YouTube at *City of Osage Beach*.

Representatives of the news media may obtain copies of this notice by contacting the following:

Tara Berreth, City Clerk
1000 City Parkway
Osage Beach, MO 65065
573.302.2000 x 1020

If any member of the public requires a specific accommodation as addressed by the Americans with Disabilities Act, please contact the City Clerk's Office forty-eight (48) hours in advance of the meeting at the above telephone number.



Board of Aldermen Strategic Planning

Wednesday, July 14, 2021

8:30 AM – 4:30 PM

Osage Beach City Hall – Conference Room F (lower level)

8:30 AM – Strategic Planning Session Begins

Breakfast (8 AM) and Lunch (Noon) will be provided.

1. Overview of agenda, purpose, and desired results.

- a. Strategic Planning purpose – To convey a clear direction forward for the organization, providing management direction for operations.
- b. Refresher on Form of Government, Roles and Responsibilities
- c. Current Mission Statement and Values
 - i. Responsibility to our Voters: As a municipal government our core values of our relationship to our citizens and customers are transparency and accountability of use of public monies, in contrast with the efficiency and profit centered goals of private industry.

2. Status Check and Updates

- a. Overview of Management Meeting - Key Issues Identified by Management
- b. Budget / Financial Update
 - i. FY2021 Budget and Financial Update
 - ii. 5 Year Forecast Update (see enclosures)
 - iii. Capital Planning Update
 1. Capital Asset Plan Summary
 2. Preventive Payment Maintenance Plan (PPMP) (see enclosures)
 3. Conceptual Sidewalk Plan (see enclosures)
- c. Refresher and Recap of Prior Items (see enclosures)
 - i. Priority Item categories: Economic Growth/Development, Serve the Customer, Good Governance, Internal Development
 - ii. Revisit approved 2018-19 Board of Aldermen Initiatives approved March 2019
 - iii. 2022 Board of Aldermen Strategic Objectives, Alderman Ross Submission

3. Future Outlook - Goal Setting and Planning

- a. What are the past topics and/or new topics/strategic issues to be addressed/resolved?
 - i. Mission Statement – Current State (see enclosures) and Potential Revisions Discussion
 - ii. Economic Development
 1. Is it time for the City to invest in an Economic Development Strategic Plan to outline the City's vision and objectives for economic development?
 2. Creation of Economic Developer Position
 3. Regional Partnership Opportunities and Objectives
 4. Other
 - iii. Good Governance
 1. Future Cash Flow Update and Objectives

2. Current Debt Obligations and Forecast / Direction on Additional Payments
 3. Capital Investments Direction
 - a. Capital Asset Planning
 - b. Transportation Plan Actions (PPMP, Conceptual Sidewalk Plan) and other project 'hot spots' to be addressed
 4. Investment Strategies / Objectives
 5. ARPA Funding Update
 6. Budget Adoption Process – Revisions Needed?
 7. Records Retention
 8. Other
 - iv. Serve the Customer
 1. Citizen/Community Data Gathering (surveys, public forums, etc.) – What do the citizens/community want the City to invest in? (Programs, Projects, etc.)
 2. Compliance Direction (Shifting enforcement actions from a complaint-based approach to a systematic or proactive approach.)
 3. Other
 - v. Internal Development
 1. Employee Data Gathering (surveys, reporting, etc.)
 2. Performance Measures
 3. Other
 - b. Gauging the Process - Expectation of the Board (reporting, updates, etc.)
- 4. Next Steps**

4:30 PM – Adjourn



Mission Statement

Our mission is to provide superior municipal services and conduct all City business with openness and integrity, and to be recognized as a safe and appealing place to live, a supportive environment to conduct business, and a premier visitor destination.

Adopted by the Board of Aldermen of the City of Osage Beach, November 1, 2001.
Readopted and ratified by the Board of Aldermen, December 17, 2020.

By our signatures affixed hereto, we the undersigned hereby adopt the Mission Statement of the City of Osage Beach and pledge to uphold it.


