

NOTICE OF MEETING AND AMENDED 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

AMENDED TENTATIVE AGENDA

REGULAR MEETING

October 2, 2025 - 5:30 PM
CITY HALL

**** Note:** All cell phones should be turned off or on a silent tone only. If you desire to address the Board, please sign the attendance sheet located at the podium. Agendas are available on the back table in the Council Chambers. Complete meeting packets are available on the City's website at www.osagebeach.org.

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

CITIZEN'S COMMUNICATIONS

This is a time set aside on the agenda for citizens and visitors to address the Mayor and Board on any topic that is not a public hearing. For those here in person, speakers will be restricted to three minutes unless otherwise permitted. Minutes may not be donated or transferred from one speaker to another.

Any questions or comments for the Mayor and Board may also be sent to the City Clerk at tberreth@osagebeach.org no later than 10:00 AM on the Board's meeting day (the 1st and 3rd Thursday of each month). Submitted questions and comments may be read during the Citizen's Communications section of the agenda.

The Board of Aldermen will not take action on any item not listed on the agenda, nor will it respond to questions, although staff may be directed to respond at a later time. The Mayor and Board of Aldermen welcome and value input and feedback from the public.

Is there anyone here in person who would like to address the Board?

APPROVAL OF CONSENT AGENDA

If the Board desires, the consent agenda may be approved by a single motion.

- ▶ Minutes of Board of Aldermen meeting Minutes September 18, 2025
- ▶ Bills List - October 2, 2025

UNFINISHED BUSINESS

- A. Bill 25-85 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 710 Sewer and Sewerage System Section 710-070 Violations. *Second Reading*
- B. Bill 25-86 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 240: Aeronautical Service and Activities; Section 240.040; Aeronautical Services Section 240.050 Late Payment Penalty—Notification of Delinquency—Discontinuance of Services for Non-Payment as set forth. *Second Reading*
- C. Bill 25-87 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 135 Finance and Purchasing; Section 135.080 Transfer and Sales as set forth. *Second Reading*
- D. Bill 25-90 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 100 and adding Section 100.250 Business Relations as set forth. *Second Reading*

NEW BUSINESS

- A. Presentation - Public Works FY26 Capital Presentation
- B. Bill 25-89 - An ordinance of the City of Osage Beach, Missouri amending Ordinance No. 23.90 Adopting the 2025 Annual Budget: Amendment & Transfer of Funds for Necessary Expenditures in Water and Transportation. *First and Second Reading*
- C. Bill 25-91 - An ordinance of the City of Osage Beach, Missouri, repealing section 210.770 Panhandling and Aggressive Panhandling as set forth. *First and Second Reading*
- D. Bill 25-92 - An ordinance of the City of Osage Beach, Missouri, Accepting a Contract with Victus Advisors LLC to conduct a multi-sport feasibility study for an amount not to exceed \$58,000.00. *First Reading*
- E. Motion to approve the Mayor signing the City Park Right of Way Plat on behalf of the City.

STAFF COMMUNICATIONS

MAYOR AND MEMBERS OF THE BOARD OF ALDERMEN COMMUNICATIONS

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.

**MINUTES OF THE REGULAR MEETING OF THE BOARD OF
ALDERMEN OF THE CITY OF OSAGE BEACH, MISSOURI
September 18, 2025**

The Board of Aldermen of the City of Osage Beach, Missouri, conducted a Regular Meeting on Thursday, September 18, 2025, at 5:30 PM. The following were present in person: Mayor Michael Harmison, Alderman Celeste Barela, Alderman Phyllis Marose, Alderman Bob O'Steen, Alderman Kevin Rucker, Alderman Rebecca Collins and Alderman Justin Hoffman. City Clerk Tara Berreth was present and performed the duties for the City Clerk's office.

Appointed and Management staff present City Administrator Devin Lake, Assistant City Administrator April White, City Attorney Cole Bradbury, Police Chief Todd Davis, Public Works Director Jeff Fisher, City Planner Cary Patterson, Airport Manager Ty Dinsdal, Parks & Rec Manager Eric Gregory, City Treasurer Karri Bell and Marketing and Economic Director Eric Hundelt.

CITIZEN'S COMMUNICATIONS

No Citizen Comments

APPROVAL OF CONSENT AGENDA

Alderman Rucker made a motion to approve the consent agenda. This motion was seconded by Alderman Hoffman. Motion passes unanimously with voice vote.

FINANCIAL UPDATE

Sales tax under 1.3% from last year, 2.4% under budget under what was budget, 7% under in revenue and 23% under on expenditures.

UNFINISHED BUSINESS

Bill 25-80 - An ordinance of the City of Osage Beach, Missouri, repealing Chapter 625 Massage Establishments; Article I In General, Article II Business Licenses, Article III Massage Therapist Permit as set forth. *Second Reading*

Alderman Collins made a motion to approve the second reading of Bill 25-80. This motion was seconded by Alderman Marose. A roll call was taken to approve the second and final reading of Bill 25-80 and to pass same into ordinance: "Ayes" Alderman Barela, Alderman Marose, Alderman Collins, Alderman Hoffman, Alderman O'Steen and Alderman Rucker. Bill 25-80 passed and approved as Ordinance 25-80.

Bill 25-81 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 610 Peddlers and Solicitors; Section 610.170 additional requirements for food trucks as set forth. *Second Reading*

Alderman Barela made a motion to approve the second reading of Bill 25-81. This motion was seconded by Alderman O'Steen. A roll call was taken to approve the second and final reading of Bill 25-81 and to pass same into ordinance: "Ayes" Alderman Barela, Alderman O'Steen and Alderman Rucker. "Nays" Alderman Hoffman Alderman Marose Alderman Collins. Bill 25-81 tied. Mayor Harmison exercised his duties under 110.020 and voted negatively to make 4 nays and 3 ayes. Bill 25-81 failed.

Bill 25-82 - An ordinance of the City of Osage Beach, Missouri, authorizing the Mayor to execute supplemental agreement #4 for a time extension with Missouri Highways Transportation Commission Enhancement Fund for the Highway 42 TAP Grant ADA Project. *Second Reading*

Alderman Marose made a motion to approve the second reading of Bill 25-82. This motion was seconded by Alderman Collins. A roll call was taken to approve the second and final reading of Bill 25-82 and to pass same into ordinance: "Ayes" Alderman Barela, Alderman Marose, Alderman Collins, Alderman Hoffman, Alderman O'Steen and Alderman Rucker. Bill 25-82 passed and approved as Ordinance 25-82.

Bill 25-83 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 125 Human Resources System (Personnel) Rules and Regulations; Section 125.240. Other Employee Benefits as set forth. *Second Reading*

Alderman Collins made a motion to approve the second reading of Bill 25-83. This motion was seconded by Alderman Rucker. A roll call was taken to approve the second and final reading of Bill 25-83 and to pass same into ordinance: “Ayes” Alderman Barela, Alderman Marose, Alderman Collins, Alderman Hoffman, Alderman O’Steen and Alderman Rucker. Bill 25-83 passed and approved as Ordinance 25-83.

NEW BUSINESS

Presentation - SS4A Grant Presentation

Road Lane Stripping Design recommendations. See attached

Presentation - FY2026 Police, 911, Ambulance, and Emergency Management Capital Purchases

Ambulance Capital Purchase FY2026

1. Purchase of a 2026 Type III Ambulance to replace our current 2015 Ford E350 Ambulance.
Replacement cost \$400,000.00
2. Modifications to existing Ambulance Bay to accommodate the new ambulance.
Cost: \$25,000.00
Total Capital Requests \$425,000.00

Police Department Capital Purchase FY2026

1. Replacement of six (6) Police Department vehicles and the additional purchase of one (1) vehicle.
We propose purchasing four (4) Ford Interceptor Utility and three (3) Ford F150 Responder Vehicles at a cost of \$455,000.00 including equipment and set up.
2. Purchase of a Drone at a cost of \$30,000.00
3. Replace the Evidence Room Refrigerator/Freezer at a cost of \$5000.00
4. Replacement of fourteen (14) Panasonic Laptop Computers at a cost of \$56,903.00.

Total for 2026 Capital Items \$546,903.00

911 Center Capital Purchase FY2026

1. AIS P25 Upgrade (1/2 of Biennial Fee of \$14,492.50) This is an upgrade to our recording equipment.

Cost \$7247.00

Bill 25-85 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 710 Sewer and Sewerage System Section 710-070 Violations. *First Reading*

Alderman Collins made a motion to approve the floor amendment for Bill 25-85. This motion was seconded by Alderman Rucker. Motion passes unanimously with voice vote.

Bill 25-86 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 240: Aeronautical Service and Activities; Section 240.040; Aeronautical Services Section 240.050 Late Payment Penalty—Notification of Delinquency—Discontinuance of Services for Non-Payment as set forth. *First Reading*

Alderman Marose made a motion to approve the floor amendment for Bill 25-86. This motion was seconded by Alderman Barela. Motion passes unanimously with voice vote.

Bill 25-87 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 135 Finance and Purchasing; Section 135.080 Transfer and Sales as set forth. *First Reading*

Alderman Rucker made a motion to approve the floor amendment for Bill 25-87. This motion was seconded by Alderman Hoffman. Motion passes unanimously with voice vote.