John Olivarri, Mayor


Bob O'Steen
Alderman, Ward 1


Kevin Rucker
Alderman, Ward 1


Phyllis Marose
Alderman, Ward 2


Tyler Becker
Alderman, Ward 2


Tom Walker
Alderman, Ward 3


Richard Ross, President of the Board
Alderman, Ward 3

City of Osage Beach FY2021 - FY2026 Forecast - As of May 31, 2021

GENERAL FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	2,673,647	2,423,631	1,896,424	1,998,762	2,044,871	2,167,395	1,707,256	1,453,295	1,479,285	2,045,275	2,643,596
Revenues	\$ 6,550,398	\$ 6,883,875	\$ 6,816,514	\$ 6,929,804	\$ 7,509,315	\$ 7,373,835	\$ 7,631,919	\$ 7,899,036	\$ 8,175,503	\$ 8,461,645	\$ 8,757,803
Personnel	4,008,566	4,067,192	4,142,080	4,149,676	4,295,840	4,463,641	4,530,596	4,598,555	4,667,533	4,737,546	4,808,609
Operations & Maintenance	1,777,806	2,082,228	2,152,014	2,160,329	2,342,479	2,534,912	2,048,285	2,099,492	2,151,979	2,205,779	2,260,923
Capital	613,542	765,662	155,082	283,690	231,575	328,513	750,000	830,000	440,000	340,000	590,000
Debt Service	-	-	-	-	216,897	216,908	217,000	-	-	-	-
Transfers to Other Funds	400,500	496,000	265,000	290,000	300,000	290,000	340,000	345,000	350,000	580,000	350,000
Total Expenditures	\$ 6,800,414	\$ 7,411,082	\$ 6,714,176	\$ 6,883,695	\$ 7,386,791	\$ 7,833,974	\$ 7,885,880	\$ 7,873,046	\$ 7,609,512	\$ 7,863,325	\$ 8,009,532
NET Revenues/Expenditures	\$ (250,016)	\$ (527,207)	\$ 102,338	\$ 46,109	\$ 122,524	\$ (460,139)	\$ (253,961)	\$ 25,990	\$ 565,991	\$ 598,321	\$ 748,271
Ending Balances (includes Restricted \$\$)	2,423,631	1,896,424	1,998,762	2,044,871	2,167,395	1,707,256	1,453,295	1,479,285	2,045,275	2,643,596	3,391,867
Restricted - Fund Reserves	-	1,141,764	1,287,764	1,415,764	1,412,055	1,403,492	1,570,000	1,760,000	1,950,000	1,950,000	1,950,000
Restricted - Other	59,172	32,976	17,740	20,414	37,698	38,000	35,000	35,000	35,000	35,000	35,000
Unrestricted	2,364,459	721,684	693,258	608,693	717,642	265,764	(151,705)	(315,715)	60,275	658,596	1,406,867
CAPITAL IMPROVEMENT FUND (CIT)	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	612,623	606,889	739,712	549,219	1,089,927	1,667,541	1,892,541	2,003,481	3,611,355	5,969,251	8,424,366
Revenues	\$ 2,268,311	\$ 2,398,371	\$ 2,349,078	\$ 2,384,304	\$ 2,459,237	\$ 2,488,000	\$ 2,575,080	\$ 2,665,208	\$ 2,758,490	\$ 2,855,037	\$ 2,954,964
Personnel	-	-	-	-	-	-	-	-	-	-	-
Operations & Maintenance	303,045	330,548	339,571	331,030	386,057	338,000	73,140	75,334	77,594	79,922	82,320
Capital	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Transfers to Other Funds	1,971,000	1,935,000	2,200,000	1,512,566	1,495,566	1,925,000	2,391,000	982,000	323,000	320,000	-
Total Expenditures	\$ 2,274,045	\$ 2,265,548	\$ 2,539,571	\$ 1,843,596	\$ 1,881,623	\$ 2,263,000	\$ 2,464,140	\$ 1,057,334	\$ 400,594	\$ 399,922	\$ 82,320
NET Revenues/Expenditures	\$ (5,734)	\$ 132,823	\$ (190,493)	\$ 540,708	\$ 577,614	\$ 225,000	\$ 110,940	\$ 1,607,874	\$ 2,357,896	\$ 2,455,115	\$ 2,872,644
Ending Balances (includes Restricted \$\$)	606,889	739,712	549,219	1,089,927	1,667,541	1,892,541	2,003,481	3,611,355	5,969,251	8,424,366	11,297,010
Restricted - Fund Reserves	-	-	-	-	-	-	-	-	-	-	-
Restricted - Other	606,889	663,101	549,219	683,667	667,093	648,000	240,000	240,000	130,000	50,000	50,000
Unrestricted	-	76,611	-	406,260	1,000,448	1,244,541	1,763,481	3,371,355	5,839,251	8,374,366	11,247,010
TRANSPORTATION FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	5,497,317	5,038,864	5,406,587	5,209,579	4,640,013	4,749,627	4,337,864	5,069,863	5,188,132	5,825,661	5,380,550
Revenues	\$ 3,182,613	\$ 3,114,739	\$ 3,054,873	\$ 3,037,810	\$ 3,090,503	\$ 3,409,175	\$ 2,877,093	\$ 2,977,791	\$ 3,082,014	\$ 3,189,884	\$ 3,301,530
Personnel	524,132	526,905	536,339	579,894	429,818	499,893	507,391	515,002	522,727	530,568	538,527
Operations & Maintenance	740,728	899,973	1,767,353	1,569,819	1,125,431	976,295	672,702	934,520	881,758	724,427	742,538
Capital	2,376,206	1,320,138	811,189	1,136,663	1,266,641	2,087,750	675,000	1,150,000	900,000	2,200,000	600,000
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	137,000	321,000	159,000	257,000	290,000	260,000	140,000	180,000	145,000
Total Expenditures	\$ 3,641,066	\$ 2,747,016	\$ 3,251,881	\$ 3,607,376	\$ 2,980,889	\$ 3,820,938	\$ 2,145,094	\$ 2,859,522	\$ 2,444,485	\$ 3,634,995	\$ 2,026,064
NET Revenues/Expenditures	\$ (458,453)	\$ 367,723	\$ (197,008)	\$ (569,566)	\$ 109,614	\$ (411,763)	\$ 731,999	\$ 118,269	\$ 637,529	\$ (445,111)	\$ 1,275,466
Ending Balances (includes Restricted \$\$)	5,038,864	5,406,587	5,209,579	4,640,013	4,749,627	4,337,864	5,069,863	5,188,132	5,825,661	5,380,550	6,656,016
Restricted - Fund Reserves	-	3,547,721	3,144,503	2,878,542	3,320,728	3,859,887	4,040,000	4,415,000	3,925,000	2,500,000	2,500,000
Restricted - Other	2,904,776	-	-	1,043,868	656,916	-	-	-	-	-	-
Unrestricted	2,134,088	1,858,866	2,065,076	717,603	771,983	477,977	1,029,863	773,132	1,900,661	2,880,550	4,156,016

WATER FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	3,113,554	2,931,747	3,154,845	3,784,107	3,432,396	3,058,060	3,206,222	2,953,209	3,011,057	2,916,144	3,766,493
Revenues	\$ 3,802,637	\$ 3,832,150	\$ 4,455,620	\$ 3,720,564	\$ 3,585,312	\$ 3,773,950	\$ 3,502,119	\$ 2,107,032	\$ 2,163,743	\$ 2,213,905	\$ 2,279,992
Personnel	414,989	436,410	442,942	423,637	223,814	376,896	382,549	388,288	394,112	400,024	406,024
Operations & Maintenance	295,930	319,025	368,719	337,172	455,058	519,592	532,582	545,896	559,544	573,532	587,871
Capital	532,595	133,671	311,254	620,570	603,027	96,300	225,000	225,000	225,000	225,000	225,000
Debt Service	2,740,930	2,719,946	2,703,443	2,690,896	2,677,749	2,633,000	2,615,000	890,000	1,080,000	165,000	170,000
Transfers to Other Funds	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 3,984,444	\$ 3,609,052	\$ 3,826,358	\$ 4,072,275	\$ 3,959,648	\$ 3,625,788	\$ 3,755,131	\$ 2,049,184	\$ 2,258,656	\$ 1,363,556	\$ 1,388,895
NET Revenues/Expenditures	\$ (181,807)	\$ 223,098	\$ 629,262	\$ (351,711)	\$ (374,336)	\$ 148,162	\$ (253,013)	\$ 57,848	\$ (94,913)	\$ 850,349	\$ 891,098
Ending Balances (includes Restricted \$\$)	2,931,747	3,154,845	3,784,107	3,432,396	3,058,060	3,206,222	2,953,209	3,011,057	2,916,144	3,766,493	4,657,591
Restricted - Fund Reserves	-	1,236,396	1,265,028	1,308,380	1,523,953	1,680,953	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Restricted - Other	2,850,492	1,862,331	1,873,012	1,359,193	1,359,194	1,407,246	530,000	530,000	165,000	165,000	165,000
Unrestricted	81,255	56,118	646,067	764,823	174,913	118,023	723,209	781,057	1,051,144	1,901,493	2,792,591
SEWER FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	4,665,084	4,846,531	4,740,108	4,607,410	4,518,500	4,020,685	3,210,517	3,496,074	3,802,332	4,147,008	4,533,949
Revenues	\$ 3,013,567	\$ 3,005,929	\$ 2,757,255	\$ 2,937,236	\$ 2,727,229	\$ 3,035,100	\$ 3,783,353	\$ 3,849,014	\$ 3,933,654	\$ 4,029,434	\$ 3,811,447
Personnel	519,774	574,064	601,274	658,984	380,022	574,912	580,661	586,468	592,332	598,256	604,238
Operations & Maintenance	1,262,380	1,363,911	1,319,992	1,427,352	1,800,735	1,879,156	1,926,135	1,974,288	2,023,645	2,074,237	2,126,093
Capital	294,753	432,510	247,864	236,968	360,603	716,400	650,000	650,000	650,000	650,000	650,000
Debt Service	755,213	741,867	720,823	702,842	683,684	674,800	341,000	332,000	323,000	320,000	-
Transfers to Other Funds	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 2,832,120	\$ 3,112,352	\$ 2,889,953	\$ 3,026,146	\$ 3,225,044	\$ 3,845,268	\$ 3,497,796	\$ 3,542,756	\$ 3,588,978	\$ 3,642,492	\$ 3,380,331
NET Revenues/Expenditures	\$ 181,447	\$ (106,423)	\$ (132,698)	\$ (88,910)	\$ (497,815)	\$ (810,168)	\$ 285,557	\$ 306,258	\$ 344,676	\$ 386,941	\$ 431,116
Ending Balances (includes Restricted \$\$)	4,846,531	4,740,108	4,607,410	4,518,500	4,020,685	3,210,517	3,496,074	3,802,332	4,147,008	4,533,949	4,965,065
Restricted - Fund Reserves	-	1,616,030	1,768,914	1,839,499	1,548,615	926,515	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Restricted - Other	3,973,105	2,318,163	2,358,318	2,466,045	2,428,129	2,280,443	2,300,000	2,300,000	2,300,000	2,100,000	2,100,000
Unrestricted	873,426	805,915	480,178	212,956	43,941	3,559	96,074	402,332	747,008	1,333,949	1,765,065
AMBULANCE FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	124,879	68,825	111,472	67,062	65,536	145,103	87,841	2,831	1,367	(1,840)	(7,341)
Revenues	\$ 528,469	\$ 653,356	\$ 538,582	\$ 565,951	\$ 658,791	\$ 565,150	\$ 620,653	\$ 631,266	\$ 641,991	\$ 877,831	\$ 653,788
Personnel	418,800	422,728	425,246	418,447	438,146	464,999	471,974	479,054	486,239	493,533	500,936
Operations & Maintenance	119,493	113,238	125,542	120,854	117,524	133,772	136,447	139,176	141,960	144,799	147,695
Capital	15,989	44,502	1,963	1,086	1,315	1,400	75,000	14,500	17,000	245,000	10,000
Debt Service	30,241	30,241	30,241	27,090	22,240	22,241	22,241	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 584,523	\$ 610,709	\$ 582,992	\$ 567,477	\$ 579,224	\$ 622,412	\$ 705,662	\$ 632,730	\$ 645,199	\$ 883,332	\$ 658,631
NET Revenues/Expenditures	\$ (56,054)	\$ 42,647	\$ (44,410)	\$ (1,526)	\$ 79,567	\$ (57,262)	\$ (85,009)	\$ (1,464)	\$ (3,208)	\$ (5,501)	\$ (4,843)
Ending Balances (includes Restricted \$\$)	68,825	111,472	67,062	65,536	145,103	87,841	2,831	1,367	(1,840)	(7,341)	(12,185)
Restricted - Fund Reserves	-	-	-	-	-	-	-	-	-	-	-
Restricted - Other	-	-	-	-	-	-	-	-	-	-	-
Unrestricted	68,825	111,472	67,062	65,536	145,103	87,841	2,831	1,367	(1,840)	(7,341)	(12,185)