Bill 25-90 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 100 and adding Section 100.250 Business Relations as set forth. *First Reading*

Alderman Collins made a motion to approve the floor amendment for Bill 25-90. This motion was seconded by Alderman Barela. Motion passes unanimously with voice vote.

Presentation - Presentation Regarding Updates to the Public Works Organizational Structure

- Recommendations
- Reclassify the Foremen to Superintendents (Pay level 11)
- Create and hire “crew lead” (pay level 10) positions in water (1), sewer (2) and streets (1)
- There will be an increase in personnel costs in 2025
- Hiring the new Director earlier this year is a factor in the need to amend the budget for water and transportation
- Sewer has had vacancies and has not filled the foreman position
- Transportation: base increase is 11%; compared to total compensation for 2024 it is a small decrease not including the value of comp time; add 3% for 2026
- Budget amendment to transfer \$10,000 within the approved budget
- Water: base increase is 30%; compared to total compensation for 2024 it is a 1.5% increase not including the value of comp time; add 3% for 2026
- Budget amendment to transfer \$24,000 within the approved budget
- Sewer: base increase is 24%; compared to total compensation for 2024 it is a 24% increase not including the value of comp time; add 3% for 2026
- No net impact to the 2025 budget due to reasons mentioned above
- Percentages of total expenses in each fund will grow and be near the bottom to middle of the rule-of-thumb 25-35% of total expenses

Bill 25-46 - An ordinance of the City of Osage Beach, Missouri, amending Ordinance 24.93 adopting the 2025 Annual Operating Budget by removing and adding job titles within the FY2025 Employee Pay Plan for Public Works. Floor Amendment *Second Reading*

Alderman Hoffman made a motion to approve the floor amendment. This motion was seconded by Alderman Collins. This motion was seconded by Alderman Barela. Motion passes unanimously with voice vote.

Alderman Hoffman made a motion to approve the second reading of Bill 25-46 as amended. This motion was seconded by Alderman Marose. A roll call was taken to approve the second and final reading of Bill 25-46 and to pass same into ordinance: “Ayes” Alderman Barela, Alderman Marose, Alderman Hoffman, Alderman O’Steen and Alderman Rucker Nays Alderman Collins. Bill 25-46 passed and approved as Ordinance 25-46.

Resolution 2025-28 - A resolution of the City of Osage Beach, Missouri, stating facts and reasons for the necessity for the amendment and transfer of funds for Fiscal Year 2025 to cover Water and Transportation Expenditures.

Alderman Hoffman made a motion to approve the Resolution 2025-28. This motion was seconded by Alderman Barela. This motion was seconded by Alderman Barela. Motion passes unanimously with voice vote.

Bill 25-89 - An ordinance of the City of Osage Beach, Missouri amending Ordinance No. 23.90 Adopting the 2025 Annual Budget: Amendment & Transfer of Funds for Necessary Expenditures in Water and Transportation. *First Reading*

Alderman Rucker made a motion to table for Bill 25-89. This motion was seconded by Alderman Barela. Motion passes unanimously with voice vote.

Motion to approve the updated version of the hangar lease agreement.

Alderman Marose made a motion to approve the updated version of the hangar lease agreement. This motion was seconded by Alderman O'Steen. Motion passes unanimously with voice vote.

Motion to modify January 1, 2026, and January 15, 2026, Regular Board Meetings,

Alderman Rucker made a motion to modify January 1, 2026, and January 15, 2026, Regular Board Meetings to January 7th and January 22nd. This motion was seconded by Alderman Hoffman. Motion passes unanimously with voice vote.

STAFF COMMUNICATIONS

City Administrator Lake – See Attached.

Building Official White – Explained the incident that took place last Friday. Thank you to all the staff for quick response.

Parks and Rec Manager Gregory – Rummage sale Saturday 20th at City Park.

MAYOR AND MEMBERS OF THE BOARD OF ALDERMEN COMMUNICATIONS

Aldermen commented on MML Conference and the great time that was had.

EXECUTIVE SESSION

Notice is given that the agenda includes a roll call vote to close the meeting as allowed by RSMo. Section 610.021 (1) Legal Actions, Causes of Action, or Litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys.

Alderman Collins made a motion to open executive session. This motion was seconded by Alderman Rucker. A roll call was taken "Ayes", Alderman Barela, Alderman O'Steen, Alderman Collins, and Alderman Marose, Alderman Rucker. Motion passes unanimously. Absent Alderman Hoffman

Alderman O'Steen made a motion to close executive session. This motion was seconded by Alderman Collins. A roll call was taken "Ayes", Alderman Barela, Alderman O'Steen, Alderman Collins, and Alderman Marose, Alderman Rucker. Motion passes unanimously. Absent Alderman Hoffman
No decisions were made.

No action taken.

Alderman Marose made a motion to adjourn at 8:50pm. This motion was seconded by Alderman Hoffman. Motion passes unanimously with voice vote.

ADJOURN

The meeting adjourned at 8:50 pm. I, Tara Berreth City Clerk of the City of Osage Beach, Missouri, do hereby certify that the above foregoing is a true and complete journal of proceedings of the regular meeting of the Board of Aldermen of the City of Osage Beach, Missouri, on September 18, 2025, and approved October 2, 2025.

Tara Berreth, City Clerk

Michael Harmison, Mayor

**** All meetings may be viewed on Facebook and YouTube for further details and clarification.**

ROAD DIET OPTION 1



PROS

- Bike lane users will be travelling in a familiar direction
- Lane configuration for the center turn lane and inside lanes are not impacted
- Repurpose existing signal heads above existing outside lanes for bike lane traffic

CONS

- Bike lane users would have less space to navigate turns out of bike lanes and across Osage Beach Pkwy to desired destinations
- More conflict with opening to entrances and driveways in both directions

Received
9/18/25
JP

ROAD DIET OPTION 2



Note: Recommend two-way bike lanes on the eastbound side of Osage Beach Pkwy because of fewer entrances and easier connection to trail network

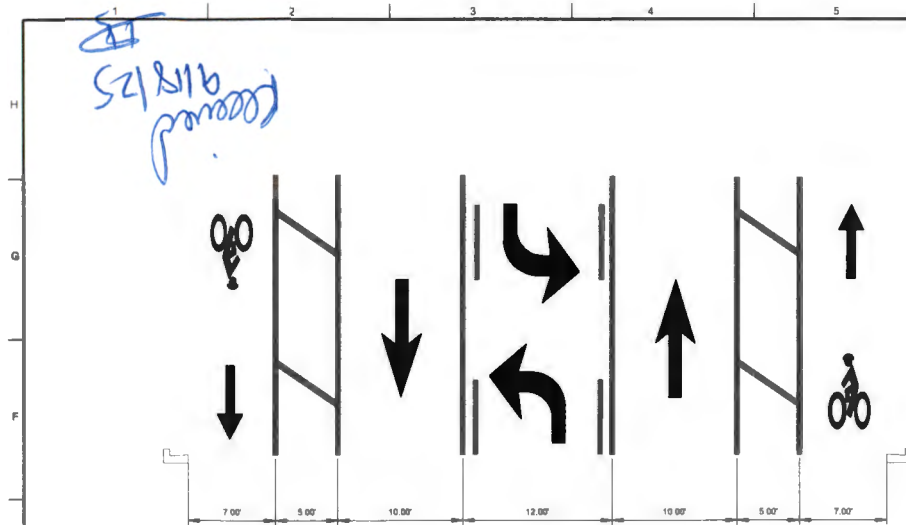
PROS

- Minimize the conflict points with entrances for westbound traveling bike lane users
- Provides passing space for permitted golf cart use
- 10' buffer provides a turning space for bike lane users

CONS

- Contraflow bike lane users will be traveling in an unfamiliar direction, additional signing would be needed to provide warning
- Lane configuration for the center turn lane and inside lanes will be shifted
- Existing signal heads will need to be evaluated for location over desired lanes

*Reviewed
9/18/25
LB*

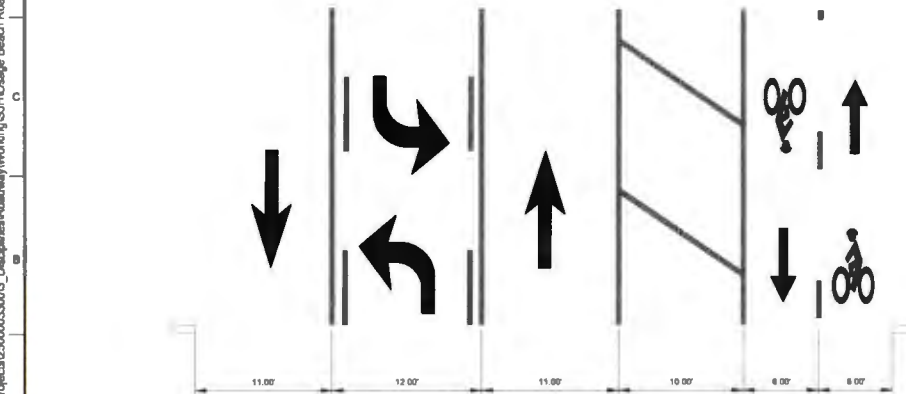


OSAGE BEACH PKWY ROAD DIET OPTION 1: BUFFERED BICYCLE LANES IN EACH DIRECTION

Option 1

Pros:
Bike Lane users will be traveling in a familiar direction
Lane Configuration for the center turn lane and inside lanes are not impacted.
Repurpose existing signal heads above exist. outside lanes for Bike Lane traffic.

Cons:
Bike Lane users would have less space to navigate turns out of bike lanes and across Osage Beach Pkwy to desired destinations.
More conflict with opening to entrances and driveways in both directions.



OSAGE BEACH PKWY ROAD DIET OPTION 2: BUFFERED TWO-WAY BICYCLE LANES ON THE EASTBOUND SIDE

Option 2

Pros:
Minimize the conflict points with entrances for westbound traveling bike lane users.
Provides passing space if permitted Golf Cart use.
10' buffer provides a turning space for bike lane users.

Cons:
Contraflow Bike Lane users will be traveling in an unfamiliar direction, additional signing would be needed to provide warning.
Lane Configuration for the center turn lane and inside lanes will be shifted.
Existing signal heads will need to be evaluated for location over desired lanes.

Note: Recommend two-way bike lanes on the eastbound side of Osage Pkwy because fewer entrances and easier connection to trail network

WILSON & COMPANY
180 EAST 14TH TERRACE, SUITE 200
KANSAS CITY, MO 64111
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FAX: 816-991-2301
www.wilsonandcompany.com

CONSULTANTS

NOT FOR CONSTRUCTION

SEAL

OSAGE BEACH PKWY
ROAD DIET
OSAGE BEACH
MISSOURI

PROJECT NAME

REV	DATE	DESCRIPTION	BY

PROJECT NO.	
DESIGNED BY	SRH
DRAWN BY	SRH
CHECKED BY	
DATE	

SHEET TITLE
**CONCEPT
TYPICAL
SECTIONS**

SHEET NO.

**CITY OF OSAGE BEACH
BILLS LIST
October 2, 2025**

Bills Paid Prior to Board Meeting	\$ 672,426.11
Payroll Paid Prior to Board Meeting	\$ 191,991.78
SRF Transfer Prior to Board Meeting	\$ 12,783.79
TIF Transfers	\$ 119,405.12
Bills Pending Board Approval	\$ 908,719.77
	\$
Total Expenses	<u>\$ 1,905,326.57</u>

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
NON-DEPARTMENTAL	General Fund	MIDWEST PUBLIC RISK	ADJUST PAYROLL DEDUCTIONS	2,988.00
			ADJUST PAYROLL DEDUCTIONS	206.00
			ADJUST PAYROLL DEDUCTIONS	51.00
			Health Insurance Contribut	362.80
			MIDWEST PUBLIC RISK	181.40
			Health Insurance Contribut	181.40
			Dental Insurance Premium	18.00
			Dental Insurance Premiums	132.00
			Dental Insurance Premiums	880.00
			Dental Insurance Premiums	880.00
			Dental Insurance Premium	153.00
			Dental Insurance Premium	153.00
			Health Insurance Contribut	203.10
			Health Insurance Contribut	160.80
			Health Insurance Contribut	1,523.25
			Health Insurance Contribut	1,421.70
			Health Insurance Contribut	1,768.80
			Health Insurance Contribut	1,785.75
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	11.00
			Vision Insurance Contribut	88.00
			Vision Insurance Contribut	82.50
			Vision Insurance Contribut	34.00
			Vision Insurance Contribut	34.00
			Vision Insurance Contribut	92.00
			Vision Insurance Contribut	92.00
		MO DEPT OF REVENUE	State Withholding	4,960.00
		INTERNAL REVENUE SERVICE	Fed WH	13,468.32
			FICA	10,324.00
			Medicare	2,414.52
		LEGALSHIELD	ADJUST PAYROLL DEDUCTIONS	0.07-
			Pre-Paid Legal Premiums	81.73
			Pre-Paid Legal Premiums	81.73
		MISSIONSQUARE RETIREMENT	Loan Repayment	84.83
			Retirement 457 &	4,982.67
			Retirement 457	2,803.84
			Loan Repayments	290.92
			Loan Repayments	266.82
			Loan Repayments	119.32
			Loan Repayments	180.67
			Loan Repayments	577.67
			Loan Repayments	315.76
			Loan Repayments	320.81
			Loan Repayments	259.64
			Retirement Roth IRA	475.00
		AMERICAN FIDELITY ASSURANCE COMPANY	ADJUST PAYROLL DEDUCTIONS	10.30-
			American Fidelity	1,668.96
			American Fidelity	1,658.71
			American Fidelity	688.62
			American Fidelity	688.62
		TEXAS LIFE INSURANCE CO	ADJUST PAYROLL DEDUCTIONS	0.09-
			Texas Life After Tax	117.64
			Texas Life After Tax	117.64
		PRINCIPAL LIFE INSURANCE COMPANY	ADJUST PAYROLL DEDUCTIONS	1.67
			ADJUST PAYROLL DEDUCTIONS	32.31

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Group Life Ins and Buy Up	4.32
			Group Life Ins and Buy Up	3.98
		OPTUM BANK INC	HSA Contribution	267.49
			HSA Family/Dep. Contributi	2,678.49
		ONE TIME VENDOR PULASKI COUNTY CIRCUIT	OTHER AGENCY CASH BOND	184.00
			TOTAL:	63,605.74
Mayor & Board	General Fund	MIDWEST PUBLIC RISK	Health Insurance Contribut	1,397.20
			Dental Insurance Premium	18.00
			Dental Insurance Premiums	132.00
			Health Insurance Contribut	592.00
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,247.20
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	11.00
		HY-VEE FOOD & DRUG STORES INC	MOON HOSPITAL STAY	60.00
		INTERNAL REVENUE SERVICE	FICA	316.24
			Medicare	73.96
		MISSIONSQUARE RETIREMENT	Retirement 401%	180.01
			Retirement 401	420.03
		AT&T MOBILITY-CELLS	MAYOR CELL PHONE	47.65
		RUCKER, KEVIN	MILEAGE AND MEALS - MML CO	247.26
		MAROSE, PHYLLIS	MEALS - MML CONF	25.00
		O'STEEN, JOHN R	MILEAGE AND MEALS - MML CO	247.26
		HARMISON, MICHAEL	MILEAGE AND MEALS - MML CO	247.26
		OPTUM BANK INC	HSA Board Fam Contribution	750.00
		HOFFMAN, JUSTIN	MILEAGE AND MEALS - MML CO	247.26
		BARELA, CELESTE	MILEAGE AND MEALS - MML CO	247.26
		COLLINS, REBECCA	MILEAGE AND MEALS - MML CO	247.26
			TOTAL:	8,218.75
Collector	General Fund	INTERNAL REVENUE SERVICE	FICA	6.25
			Medicare	1.46
			TOTAL:	7.71
City Administrator	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premium	9.00
			Dental Insurance Premium	9.00
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	2.00
		INTERNAL REVENUE SERVICE	FICA	713.37
			Medicare	166.83
		MISSIONSQUARE RETIREMENT	Retirement 401%	345.86
			Retirement 401	806.99
		WHITE, APRIL	MILEAGE AND MEALS - MML CO	262.60
		AT&T MOBILITY-CELLS	CITY ADMIN CELL PHONE	184.60
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	20.64
			Group Life Ins and Buy Up	20.64
			Short Term Disability Ins	14.80
			Short Term Disability Ins	14.80
		LAKE, DEVIN	MILEAGE AND MEALS - MML CO	247.26
			TOTAL:	2,822.53
City Clerk	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	44.00