LEE C FINE AIRPORT FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	290,309	294,538	92,022	(116,582)	120,260	304,108	217,531	78,157	63,882	63,102	70,705
Revenues	\$ 1,146,514	\$ 2,393,479	\$ 1,145,825	\$ 2,741,764	\$ 1,091,195	\$ 4,560,600	\$ 895,152	\$ 1,192,055	\$ 931,316	\$ 969,942	\$ 968,941
Personnel	165,932	176,171	187,266	197,090	188,784	202,979	206,024	209,114	212,251	215,435	218,666
Operations & Maintenance	477,511	504,638	682,101	571,364	466,725	652,198	668,503	685,216	702,346	719,905	737,902
Capital	498,842	1,898,021	485,062	1,736,468	251,837	3,792,000	160,000	312,000	17,500	27,000	17,000
Debt Service	-	17,165	-	-	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 1,142,285	\$ 2,595,995	\$ 1,354,429	\$ 2,504,922	\$ 907,347	\$ 4,647,177	\$ 1,034,527	\$ 1,206,330	\$ 932,097	\$ 962,339	\$ 973,568
NET Revenues/Expenditures	\$ 4,229	\$ (202,516)	\$ (208,604)	\$ 236,842	\$ 183,848	\$ (86,577)	\$ (139,375)	\$ (14,275)	\$ (781)	\$ 7,603	\$ (4,627)
Ending Balances (includes Restricted \$\$)	294,538	92,022	(116,582)	120,260	304,108	217,531	78,157	63,882	63,102	70,705	66,078
Restricted - Fund Reserves	-	30,657	671	671	38,000	46,200	54,615	63,000	63,000	63,000	63,000
Restricted - Other	-	-	-	-	-	-	-	-	-	-	-
Unrestricted	294,538	61,365	(117,253)	119,589	266,108	171,331	23,542	882	102	7,705	3,078
GRAND GLAIZE AIRPORT FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	28,492	2,441	(2,786)	1,873	30,935	80,653	43,145	32,235	34,867	31,985	36,528
Revenues	\$ 399,885	\$ 286,559	\$ 514,679	\$ 334,464	\$ 297,399	\$ 272,510	\$ 700,320	\$ 413,207	\$ 342,171	\$ 366,214	\$ 355,338
Personnel	125,070	131,121	142,920	145,747	143,026	153,846	156,154	158,496	160,873	163,287	165,736
Operations & Maintenance	130,087	123,879	116,241	136,392	103,492	156,172	160,076	164,078	168,180	172,385	176,694
Capital	170,779	36,786	250,859	23,263	1,163	-	395,000	88,000	16,000	26,000	16,000
Debt Service	-	-	-	-	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 425,936	\$ 291,786	\$ 510,020	\$ 305,402	\$ 247,681	\$ 310,018	\$ 711,230	\$ 410,574	\$ 345,054	\$ 361,671	\$ 358,430
NET Revenues/Expenditures	\$ (26,051)	\$ (5,227)	\$ 4,659	\$ 29,062	\$ 49,718	\$ (37,508)	\$ (10,910)	\$ 2,632	\$ (2,883)	\$ 4,543	\$ (3,092)
Ending Balances (includes Restricted \$\$)	2,441	(2,786)	1,873	30,935	80,653	43,145	32,235	34,867	31,985	36,528	33,436
Restricted - Fund Reserves	-	-	1,873	13,200	17,400	21,700	26,000	30,000	30,000	30,000	30,000
Restricted - Other	-	-	-	-	-	-	-	-	-	-	-
Unrestricted	2,441	(2,786)	-	17,735	63,253	21,445	6,235	4,867	1,985	6,528	3,436
PREWITT'S POINT TIF FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	2,845,561	2,738,754	2,873,803	2,897,723	2,922,823	237,297	0	0	-	-	-
Revenues	\$ 2,234,788	\$ 2,399,066	\$ 2,365,950	\$ 2,432,642	\$ 2,690,087	\$ 2,424,000	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel	-	-	-	-	-	-	-	-	-	-	-
Operations & Maintenance	26,870	31,758	31,400	25,321	33,241	32,500	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-	-	-
Debt Service	2,314,725	2,232,259	2,310,630	2,382,221	2,189,193	2,628,797	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 2,341,595	\$ 2,264,017	\$ 2,342,030	\$ 2,407,542	\$ 2,222,434	\$ 2,661,297	\$ -	\$ -	\$ -	\$ -	\$ -
NET Revenues/Expenditures	\$ (106,807)	\$ 135,049	\$ 23,920	\$ 25,100	\$ 467,653	\$ (237,297)	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Balances (includes Restricted \$\$)	2,738,754	2,873,803	2,897,723	2,922,823	3,390,476	0	0	0	-	-	-
Restricted - Fund Reserves	-	-	-	-	-	-	-	-	-	-	-
Restricted - Other	-	-	-	-	949,797	-	-	-	-	-	-
*Unrestricted	2,738,754	2,873,803	2,897,723	2,922,823	2,440,679	0	0	0	-	-	-