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Dental Insurance Premiums	66.00
			Health Insurance Contribut	1,247.20
			Health Insurance Contribut	1,870.80
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	12.00
		INTERNAL REVENUE SERVICE	FICA	369.80
			Medicare	86.49
		MISSIONSQUARE RETIREMENT	Retirement 401%	188.94
			Retirement 401	440.85
		AT&T MOBILITY-CELLS	CITY CLERK DEPT CELL PHONE	47.65
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	2.14
			Group Dependent Life Ins	3.21
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	8.81
			Group Life Ins and Buy Up	15.12
			Short Term Disability Ins	14.80
			Short Term Disability Ins	22.20
		BERRETH, TARA	MILEAGE AND MEALS - MML CO	247.26
		OPTUM BANK INC	HSA Family/Dep. Contributi	225.00
			TOTAL:	4,930.79
City Treasurer	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	88.00
			Dental Insurance Premiums	66.00
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,247.20
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	11.00
			Vision Insurance Contribut	11.00
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	4.00
		INTERNAL REVENUE SERVICE	FICA	616.08
			Medicare	144.08
		MISSIONSQUARE RETIREMENT	Retirement 401%	309.74
			Retirement 401	722.73
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	5.35
			Group Dependent Life Ins	4.28
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	37.34
			Group Life Ins and Buy Up	31.03
			Short Term Disability Ins	37.00
			Short Term Disability Ins	29.60
		OPTUM BANK INC	HSA Family/Dep. Contributi	225.00
			TOTAL:	7,137.35
Municipal Court	General Fund	MIDWEST PUBLIC RISK	Health Insurance Contribut	623.60
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	4.00
		INTERNAL REVENUE SERVICE	FICA	110.45
			Medicare	25.83
		MISSIONSQUARE RETIREMENT	Retirement 401%	55.97
			Retirement 401	130.61
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	6.44
			Group Life Ins and Buy Up	6.44
			Short Term Disability Ins	7.40
			Short Term Disability Ins	7.40
		OPTUM BANK INC	HSA Family/Dep. Contributi	75.00
			TOTAL:	1,682.88
City Attorney	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	22.00
			Dental Insurance Premiums	22.00
			Health Insurance Contribut	726.45
			Health Insurance Contribut	726.45
		INTERNAL REVENUE SERVICE	FICA	395.67
			Medicare	92.53
		MISSIONSQUARE RETIREMENT	Retirement 401%	195.16
			Retirement 401	455.37
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	19.72
			Group Life Ins and Buy Up	19.72
			Short Term Disability Ins	7.40
			Short Term Disability Ins	7.40
		OPTUM BANK INC	HSA Family/Dep. Contributi	75.00
		BRADBURY, COLE	MILEAGE AND MEALS - MML CO	247.26
			MILEAGE REIMB - COURT	123.90
			TOTAL:	3,138.17
Building Inspection	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	88.00
			Dental Insurance Premiums	88.00
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,247.20
			Health Insurance Contribut	1,247.20
			Vision Insurance Contribut	11.00
			Vision Insurance Contribut	11.00
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	8.00
		WHITE, RON	MEALS - MML CONF	40.00
			EXPENSE REIMB - MML CONF	35.30
		INTERNAL REVENUE SERVICE	FICA	630.69
			Medicare	147.50
		MISSIONSQUARE RETIREMENT	Retirement 401%	272.74
			Retirement 401	748.39
		AT&T MOBILITY-CELLS	BLDG DEPT CELL PHONE	358.56
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	4.28
			Group Dependent Life Ins	4.28
			Group Life Ins and Buy Up	36.02
			Group Life Ins and Buy Up	36.02
			Short Term Disability Ins	29.60
			Short Term Disability Ins	29.60
		OPTUM BANK INC	HSA Family/Dep. Contributi	300.00
			TOTAL:	8,287.18
Building Maintenance	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	22.00
			Dental Insurance Premiums	22.00
			Health Insurance Contribut	623.60

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	4.00
		INTERNAL REVENUE SERVICE	FICA	100.26
			Medicare	23.45
		MISSIONSQUARE RETIREMENT	Retirement 401%	51.70
			Retirement 401	120.64
		PRINCIPAL LIFE INSURANCE COMPANY	Group Life Ins and Buy Up	5.78
			Group Life Ins and Buy Up	5.78
			Short Term Disability Ins	7.40
			Short Term Disability Ins	7.40
		LINDYSPRING LAKE OF THE OZARKS	5-GAL BOTTLED WATER	7.95
			5-GAL BOTTLED WATER	7.95
			5-GAL BOTTLED WATER	7.95
			5-GAL BOTTLED WATER	7.95
			5-GAL BOTTLED WATER	7.95
			CH WATER COOLER RENTAL	38.00
		OPTUM BANK INC	HSA Family/Dep. Contributi	75.00
			TOTAL:	1,774.36
Parks	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premium	45.00
			Dental Insurance Premium	45.00
			Health Insurance Contribut	1,480.00
			Health Insurance Contribut	1,480.00
			Vision Insurance Contribut	10.00
			Vision Insurance Contribut	10.00
		INTERNAL REVENUE SERVICE	FICA	671.00
			Medicare	156.92
		MISSIONSQUARE RETIREMENT	Retirement 401%	195.60
			Retirement 401	688.00
		CULLIGAN LAKE OF THE OZARKS	SOLAR SALT	27.50
		AT&T MOBILITY-CELLS	PARKS DEPT CELL PHONES	136.54
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	28.27
			Group Life Ins and Buy Up	28.27
			Short Term Disability Ins	37.00
			Short Term Disability Ins	37.00
		GREGORY, FREDERICK	MILEAGE AND MEALS - MML CO	267.26
		OPTUM BANK INC	HSA Contribution	187.50
			TOTAL:	5,543.52
Human Resources	General Fund	MIDWEST PUBLIC RISK	MIDWEST PUBLIC RISK	698.60
			Health Insurance Contribut	698.60
			Dental Insurance Premiums	44.00
			Dental Insurance Premiums	44.00
			Health Insurance Contribut	623.60
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	8.00
		INTERNAL REVENUE SERVICE	FICA	91.16
			Medicare	21.33
		MISSIONSQUARE RETIREMENT	Retirement 401%	53.99
			Retirement 401	125.98

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		AT&T MOBILITY-CELLS	HR DEPT CELL PHONE	44.65
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	8.55
			Group Life Ins and Buy Up	8.55
			Short Term Disability Ins	14.80
			Short Term Disability Ins	14.80
		OPTUM BANK INC	HSA Family/Dep. Contributi	75.00
			TOTAL:	3,219.87
Police	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	462.00
			Dental Insurance Premiums	462.00
			Dental Insurance Premium	63.00
			Dental Insurance Premium	63.00
			Health Insurance Contribut	2,368.00
			Health Insurance Contribut	2,368.00
			Health Insurance Contribut	6,538.05
			Health Insurance Contribut	5,811.60
			Health Insurance Contribut	5,612.40
			Health Insurance Contribut	5,927.45
			Vision Insurance Contribut	55.00
			Vision Insurance Contribut	49.50
			Vision Insurance Contribut	12.00
			Vision Insurance Contribut	12.00
			Vision Insurance Contribut	44.00
			Vision Insurance Contribut	44.00
		INTERNAL REVENUE SERVICE	FICA	4,431.50
			Medicare	1,036.43
		MISSIONSQUARE RETIREMENT	Retirement 401%	2,027.48
			Retirement 401	4,950.31
		DAVIS, MICHAEL T	MEALS - MML CONF	40.00
		AT&T MOBILITY-CELLS	POLICE DEPT CELL PHONES	815.93
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	21.40
			Group Dependent Life Ins	20.33
			Group Life Ins and Buy Up	15.78
			Group Life Ins and Buy Up	15.78
			Group Life Ins and Buy Up	218.23
			Group Life Ins and Buy Up	218.23
			Short Term Disability Ins	207.20
			Short Term Disability Ins	214.60
		HENDRICKS, BLAIR	MEALS FOR MGIA CONF	120.00
		OPTUM BANK INC	HSA Contribution	225.00
			HSA Family/Dep. Contributi	1,350.00
		PHILLIPS, SUMMER	MEALS FOR MGIA CONF	120.00
			TOTAL:	45,940.20
911 Center	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	44.00
			Dental Insurance Premiums	44.00
			Dental Insurance Premium	36.00
			Dental Insurance Premium	36.00
			Health Insurance Contribut	1,184.00
			Health Insurance Contribut	1,184.00
			Health Insurance Contribut	726.45
			Health Insurance Contribut	726.45

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Health Insurance Contribut	623.60
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	4.00
		INTERNAL REVENUE SERVICE	FICA	1,015.98
			Medicare	237.61
		MISSIONSQUARE RETIREMENT	Retirement 401%	311.61
			Retirement 401	1,173.85
		AT&T INTERNET/IP SERVICES	911 PH SVC 8/23-9/22/25	997.82
		CHARTER COMMUNICATIONS HOLDING CO LLC	CITY HALL CABLE 9/1-9/30/2	41.57
		AT&T MOBILITY-CELLS	911 CENTER CELL PHONES	47.65
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	3.21
			Group Dependent Life Ins	3.21
			Group Life Ins and Buy Up	21.04
			Group Life Ins and Buy Up	21.04
			Group Life Ins and Buy Up	20.25
			Group Life Ins and Buy Up	20.25
			Short Term Disability Ins	51.80
			Short Term Disability Ins	51.80
		OPTUM BANK INC	HSA Contribution	150.00
			HSA Family/Dep. Contributi	75.00
			TOTAL:	9,506.79
Planning	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	22.00
			Dental Insurance Premiums	22.00
			Health Insurance Contribut	623.60
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	4.00
		INTERNAL REVENUE SERVICE	FICA	222.50
			Medicare	52.04
		MISSIONSQUARE RETIREMENT	Retirement 401%	111.79
			Retirement 401	260.84
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	12.75
			Group Life Ins and Buy Up	12.75
			Short Term Disability Ins	7.40
			Short Term Disability Ins	7.40
		OPTUM BANK INC	HSA Family/Dep. Contributi	75.00
			TOTAL:	2,063.81
Engineering	General Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	22.00
			Dental Insurance Premiums	22.00
			Health Insurance Contribut	623.60
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	2.00
		INTERNAL REVENUE SERVICE	FICA	240.59
			Medicare	56.27
		MISSIONSQUARE RETIREMENT	Retirement 401	278.94
		AT&T MOBILITY-CELLS	ENGINEER DEPT CELL PHONE	141.35

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	7.37
			Group Life Ins and Buy Up	7.37
			Short Term Disability Ins	7.40
			Short Term Disability Ins	7.40
			TOTAL:	2,044.03
Information Technology General Fund		MIDWEST PUBLIC RISK	Dental Insurance Premiums	22.00
			Dental Insurance Premiums	22.00
			Health Insurance Contribut	623.60
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
		INTERNAL REVENUE SERVICE	FICA	392.46
			Medicare	91.79
		MISSIONSQUARE RETIREMENT	Retirement 401%	114.63
			Retirement 401	452.22
		CHARTER COMMUNICATIONS HOLDING CO LLC	CITY HALL CABLE 9/1-9/30/2	83.14
		AT&T MOBILITY-CELLS	IT DEPT CELL PHONES	139.54
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	1.07
			Group Dependent Life Ins	1.07
			Group Life Ins and Buy Up	20.38
			Group Life Ins and Buy Up	20.38
			Short Term Disability Ins	14.80
			Short Term Disability Ins	14.80
		BEAN, MIKEAL S	MILEAGE AND MEALS - MML CO	267.26
		WRIGHT PRINTING & PROMOTIONAL ADVERTIS	IT DEPT SHIRTS	265.80
		OPTUM BANK INC	HSA Family/Dep. Contributi	75.00
			TOTAL:	3,256.54
NON-DEPARTMENTAL	Transportation	MIDWEST PUBLIC RISK	Dental Insurance Premiums	80.74
			Dental Insurance Premiums	58.74
			Dental Insurance Premium	18.00
			Dental Insurance Premium	27.00
			Health Insurance Contribut	203.10
			Health Insurance Contribut	203.10
			Health Insurance Contribut	134.27
			Health Insurance Contribut	53.87
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	6.00
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	6.68
			Vision Insurance Contribut	2.68
		MO DEPT OF REVENUE	State Withholding	500.22
		INTERNAL REVENUE SERVICE	Fed WH	1,092.10
			FICA	1,111.78
			Medicare	260.00
		MISSIONSQUARE RETIREMENT	Retirment 457 &	655.24
			Retirement 457	34.00
		AMERICAN FIDELITY ASSURANCE COMPANY	American Fidelity	44.15
			American Fidelity	44.15
			American Fidelity	11.10
			American Fidelity	11.10
		TEXAS LIFE INSURANCE CO	Texas Life After Tax	17.24

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Texas Life After Tax	17.24
		PRINCIPAL LIFE INSURANCE COMPANY	Group Life Ins and Buy Up	21.60
			Group Life Ins and Buy Up	23.19
		OPTUM BANK INC	HSA Contribution	45.00
			HSA Family/Dep. Contributi	39.49
			TOTAL:	4,740.78
Transportation	Transportation	MIDWEST PUBLIC RISK	Dental Insurance Premiums	80.74
			Dental Insurance Premiums	58.74
			Dental Insurance Premium	18.00
			Dental Insurance Premium	27.00
			Health Insurance Contribut	592.00
			Health Insurance Contribut	888.00
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,041.41
			Health Insurance Contribut	417.81
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	6.00
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	6.68
			Vision Insurance Contribut	2.68
		INTERNAL REVENUE SERVICE	FICA	1,111.77
			Medicare	260.02
		MISSIONSQUARE RETIREMENT	Retirement 401%	417.50
			Retirement 401	1,219.16
		AT&T MOBILITY-CELLS	TRANS DEPT CELL PHONES	547.23
		AMEREN MISSOURI	KK DR PALISADES 8/1-9/2/25	108.69
			ST LT SVC 8/1-9/1/25	4,820.14
			CUST OWNED LTG 8/1-9/1/25	392.28
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	6.06
			Group Dependent Life Ins	6.06
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	35.88
			Group Life Ins and Buy Up	35.88
			Short Term Disability Ins	41.95
			Short Term Disability Ins	41.96
		OPTUM BANK INC	HSA Contribution	112.50
			HSA Family/Dep. Contributi	200.25
		BOMGAARS SUPPLY INC	BOOTS - HARRIS	179.99
		LOGAN EXCAVATING	OSAGE BEACH RD PRJCT OB-24	372,294.46
			TOTAL:	387,906.16
NON-DEPARTMENTAL	Water Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	124.52
			Dental Insurance Premiums	124.52
			Dental Insurance Premium	9.00
			Dental Insurance Premium	9.00
			Health Insurance Contribut	203.10
			Health Insurance Contribut	203.10
			Health Insurance Contribut	213.86
			Health Insurance Contribut	213.86
			Vision Insurance Contribut	16.50
			Vision Insurance Contribut	16.50
			Vision Insurance Contribut	2.00

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	10.64
			Vision Insurance Contribut	10.64
		MO DEPT OF REVENUE	State Withholding	568.88
		INTERNAL REVENUE SERVICE	Fed WH	1,511.12
			FICA	1,125.43
			Medicare	263.22
		MISSIONSQUARE RETIREMENT	Retirment 457 &	652.26
			Retirement 457	33.00
		AMERICAN FIDELITY ASSURANCE COMPANY	American Fidelity	178.91
			American Fidelity	178.91
			American Fidelity	84.28
			American Fidelity	84.28
		TEXAS LIFE INSURANCE CO	Texas Life After Tax	50.36
			Texas Life After Tax	50.36
		PRINCIPAL LIFE INSURANCE COMPANY	Group Life Ins and Buy Up	12.59
			Group Life Ins and Buy Up	11.62
		OPTUM BANK INC	HSA Contribution	90.00
			HSA Family/Dep. Contributi	148.88
			TOTAL:	6,203.34
Water	Water Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	124.52
			Dental Insurance Premiums	124.52
			Dental Insurance Premium	9.00
			Dental Insurance Premium	9.00
			Health Insurance Contribut	592.00
			Health Insurance Contribut	592.00
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,452.90
			Health Insurance Contribut	1,658.78
			Health Insurance Contribut	1,658.78
			Vision Insurance Contribut	16.50
			Vision Insurance Contribut	16.50
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	10.64
			Vision Insurance Contribut	10.64
		GOEHRI, GEORGE	SEPT 2025 INSURANCE PREMIU	81.70
		INTERNAL REVENUE SERVICE	FICA	1,125.43
			Medicare	263.22
		POSTMASTER	PERMIT #10 RENEWAL	185.00
		MISSIONSQUARE RETIREMENT	Retirement 401%	459.60
			Retirement 401	1,317.13
		AT&T MOBILITY-CELLS	WATER DEPT CELL PHONES	531.00
		AMEREN MISSOURI	6186 FIRE ST WELL 7/30-8/2	7,690.43
			LK RD 54-59 WELL 7/29-8/27	56.03
			SWISS VLG WELL 7/29-8/27/2	4,224.11
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	3.91
			Group Dependent Life Ins	3.91
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	43.04
			Group Life Ins and Buy Up	43.04
			Short Term Disability Ins	49.28
			Short Term Disability Ins	49.28
		OPTUM BANK INC	HSA Contribution	75.00

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			HSA Family/Dep. Contributi	349.50
		BOMGAARS SUPPLY INC	WORK SHIRTS - DUNCAN	162.61
			RUBBER BOOTS FOR WTR DEPT	529.96
			RUBBER BOOTS FOR WTR DEPT	219.98
		APPLE MOBILE STORAGE	40' CONTAINER (3)	8,250.00
			TOTAL:	33,456.36
NON-DEPARTMENTAL	Sewer Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	80.74
			Dental Insurance Premiums	80.74
			Dental Insurance Premium	54.00
			Dental Insurance Premium	54.00
			Health Insurance Contribut	101.55
			Health Insurance Contribut	101.55
			Health Insurance Contribut	214.67
			Health Insurance Contribut	214.67
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	10.00
			Vision Insurance Contribut	10.00
			Vision Insurance Contribut	10.68
			Vision Insurance Contribut	10.68
		MO DEPT OF REVENUE	State Withholding	604.90
			State Withholding	45.00
		INTERNAL REVENUE SERVICE	Fed WH	1,545.13
			Fed WH	122.51
			FICA	1,439.70
			FICA	118.69
			Medicare	336.71
			Medicare	27.76
		MISSIONSQUARE RETIREMENT	Retirment 457 &	525.98
			Retirment 457 &	24.00
			Retirement 457	83.00
			Retirement Roth IRA	25.00
		AMERICAN FIDELITY ASSURANCE COMPANY	American Fidelity	62.06
			American Fidelity	62.06
			American Fidelity	10.78
			American Fidelity	10.78
		TEXAS LIFE INSURANCE CO	Texas Life After Tax	16.73
			Texas Life After Tax	16.73
		OPTUM BANK INC	HSA Contribution	227.08
			HSA Family/Dep. Contributi	261.63
			TOTAL:	6,520.51
Sewer	Sewer Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	80.74
			Dental Insurance Premiums	80.74
			Dental Insurance Premium	54.00
			Dental Insurance Premium	54.00
			Health Insurance Contribut	1,776.00
			Health Insurance Contribut	1,776.00
			Health Insurance Contribut	726.45
			Health Insurance Contribut	726.45
			Health Insurance Contribut	1,665.01
			Health Insurance Contribut	1,665.01
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	10.00