DIERBERGS TIF FUND	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	-	-	-	-	513	301	301	301	301	301	301
Revenues	\$ 764,688	\$ 650,752	\$ 839,109	\$ 738,949	\$ 905,285	\$ 778,500	\$ 805,748	\$ 833,949	\$ 863,137	\$ 893,347	\$ 924,614
Personnel	-	-	-	-	-	-	-	-	-	-	-
Operations & Maintenance	7,300	7,183	7,800	7,558	3,149	7,500	7,800	7,900	7,900	8,000	8,000
Capital	-	-	-	-	-	-	-	-	-	-	-
Debt Service	757,388	643,569	831,309	730,878	902,348	771,000	797,948	826,049	855,237	885,347	916,614
Transfers to Other Funds	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 764,688	\$ 650,752	\$ 839,109	\$ 738,436	\$ 905,497	\$ 778,500	\$ 805,748	\$ 833,949	\$ 863,137	\$ 893,347	\$ 924,614
NET Revenues/Expenditures	\$ -	\$ -	\$ -	\$ 513	\$ (212)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Balances (includes Restricted \$\$)	-	-	-	513	301	301	301	301	301	301	301
Restricted - Fund Reserves	-	-	-	-	-	-	-	-	-	-	-
Restricted - Other	-	-	-	513	301	301	301	301	301	301	301
Unrestricted	-	-	-	-	-	-	-	-	-	-	-
Average Inflation Rate	1.3%	1.8%	2.0%	2.2%	2.3%	2.2%	2.2%	2.1%	2.1%	2.1%	2.0%

Notes:

FY2016-FY2020 Represent Actuals

Capital Notes:

General Fund Estimates = Asset Replacement Plan Details/Represents mainly replacement of existing assets,

Transportation, Water, Sewer Estimates = Both replacement estimates, and minor and major system maintenance,

Prewitt TIF Bonds estimated payoff FY2023; Estimated increased effects to General Fund = \$515,000 / Transportation and CIT = \$258,000 (PV\$); FY2020 year-end reserves out due to refunding,

CIT, Water, Sewer Restricted-Other dependent on Bond Principal balances; Sewer Restricted-Other also included Treatment Plant reserve funds,

Water Bonds (3) total estimated payoff FY2027; eliminates DNR Interest Subsidy, CIT Transfer in, and Debt Service appropriately,

Sewer Bonds (2) total estimated payoff FY2025; eliminates DNR Interest Subsidy, CIT Transfer in, and Debt Service appropriately,

Average Inflation Rate- Actual through FY2019/estimate FY2020+; Source-<https://knoema.com/kyawad/us-inflation-forecast-2021-2022-and-long-term-to-2030-data-and-charts>,

Sales Tax Growth = Forecast average at 3.5%

Additional Debt Payment Option (as discussed in May 2021):

	<u>Original</u> <u>Payoff Year</u>	<u>Proposed</u> <u>Payoff Year</u>	<u>Estimated</u> <u>Savings</u>	
Water Debt:				
2007 SRF Water Revenue Bonds	2027	2021	\$60,000	#1 - FY2021
2003 SRF Water Revenue Bonds	2024	2023	\$6,000	#3 - FY2023
2002 SRF Water Revenue Bonds	2022	2022	\$0	no change
			\$66,000	
Sewer Debt:				
2005 SRF Sewer Revenue Bonds	2025	2022	\$25,000	#2 - FY2022
2001 SRF Sewer Revenue Bonds	2021	2021	\$0	no change
			\$25,000	
			\$91,000	

*Annual CIT Funds for additional Payments=FY2021 \$870,000, FY2022 \$890,000, FY2023 \$890,000

Revised Cash Flow w Additional Debt Payment Option:

CAPITAL IMPROVEMENT FUND (CIT)	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	1,667,541	1,022,541	243,481	961,355	3,319,251	5,774,366
Revenues	\$ 2,488,000	\$ 2,575,080	\$ 2,665,208	\$ 2,758,490	\$ 2,855,037	\$ 2,954,964
Personnel	-	-	-	-	-	-
Operations & Maintenance	338,000	73,140	75,334	77,594	79,922	82,320
Capital	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Transfers to Other Funds	2,795,000	3,281,000	1,872,000	323,000	320,000	-
Total Expenditures	\$ 3,133,000	\$ 3,354,140	\$ 1,947,334	\$ 400,594	\$ 399,922	\$ 82,320
NET Revenues/Expenditures	\$ (645,000)	\$ (779,060)	\$ 717,874	\$ 2,357,896	\$ 2,455,115	\$ 2,872,644
Ending Balances (includes Restricted \$\$)	1,022,541	243,481	961,355	3,319,251	5,774,366	8,647,010
Restricted - Fund Reserves	-	-	-	-	-	-
Restricted - Other	648,000	240,000	240,000	-	-	-
Unrestricted	374,541	3,481	721,355	3,319,251	5,774,366	8,647,010