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			Vision Insurance Contribut	10.00
			Vision Insurance Contribut	10.68
			Vision Insurance Contribut	10.68
		INTERNAL REVENUE SERVICE	FICA	1,439.71
			FICA	118.69
			Medicare	336.69
			Medicare	27.76
		POSTMASTER	PERMIT #10 RENEWAL	185.00
		MISSIONSQUARE RETIREMENT	Retirement 401%	409.72
			Retirement 401%	7.20
			Retirement 401	1,660.37
			Retirement 401	134.00
		AT&T MOBILITY-CELLS	SEWER DEPT CELL PHONES	899.38
		AMEREN MISSOURI	GRINDER PUMPS & LIFT STATI	5,519.70
			GRINDER PUMPS & LIFT STATI	10,949.70
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	7.15
			Group Dependent Life Ins	7.15
			Group Life Ins and Buy Up	67.13
			Group Life Ins and Buy Up	67.13
			Short Term Disability Ins	71.57
			Short Term Disability Ins	71.56
		CAMPBELL, FRANK	MILEAGE REIMB - 8/29-9/2/2	147.00
		OPTUM BANK INC	HSA Contribution	300.00
			HSA Family/Dep. Contributi	275.25
		BOMGAARS SUPPLY INC	WORK BOOTS - DIFFEY	209.99
			WORK SHIRTS - DUNCAN	130.08
			SHIRTS - DUNCAN	152.89
			BOOTS AND RUBBER BOOTS - T	277.87
		DIFFEY, CHAD	MILEAGE REIMB - 9/5/25	21.00
		FISHER, JEFFREY	MILEAGE AND MEALS - MML CO	247.26
			TOTAL:	32,397.71
NON-DEPARTMENTAL	Ambulance Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	66.00
			Dental Insurance Premiums	66.00
			Dental Insurance Premium	27.00
			Dental Insurance Premium	27.00
			Health Insurance Contribut	101.55
			Health Insurance Contribut	101.55
			Health Insurance Contribut	80.40
			Health Insurance Contribut	80.40
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	8.00
		MO DEPT OF REVENUE	State Withholding	516.00
		INTERNAL REVENUE SERVICE	Fed WH	1,381.96
			FICA	1,226.34
			Medicare	286.80
		MISSIONSQUARE RETIREMENT	Retirment 457 &	364.95
			Loan Repayments	244.66
		AMERICAN FIDELITY ASSURANCE COMPANY	American Fidelity	40.87
			American Fidelity	40.87
			American Fidelity	79.32
			American Fidelity	79.32

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		OPTUM BANK INC	HSA Contribution	41.66
			HSA Family/Dep. Contributi	359.16
			TOTAL:	5,246.81
Ambulance	Ambulance Fund	MIDWEST PUBLIC RISK	Dental Insurance Premiums	66.00
			Dental Insurance Premiums	66.00
			Dental Insurance Premium	27.00
			Dental Insurance Premium	27.00
			Health Insurance Contribut	592.00
			Health Insurance Contribut	592.00
			Health Insurance Contribut	726.45
			Health Insurance Contribut	726.45
			Health Insurance Contribut	623.60
			Health Insurance Contribut	623.60
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	4.00
			Vision Insurance Contribut	8.00
			Vision Insurance Contribut	8.00
		INTERNAL REVENUE SERVICE	FICA	1,226.34
			Medicare	286.80
		MISSIONSQUARE RETIREMENT	Retirement 401%	325.58
			Retirement 401	1,023.63
		CHARTER COMMUNICATIONS HOLDING CO LLC	CITY HALL CABLE 9/1-9/30/2	41.57
		AT&T MOBILITY-CELLS	AMB DEPT CELL PHONES	47.65
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	3.21
			Group Dependent Life Ins	3.21
			Group Life Ins and Buy Up	38.25
			Group Life Ins and Buy Up	38.25
			Short Term Disability Ins	44.40
			Short Term Disability Ins	44.40
		OPTUM BANK INC	HSA Contribution	75.00
			HSA Family/Dep. Contributi	150.00
			TOTAL:	7,453.39
NON-DEPARTMENTAL	Lee C. Fine Airpor	MIDWEST PUBLIC RISK	Dental Insurance Premiums	57.20
			Dental Insurance Premiums	57.20
			Dental Insurance Premium	9.00
			Dental Insurance Premium	9.00
			Health Insurance Contribut	101.55
			Health Insurance Contribut	101.55
			Health Insurance Contribut	128.64
			Health Insurance Contribut	128.64
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	6.40
			Vision Insurance Contribut	6.40
		MO DEPT OF REVENUE	State Withholding	245.60
		INTERNAL REVENUE SERVICE	Fed WH	521.90
			FICA	484.31
			Medicare	113.27
		LEGALSHIELD	Pre-Paid Legal Premiums	9.27
			Pre-Paid Legal Premiums	9.27

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		MISSIONSQUARE RETIREMENT	Retirement 457 &	92.37
			Retirement 457	90.00
			Loan Repayments	30.39
			Loan Repayments	74.51
		AMERICAN FIDELITY ASSURANCE COMPANY	American Fidelity	32.20
			American Fidelity	32.20
			American Fidelity	14.94
			American Fidelity	14.94
		OPTUM BANK INC	HSA Family/Dep. Contributi	55.00
			TOTAL:	2,440.75
Lee C. Fine Airport	Lee C. Fine Airpor	MIDWEST PUBLIC RISK	Dental Insurance Premiums	57.20
			Dental Insurance Premiums	57.20
			Dental Insurance Premium	9.00
			Dental Insurance Premium	9.00
			Health Insurance Contribut	296.00
			Health Insurance Contribut	296.00
			Health Insurance Contribut	726.45
			Health Insurance Contribut	726.45
			Health Insurance Contribut	997.76
			Health Insurance Contribut	997.76
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	5.50
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	2.00
			Vision Insurance Contribut	6.40
			Vision Insurance Contribut	6.40
		AMEREN MISSOURI	LCF RD WELL 8/7-9/8/25	13.72
			KAISER TRMNL BLDG /87-9/8/	550.41
			LCF HANGAR 2 8/7-9/8/25	45.77
			LCF NEW AP HANGAR 8/7-9/8/	122.41
		INTERNAL REVENUE SERVICE	FICA	484.31
			Medicare	113.27
		MISSIONSQUARE RETIREMENT	Retirement 401%	114.73
			Retirement 401	543.79
		AT&T MOBILITY-CELLS	LCF AP CELL PHONES	23.83
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	2.78
			Group Dependent Life Ins	2.78
			Group Life Ins and Buy Up	10.52
			Group Life Ins and Buy Up	10.52
			Group Life Ins and Buy Up	12.33
			Group Life Ins and Buy Up	12.33
			Short Term Disability Ins	26.64
			Short Term Disability Ins	26.64
		OPTUM BANK INC	HSA Contribution	37.50
			HSA Family/Dep. Contributi	195.00
			TOTAL:	6,549.90
NON-DEPARTMENTAL	Grand Glaize Airpo	MIDWEST PUBLIC RISK	Dental Insurance Premiums	52.80
			Dental Insurance Premiums	52.80
			Health Insurance Contribut	101.55
			Health Insurance Contribut	101.55
			Health Insurance Contribut	112.56
			Health Insurance Contribut	112.56
			Vision Insurance Contribut	5.60
			Vision Insurance Contribut	5.60

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		MO DEPT OF REVENUE	State Withholding	77.40
		INTERNAL REVENUE SERVICE	Fed WH	314.92
			FICA	280.30
			Medicare	65.55
		LEGALSHIELD	Pre-Paid Legal Premiums	14.16
			Pre-Paid Legal Premiums	14.16
		MISSIONSQUARE RETIREMENT	Retirment 457 &	15.20
			Retirement 457	60.00
		AMERICAN FIDELITY ASSURANCE COMPANY	American Fidelity	32.26
			American Fidelity	32.26
			American Fidelity	9.96
			American Fidelity	9.96
		OPTUM BANK INC	HSA Family/Dep. Contributi	55.00
			TOTAL:	1,526.15
Grand Glaize Airport	Grand Glaize Airpo	MIDWEST PUBLIC RISK	Dental Insurance Premiums	52.80
			Dental Insurance Premiums	52.80
			Health Insurance Contribut	726.45
			Health Insurance Contribut	726.45
			Health Insurance Contribut	873.04
			Health Insurance Contribut	873.04
			Vision Insurance Contribut	5.60
			Vision Insurance Contribut	5.60
		AMEREN MISSOURI	GG AIRPORT HANGAR 7/29-8/2	64.04
			GG TBLC EXT D 7/29-8/27-25	253.14
			GG AP SHOP 7/29-8/27/25	22.61
			957 AIRPORT RD 7/29-8/27/2	13.86
			GG AP TBLC EXT D 7/29-8/27	38.60
			GG AP SLEEPY 7/29-8/27/25	171.04
		INTERNAL REVENUE SERVICE	FICA	280.30
			Medicare	65.55
		MISSIONSQUARE RETIREMENT	Retirement 401%	55.82
			Retirement 401	322.18
		AT&T MOBILITY-CELLS	GG AP CELL PHONES	23.83
		PRINCIPAL LIFE INSURANCE COMPANY	Group Dependent Life Ins	2.57
			Group Dependent Life Ins	2.57
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	5.26
			Group Life Ins and Buy Up	10.55
			Group Life Ins and Buy Up	10.55
			Short Term Disability Ins	17.76
			Short Term Disability Ins	17.76
		OPTUM BANK INC	HSA Family/Dep. Contributi	105.00
			TOTAL:	4,804.03