WATER FUND	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	3,058,060	3,206,222	3,118,210	3,328,058	4,288,145	5,292,494
Revenues	\$ 4,643,950	\$ 3,495,119	\$ 2,979,032	\$ 2,138,743	\$ 2,202,905	\$ 2,268,992
Personnel	376,896	382,549	388,288	394,112	400,024	406,024
Operations & Maintenance	519,592	532,582	545,896	559,544	573,532	587,871
Capital	96,300	225,000	225,000	225,000	225,000	225,000
Debt Service	3,503,000	2,443,000	1,610,000	-	-	-
Transfers to Other Funds	-	-	-	-	-	-
Total Expenditures	\$ 4,495,788	\$ 3,583,131	\$ 2,769,184	\$ 1,178,656	\$ 1,198,556	\$ 1,218,895
NET Revenues/Expenditures	\$ 148,162	\$ (88,012)	\$ 209,848	\$ 960,087	\$ 1,004,349	\$ 1,050,097
Ending Balances (includes Restricted \$\$)	3,206,222	3,118,210	3,328,058	4,288,145	5,292,494	6,342,591
Restricted - Fund Reserves	1,680,953	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Restricted - Other	1,407,246	530,000	200,000	-	-	-
Unrestricted	118,023	888,210	1,428,058	2,588,145	3,592,494	4,642,591

SEWER FUND	FY2021 Budget	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast
Beginning Balances (includes Restricted \$\$)	4,020,685	3,210,517	3,496,074	4,105,332	4,755,009	5,450,950
Revenues	\$ 3,035,100	\$ 4,673,353	\$ 3,820,014	\$ 3,915,654	\$ 4,018,434	\$ 3,800,447
Personnel	574,912	580,661	586,468	592,332	598,256	604,238
Operations & Maintenance	1,879,156	1,926,135	1,974,288	2,023,645	2,074,237	2,126,093
Capital	716,400	650,000	650,000	650,000	650,000	650,000
Debt Service	674,800	1,231,000	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-
Total Expenditures	\$ 3,845,268	\$ 4,387,796	\$ 3,210,756	\$ 3,265,977	\$ 3,322,493	\$ 3,380,331
NET Revenues/Expenditures	\$ (810,168)	\$ 285,557	\$ 609,258	\$ 649,677	\$ 695,941	\$ 420,116
Ending Balances (includes Restricted \$\$)	3,210,517	3,496,074	4,105,332	4,755,009	5,450,950	5,871,066
Restricted - Fund Reserves	926,515	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Restricted - Other	2,280,443	2,300,000	2,200,000	2,250,000	2,300,000	2,300,000
Unrestricted	3,559	96,074	805,332	1,405,009	2,050,950	2,471,066

Pavement Resurfacing Schedule – all budget estimates are present value

	2021		2022		2023		2024		2025		2026	
Project Description		Cost		Cost		Cost		Cost		Cost		Cost
Arterials:												
Osage Beach Parkway (East)	CF	city crew			CF	city crew			NC	\$727,500		
Barry Prewitt Memorial Dr.	CF	city crew			CF	city crew			NC	\$100,800		
Columbia Blvd	CF	city crew			CF	city crew			NC	\$130,000		
Osage Beach Parkway (West)	CF	city crew			CF	city crew			NC	\$1,188,005		
East Side Streets:												
Mace Road	2B	\$890,509										
Beach Drive			A	\$146,489			CF	city crew			CF	city crew
- Carie Lane			A	\$22,044			CF	city crew			CF	city crew
Bluff Drive			NC	\$211,600			CF	city crew			CF	city crew
Bluff Drive Group			SS	\$99,867			CF	city crew			CF	city crew
Sunset Drive			NC	\$112,000			CF	city crew			CF	city crew
Sunset Drive Side Streets			SS	\$6,533			CF	city crew			CF	city crew
Osage Beach Road Group	CF	city crew			SS	\$96,369			CF	city crew		
Cove Road	CF	city crew			SS	\$18,400			CF	city crew		
Dear Run Group	CF	city crew			SS	\$50,617			CF	city crew		
Harbor Heights Group	CF	city crew			SS	\$51,670			CF	city crew		
Red Bud Road	CF	city crew			SS	\$19,200			CF	city crew		
Hatchery Road	CF	city crew			SS	\$9,333			CF	city crew		
Zebra Road Group			CF	city crew			SS	\$53,573			CF	city crew
Wilson Hollow Cove Group			CF	city crew			SS	\$65,167			CF	city crew
College Blvd Group			CF	city crew			SS	\$52,200			CF	city crew
Passover Road	CF	city crew			CF	city crew					NC	\$273,000
Wilson Drive	CF	city crew			CF	city crew					NC	\$54,000
West Side Streets:												
Airport Road Entrance	A	\$45,000			CF	city crew			CF	city crew		
Industrial Drive	Eng.	\$103,011	ROW	\$50,000	FD	\$1,107,371			CF	city crew		
City Hall Group			CF	city crew			A	\$276,800			CF	city crew
Dude Ranch Road Group			CF	city crew			SS	\$102,833			CF	city crew
Dogwood Lane Group			CF	city crew			SS	\$50,250			CF	city crew
Case Road Group			CF	city crew			SS	\$55,572			CF	city crew
Sycamore Valley Rd. Group			CF	city crew			SS	\$58,458			CF	city crew
Nichols Road Group			CF	city crew			SS	\$115,592			CF	city crew
Lazy Days Group			CF	city crew			SS	\$72,020			CF	city crew
Three Seasons Group			CF	city crew			SS	\$117,253			CF	city crew
Jefferies Road			CF	city crew			CF	city crew			SS	\$25,667
Winn Road Group			CF	city crew			CF	city crew			SS	\$30,800
Forrester Road			CF	city crew			CF	city crew			SS	\$2,767
Murphy Road			CF	city crew			CF	city crew			SS	\$10,000
Malibu Road Group			CF	city crew			CF	city crew			SS	\$35,713
Mariner Circle			CF	city crew			CF	city crew			SS	\$21,533
Parkside Village Group			CF	city crew			CF	city crew			SS	\$15,067
Airport Road Group			CF	city crew			CF	city crew			SS	\$55,707
KK Drive Group			CF	city crew			CF	city crew			SS	\$31,017
Burton Duenke Group			CF	city crew			CF	city crew				
Totals		\$1,038,520		\$655,067		\$1,352,960		\$1,019,718		\$2,146,305		\$555,270