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
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===== FUND TOTALS =====

10	General Fund	173,180.22
20	Transportation	392,646.94
30	Water Fund	39,659.70
35	Sewer Fund	38,918.22
40	Ambulance Fund	12,700.20
45	Lee C. Fine Airport Fund	8,990.65
47	Grand Glaize Airport Fund	6,330.18

GRAND TOTAL:	672,426.11

TOTAL PAGES: 16

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
City Clerk	General Fund	GENERAL CODE LLC	SUPPLEMENT NO. 34	1,071.00
			TOTAL:	1,071.00
Municipal Court	General Fund	LAKE PRINTING COMPANY, INC	BUSINESS CARDS - WALLANDER	44.50
		SMITH, GARY L	JAN MUNICIPAL JUDGE SERVIC	1,848.74
			SEPT MUNICIPAL JUDGE SERVI	1,848.74
			TOTAL:	3,741.98
City Attorney	General Fund	LAUBER MUNICIPAL LAW	ECON DEV TRAINING	4,628.00
			TOTAL:	4,628.00
Building Inspection	General Fund	STAPLES BUSINESS ADVANTAGE	LAMINATING POUCHES	21.00
			TOTAL:	21.00
Building Maintenance	General Fund	AMERICAN STAMP & MARKING PRODUCTS INC	NAME PLATE - HUNDELT	32.47
			NAME PLATE - JEFF FISHER	22.20
		CINTAS CORPORATION	CH FLOOR MATS	81.44
		STAPLES BUSINESS ADVANTAGE	PLATES	130.12
		AMAZON CAPITAL SERVICES INC	BLUE LINE FLAG	122.42
			TOTAL:	388.65
Parks	General Fund	ADVANCED TURF SOLUTIONS INC	TURF CARE	1,341.00
		O'REILLY AUTOMOTIVE STORES INC	COMPRESSOR OIL	27.99
		MPR SUPPLY CO	TEMPERATURE SENSOR	88.68
		AMAZON CAPITAL SERVICES INC	SURGE PROTECTOR, GREASE GU	48.02
			PROJECTOR SCREEN	156.99
			TOTAL:	1,662.68
Human Resources	General Fund	LAKE REGIONAL OCCUPATIONAL MEDICINE	PREEMPLOYMENT TESTING	50.00
		ARTHUR J GALLAGHER & CO (ILLINOIS)	NOTARY BOND - BEN CANSLER	50.00
		MERCY OCCUPATIONAL HEALTH	PRE EMPLOYMENT TESTING	70.00
			TOTAL:	170.00
Police	General Fund	PURCELL TIRE & RUBBER CO	TIRES - PD 31	649.00
		LEON UNIFORM CO INC	UNIFORM - NEW ISSUE	1,591.00
		PSE INSTALLATION	EQUIP INSTALL IN PD 29	2,287.50
		HEDRICK MOTIV WERKS LLC	BATTERY REPLACEMENT - PD 2	359.86
			OIL CHANGE AND BRAKES - PD	299.11
		AMAZON CAPITAL SERVICES INC	PHONE CASE	31.86
			TOTAL:	5,218.33
Engineering	General Fund	COCHRAN ENGINEERING	GENERAL CONSULTING	6,320.00
			TOTAL:	6,320.00
Information Technology	General Fund	AMAZON CAPITAL SERVICES INC	IPHONE CASE RETURN	38.97-
			IPHONE CASE	69.14
			IPHONE CASE RETURN	38.97-
		HUBER & ASSOCIATES, INC	SEPT SOFTWARE MANAGEMENT	696.68
			TOTAL:	687.88
Emergency Management	General Fund	OUTDOOR WARNING CONSULTING LLC	1YR SFTWRE MAINT 9/2025-9/	2,000.00
			TOTAL:	2,000.00
Transportation	Transportation	RP LUMBER INC	LUMBER	12.00
		O'REILLY AUTOMOTIVE STORES INC	GREASE FOR BACKHOE	7.49
			GREASE FOR SMALL TOOLS	101.88

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
			BATTERY FOR WELDER	148.88
		CINTAS CORPORATION	TRANS DEPT UNIFORMS	174.81
			TRANS DEPT FLOOR MATS	7.10
			TRANS DEPT UNIFORMS	105.35
			TRANS DEPT FLOOR MATS	7.10
		CAPITAL PAVING & CONSTRUCTION LLC	LAZY DAYS RD PAVING	677,576.54
		AMAZON CAPITAL SERVICES INC	SCREEN WIPES & GREASE CLEA	3.18
			SCREEN WIPES & GREASE CLEA	52.24
			FLAG, HAND TOWELS	31.97
			FLAG, HAND TOWELS	153.26
		GFI DIGITAL	PW PRNTR MAINT 8/19-9/18/2	38.85
		MALIBU BLUE OUTFITTERS	SHIRT EMBROIDERY - PUB WOR	55.00
			TOTAL:	678,475.65
Water	Water Fund	FLYNN DRILLING CO INC	ANNUAL WELL MAINT INSPECTI	2,100.00
		O'REILLY AUTOMOTIVE STORES INC	SEAT COVER	169.97
			BATTERY	166.78
			GLASS FUSE	4.99
		BRENNTAG MID SOUTH INC	CHLORINE AND FLOURIDE	5,851.60
		CORE & MAIN LP	VALVE BOX	127.12
			DRAIN SPADE	61.51
			BALLCORP STOP, COUPLINGS	861.52
		MAGRUDER LIMESTONE CO INC	2" CLEAN	977.87
		CINTAS CORPORATION	WATER DEPT UNIFORMS	98.14
			WATER DEPT FLOOR MATS	7.11
			WATER DEPT UNIFORMS	95.57
			WATER DEPT FLOOR MATS	7.11
		AMAZON CAPITAL SERVICES INC	SCREEN WIPES & GREASE CLEA	3.18
			STORAGE CONTAINER CANOPY	7,302.50
			FLAG, HAND TOWELS	31.96
		MCS RENTAL & SUPPLY	CONCRETE SAW AND DIAMOND B	70.00
		COCHRAN ENGINEERING	CONNECTING WATER	160.00
			TOWER AND WELL IMPROVEMENT	280.00
		REEVES-WIEDEMAN COMPANY	PIPE CUTTER	34.05
		GFI DIGITAL	PW PRNTR MAINT 8/19-9/18/2	38.85
		MALIBU BLUE OUTFITTERS	SHIRT EMBROIDERY - PUB WOR	55.00
			TOTAL:	18,504.83
Sewer	Sewer Fund	AMOS SEPTIC SERVICE INC	PUMPOUTS - ROCK-A-WAY	3,248.00
		FASTENCO INC	MISC PARTS	414.40
		MUNICIPAL EQUIPMENT CO	SANDS REPLACEMENT PUMP	103,179.62
		O'REILLY AUTOMOTIVE STORES INC	MOTOR OIL	179.70
			GLASS FUSES	19.96
			GLASS FUSES	34.93
		LO-OB JOINT SEWER PLANT	AUGUST MONTHLY FLOWS	45,426.16
		CORE & MAIN LP	CURB STOP	459.43
			GREEN MARKING PAINT	80.64
		CINTAS CORPORATION	SEWER DEPT UNIFORMS	177.47
			SEWER DEPT FLOOR MATS	7.11
			SEWER DEPT UNIFORMS	137.83
			SEWER DEPT FLOOR MATS	7.11
		AMAZON CAPITAL SERVICES INC	SCREEN WIPES & GREASE CLEA	3.18
			LOCKING CARABINERS	32.18
			FLAG, HAND TOWELS	31.97
			NITRILE GLOVES	144.48
		COCHRAN ENGINEERING	LIFT STATION IMPROVEMENT	40.00