A - Mill/Overlay; CF - Street Dept. Crack Filling; STP - Federal Aid; NC - Nova Chip; SS - Slurry Seal; FD - Full Depth Pavement Replacement

Introduction

The City of Osage Beach Sidewalk Master Plan analyzes and prioritizes future sidewalk projects where gaps exist. The plan identifies projects for which grant funding applications could be made, and assists in making capital budget decisions by identifying the most critical sidewalk improvement and construction locations throughout the City of Osage Beach. Additionally, this document informs the public of the City's priorities regarding future sidewalk construction projects.

There are numerous roads in the City of Osage Beach which lack sidewalks, and the major roadways lacking sidewalks present the greatest need. Many of these are especially critical for pedestrians, as they provide the connectivity that the local roadways do not. In recognition of these needs, the majority of the sidewalk projects contained in this Plan are on the City's major roadway system. These proposed sidewalk projects are considered a priority due to their greater connectivity to existing sidewalks, larger vehicular traffic volumes, pedestrian safety concerns, and destination locations.

This is a 15-year conceptual plan and contains a total of 23 projects, with an estimated cost of over \$15M.

Project Description	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
East Side Sidewalk Projects:															
Osage Beach Pkwy TAP	\$358,554														
Zebra Road - Dear Run to Pkwy		\$144,000													
Columbia Avenue		\$363,000													
Hwy 134			\$562,500												
Osage Beach Boulevard				\$1,095,458											
Osage Beach Pkwy - Beach to Sunset							\$408,000								
Passover Road Sidewalks - North									\$168,000						
Passover Road Pedestrian Bridge										\$1,200,000					
Passover Road Sidewalks - South											\$180,000				
Osage Beach Pkwy - Barry Prewitt Pkwy												\$360,000			
Osage Beach Pkwy - Pedestrian Bridge													\$1,720,000		
Osage Beach Pkwy - connection to Mace														\$156,000	
West Side Sidewalk Projects:															
Osage Beach Pkwy - Case to Jefferies					\$1,080,000										
Osage Beach Pkwy - Lazy Days to Hwy KK						\$1,440,000									
Nichols Road - South of Hwy 54							\$192,000								
Nichols Road - Pedestrian Bridge								\$1,000,000							
Nichols Rd. - North of Hwy 54 to Dude Ranch									\$888,000						
Case Road - South of Hwy 54											\$132,000				
Case Road - Pedestrian Bridge											\$1,000,000				
Case Road - North of Hwy 54												\$960,000			
Jefferies Road - South of Hwy 54														\$79,200	
Jefferies Road - Pedestrian Bridge														\$1,000,000	
Jefferies Road - North of Hwy 54															\$792,000
Yearly Totals	358,554	507,000	562,500	1,095,458	1,080,000	1,440,000	600,000	1,000,000	1,056,000	1,200,000	1,312,000	1,320,000	1,720,000	1,235,200	792,000

August 2020 Strategic Planning Recap

The Mayor and Board of Aldermen met in August 2020 for strategic planning. This was the fourth year the Mayor and Board of Aldermen has met in such a work session. Building from prior year sessions, the group revisited expectation of roles and responsibilities and discussed prior and current initiatives, tasks, and outcomes. The following is a summary outline of their work session held Wednesday, August 5, 2020.

What does the future look like?

- Best Looking / Appearances – Focus on Intersections, Streets, Round-a-bouts, Trash
- High Integrity and Openness – Focus on technology use (virtual and live meetings) to engage and be transparent
- Safe and Appealing Place to Live – Focus on events (more culture), safety of our community
- Know our profile – Who are our visitors and residents / how has that changed since pre-pandemic
- Amenities and services for the community – residents/visitors

Priority Items and Themes

Based on the Board Strategic Planning, the following priorities were either added to or modified from previous planning sessions.

Economic Growth / Development:

Market Assessment and Growth

- Use our profiles for planning and marketing, determine needs, who to market to and how
- Focus on Business Retention / Know our business community / How to support existing business
- Partnerships to position the City to attract business and jobs / our need and resources for shared space/incubators

Revenue Enhancement Options / Tax

- Tax Options and Timing – Use, Park, Property

Annexation for Growth

- Targeted Growth – Redhead, Tan Tar A, Shorty Pants
- Focus on out-of-city extension of services; what agreements are needed (i.e. water / sewer)

Marketing

- Evaluate Community Promotions and Programs
- Using marketing \$\$ resourceful/effective, who is our target audience
- Event Support funding – intent / best use of
- Best use of advertising resources

Serve the Customer:

Citizen Engagement / Input

- Use Community data / profiles to enhance / surveys / What are the affects from the pandemic?
- Enhance use of technology to engage, more transparency and accountability

Enhance Transportation System

- Define look / Clean and adequate intersections and interchanges / Define how, what, when of work
- OBSRD partnerships to enhance road system, public and private
- MODOT / LO partnership on bidding and project completion

Safe and Appealing Place – Mission Statement

- How does recent PD events identify areas of improvement?
- Intersections, Streets, trash – other areas of need to maintain the City as an appealing place to live

Develop Internally:

Investment in our People

- Supervisory Training / technology needed for more efficiency
- Focus on Individual and Department Goals
- Police Operations & Analysis Report – Progress Report

Internal Performance Measures

- Department Metrics / Reporting / Measure ROI
- Police Operations & Analysis Report – Progress Report
- Hiring Process Improvements
- Organizational Culture – Status of / improvements needed

Good Governance:

Enhanced Project Planning

- Sidewalk planning for prioritization; identify what we have and fill the gaps
- PW bidding schedule/timing – Implement PPMP recently completed

Objectives for Revenue & Expenditures

- Identify and articulate need for increases in tax/revenue source
- Continue targeted evaluation – Ambulance Service/partnership options, Court, Building Inspection
- Evaluation of ‘money wasters’ / Other ways to provide services

Reporting and Engagement

- Code changes / update to the public
- Continue to enhance our communication to public; includes video public meetings

Additional Items Identified to Be Resolved

- Identify areas to improve hiring process
- Courtesy Car at LCF – Fast track to complete as identified previously
- Concerns – Use of resources regarding MODOT; MODOT Standard-Intersections, shoulders, etc.

Roles and Responsibilities (no adjustments made):

Mayor

- Operational
- Carry out Board direction
- Leadership
- Voice of the Community
- Work with City Administrator to ensure standards
- Conduct Board meetings
- Visionary
- Peacemaker

Management Team

- Initiative
- Drive Accountability
- Stay Current
- Delegate / Knowledge share
- Motivate / Mentor
- Set Goals / Follow through / Follow up / Communicate

Board of Aldermen

- Define Vision
- Represent District
- Look at the City as a whole
- Conduit to residents
- Implement Vision
- Problem finder
- Policymaker
- Stewards of resources
- Respect other views
- Participate / attend meetings

City Administrator

- Oversee Daily Operations
- Provide Point-of-View / Sounding Board
- Implement Goals
- Ensure Available Tools

All Staff

- Care
- Loyal to City
- Implement Vision
- Use available tools and systems (become proficient / use best practices)
- Exceed Customer Service Expectations
- Master their work
- Own their career development
- Measurement and Report Results

Community

- Volunteer
- Provide Point of View
- Attend Community Events
- Follow rules / laws
- Be Aware
- Proactive
- Attend meeting

Board of Aldermen 2018-19 Initiatives – Approved by Board

- 1) *Develop Economic growth tools and assets that target revenue growth at 200% (twice) the level of the State of Missouri Sales Tax rate.*
- 2) *Pursue Voluntary Annexation that provides opportunities for revenue growth for the City of Osage Beach.*
- 3) *Expand City employee capabilities at all levels. Osage Beach employees shall be viewed as the 'Best of the Best' by their peers and in their respective industry.*
- 4) *Develop innovative methodologies and programs to interact with the citizens and overall community to drive input and engagement at all levels of City government.*
- 5) *Develop department metrics that demonstrate the progress and performance of City services and programs provided within the community.*
- 6) *Grow the partnership with the Osage Beach Special Road District to enhance the City's transportation system and to reduce the quantity of private roads within the City of Osage Beach.*
- 7) *Utilize the budget process to enhance fiscal responsibility and prioritize capital investment.*

History:

August 16, 2018 Board of Aldermen Meeting – The Mayor and Board of Aldermen were presented with initiatives by Alderman Ross following the Mayor and Board of Aldermen Strategic Planning Session held with an outside facilitator on June 20, 2018. Discussion resulted in requested changes by the Mayor and Board of Aldermen.

February 7, 2019 Board of Aldermen Meeting – Draft 2 was presented to the Mayor and Board of Aldermen and continued discussion took place.

February 21, 2019 Board of Aldermen Meeting – Draft 2 was re-presented to the Mayor and Board of Aldermen. No discussion took place.

March 7, 2019 Board of Aldermen Meeting – Draft 2 was re-presented to the Mayor and Board of Aldermen. Motion to accept Draft 2 Initiatives were approved 5 – 1 (see above).

Initiatives were included in the Mayor and Board of Aldermen Strategic Priorities used internally following approval.

July 7, 2019 Mayor and Board of Aldermen 2019-20 Strategic Planning Session was held; little to no discussion regarding initiatives occurred and no additions were specifically added to the list of initiatives approved in March 2019.

July 29, 2020 Mayor and Board of Aldermen 2020-21 Strategic Planning Session was held; little to no discussion regarding initiatives occurred and no additions were specifically added to the list of initiatives approved in March 2019.

Vision and Strategic Planning: Strategic Initiatives; BOA approved March 7, 2019.

2022 BOA Strategic Objectives

Submitted by Aldermen Ross

- Expand City Employee Capability at all levels. Osage Beach Employees will be viewed as the “Best of the Best” by their peers and the industry.
- Implement annual processes that improve and measure Employee culture and satisfaction.
- Develop Economic growth Tools and Assets that target revenue growth at twice the level of State growth rates.
- Pursue Voluntary and/or Involuntary Annexation to provide revenue growth opportunities that broaden services the City of Osage Beach can provide.
- Eliminate debt, ensure sufficient financial reserves are in place, and optimize asset life cycle costs.
- Develop Department Level metrics that demonstrate the Progress and Performance of City Services.
- Develop innovative methodologies to interact with the Citizenry to drive its input deeper in the planning and implementation processes.
- Effectively partner with the Osage Beach Special Road District to improve the City Transportation system and reduce the quantity of Private Roads in Osage Beach.