DEPARTMENT	FUND	VENDOR NAME	DESCRIPTION	AMOUNT
		REEVES-WIEDEMAN COMPANY	REPAIR CLAMP	22.95
			TEFLON TAPE	17.69
			COMPRESSION UNION	93.29
		GFI DIGITAL	PW PRNTR MAINT 8/19-9/18/2	38.84
		VAPEX ENVIRONMENTAL TECHNOLOGIES LLC	HV NOZZLES	4,575.00
		MALIBU BLUE OUTFITTERS	SHIRT EMBROIDERY - PUB WOR	77.00
		WOOD SHED LUMBER	SEALANT	7.57
		ICC CDS, LLC	SEWER EASEMENT SCANNING	4,176.00
			TOTAL:	162,632.51
Ambulance	Ambulance Fund	LAKE REGIONAL PHARMACY	MEDICAL SUPPLIES	210.22
		LIFE-ASSIST, INC.	MEDICAL SUPPLIES	745.16
		MALIBU BLUE OUTFITTERS	AMBULANCE UNIFORMS - DEJON	37.00
			AMBULANCE UNIFORMS - JOHNS	35.00
			AMBULANCE UNIFORMS - STOCK	37.00
			TOTAL:	1,064.38
Lee C. Fine Airport	Lee C. Fine Airpor	GIER OIL CO INC	276 GAL LCF UNLEADED GAS	772.52
			222 GAL LCF DIESEL	710.18
			126 GAL LCF UNLEADED GASOL	402.87
			104 GAL LCF DIESEL	343.10
		HI-TECH AUTO BODY INC	FUEL TRUCK TOW	966.10
		NAEGLER OIL CO	LCF EQUIP CHRGR & SATELITTE	60.00
			6,443 GAL LCF JET FUEL	18,566.40
		SMITH PAPER & JANITOR SUPPLY CO INC	MULTIFLD TWLS, TOILET PAPE	33.17
			TOTAL:	21,854.34
Grand Glaize Airport	Grand Glaize Airpo	HI-TECH AUTO BODY INC	1985 FORD TOW	103.25
		NAEGLER OIL CO	GG EQUIP CHRGR & SATELITTE	60.00
		SMITH PAPER & JANITOR SUPPLY CO INC	MULTIFLD TWLS, TOILET PAPE	115.29
			TOTAL:	278.54
===== FUND TOTALS =====				
10	General Fund			25,909.52
20	Transportation			678,475.65
30	Water Fund			18,504.83
35	Sewer Fund			162,632.51
40	Ambulance Fund			1,064.38
45	Lee C. Fine Airport Fund			21,854.34
47	Grand Glaize Airport Fund			278.54

	GRAND TOTAL:			908,719.77

City of Osage Beach
Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: Tara Berreth, City Clerk
Presenter: Cole Bradbury, City Attorney

Agenda Item:

Bill 25-85 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 710 Sewer and Sewerage System Section 710-070 Violations. *Second Reading*

Requested Action:

Second Reading of Bill #25-85

Ordinance Referenced for Action:

Board of Aldermen approval required per Section 110.230. Ordinances, Resolutions, Etc. – Generally and Section 110.240 Adoption of Ordinances.

Deadline for Action:

Not Applicable

Budgeted Item:

Not Applicable

Budget Line Information (if applicable):

Not Applicable

Department Comments and Recommendation:

This is a cleanup of an old ordinance. We already have procedures in place in Chapter 100 for all ordinance violations, so the language being removed is extra and could contradict other sections.

City Attorney Comments:

Per City Code 110.230, Bill 25-85 is in correct form.

City Administrator Comments:

I concur with the department's recommendation.

City of Osage Beach
Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: Ty Dinsdale, Airport Manager
Presenter: Cole Bradbury, City Attorney

Agenda Item:

Bill 25-86 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 240: Aeronautical Service and Activities; Section 240.040; Aeronautical Services Section 240.050 Late Payment Penalty—Notification of Delinquency—Discontinuance of Services for Non-Payment as set forth. *Second Reading*

Requested Action:

Second Reading of Bill #25-86

Ordinance Referenced for Action:

Board of Aldermen approval required per Section 110.230. Ordinances, Resolutions, Etc. – Generally and Section 110.240 Adoption of Ordinances.

Deadline for Action:

None

Budgeted Item:

Not Applicable

Budget Line Information (if applicable):

Not Applicable

Department Comments and Recommendation:

This is continued clean up of City Ordinances for the airport department.

City Attorney Comments:

Per City Code 110.230, Bill 25-86 is in correct form.

City Administrator Comments:

I concur with the department's recommendation.

City of Osage Beach
Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: April White, Assistant City Administrator
Presenter: April White, Assistant City Administrator

Agenda Item:

Bill 25-87 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 135 Finance and Purchasing; Section 135.080 Transfer and Sales as set forth. *Second Reading*

Requested Action:

Second Reading of Bill #25-87

Ordinance Referenced for Action:

Board of Aldermen approval required per Section 110.230. Ordinances, Resolutions, Etc. – Generally and Section 110.240 Adoption of Ordinances.

Deadline for Action:

None

Budgeted Item:

Not Applicable

Budget Line Information (if applicable):

Not Applicable

Department Comments and Recommendation:

The proposed revisions eliminate the antiquated sealed bids method of disposal and eliminate the need to advertise via newspaper. The revisions also decrease the advertising requirement from 15 to 10 days and add a method of disposal for employee purchases of City-assigned electronic devices. The IT Department's device purchase (internal) policy is attached for reference.

City Attorney Comments:

Per City Code 110.230, Bill 25-87 is in correct form.

City Administrator Comments:

I concur with the department's recommendation.

City of Osage Beach

Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: Tara Berreth, City Clerk
Presenter: Cole Bradbury, City Attorney

Agenda Item:

Bill 25-90 - An ordinance of the City of Osage Beach, Missouri, amending Chapter 100 and adding Section 100.250 Business Relations as set forth. *Second Reading*

Requested Action:

Second Reading of Bill #25-90

Ordinance Referenced for Action:

Board of Aldermen approval required per Section 110.230. Ordinances, Resolutions, Etc. – Generally and Section 110.240 Adoption of Ordinances.

Deadline for Action:

Not Applicable

Budgeted Item:

Not Applicable

Budget Line Information (if applicable):

Not Applicable

Department Comments and Recommendation:

This is an ordinance I have been discussing with several of you for some time. It is designed to provide staff with additional enforcement options without charging someone in municipal court. There have been a number of times in the last few years when this would have been helpful (bad contractors, businesses ignoring ordinances, etc.).

City Attorney Comments:

Per City Code 110.230, Bill 25-90 is in correct form.

City Administrator Comments:

I concur with the department's recommendation.

City of Osage Beach

Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: Devin Lake, City Administrator
Presenter: Jeff Fisher, Public Works Director

Agenda Item:

Bill 25-89 - An ordinance of the City of Osage Beach, Missouri amending Ordinance No. 23.90 Adopting the 2025 Annual Budget: Amendment & Transfer of Funds for Necessary Expenditures in Water and Transportation. *First and Second Reading*

Requested Action:

First & Second Reading of Bill #25-89

Ordinance Referenced for Action:

Board of Aldermen approval required for certain budget amendments per Municipal Code Chapter 135; Section 135.020 Budget and Financial Control.

Deadline for Action:

Budgeted Item:

No: proposing to do an amendment for transportation and transfer funds from identified line items into personnel budget for water, respectively.

Budget Line Information (if applicable):

Budget Line Item/Title: 30-00-774260 Office Furniture
FY2025 Budgeted Amount: \$1700
FY2025 Expenditures to Date (9/12/25): (\$ 0)
FY2025 Available: \$1700

FY2025 Requested Amount: \$1700

Budget Line Item/Title: 30-00-742000 Janitorial Service
FY2025 Budgeted Amount: \$7200
FY2025 Expenditures to Date (9/12/25): (\$ 2384)
FY2025 Available: \$4816

FY2025 Requested Amount: \$4816

Budget Line Item/Title: 30-00-733800 Professional Services

FY2025 Budgeted Amount: \$62500
FY2025 Expenditures to Date (9/12/25): (\$8198)
FY2025 Available: \$54302

FY2025 Requested Amount: \$13000

Budget Line Item/Title: 30-00-733610 Maintenance/Support Services

FY2025 Budgeted Amount: \$21834
FY2025 Expenditures to Date (9/12/25): (\$16898)
FY2025 Available: \$4936

FY2025 Requested Amount: \$1000

Budget Line Item/Title: 30-00-729400 Uniform Rental/Purchases

FY2025 Budgeted Amount: \$14000
FY2025 Expenditures to Date (9/12/25): (\$ 9768)
FY2025 Available: \$4232

FY2025 Requested Amount: \$1000

Budget Line Item/Title: 30-00-729200 Training & Conferences

FY2025 Budgeted Amount: \$14000
FY2025 Expenditures to Date (9/12/25): (\$ 3360)
FY2025 Available: \$10640

FY2025 Requested Amount: \$3000

Budget Line Item/Title: 30-00-711000 Salaries

FY2025 Budgeted Amount: \$396,500
FY2025 Expenditures to Date (MM/DD/YY): (\$ 280,641)
FY2025 Pre-Transfer Available: \$115,859

FY2025 Post Transfer Available: \$140,375

Department Comments and Recommendation:

Recommend approval

City Attorney Comments:

Per City Code 110.230, Bill 25-89 is in correct form.

City Administrator Comments:

The pay plan has been amended as attached to include the separation of Water and Transportation Superintendent, the removal of the Foremen titles and the addition of the Crew Leader titles. Sewer will not need a monetary budget amendment for these changes. Water will be able to transfer funds from Operations and Maintenance to cover the extra \$24,516. Transportation will need a budget amendment for \$10,000. I concur with the departments recommendations.

AN ORDINANCE OF THE CITY OF OSAGE BEACH, MISSOURI, AMENDING ORDINANCE NO. 24.93 ADOPTING THE 2025 ANNUAL OPERATING BUDGET, TRANSFER OF FUNDS FOR NECESSARY EXPENDITURES FOR WATER AND TRANSPORTATION

BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF OSAGE BEACH, AS FOLLOWS, TO WIT:

Section 1. That the 2025 Annual Operating Budget adopted as Ordinance No. 24.93 is hereby amended by appropriating additional funds or reducing appropriations as follows:

	Original Item	Amended Item
30-00-774260	\$1,700	\$0
30-00-742000	\$7,200	\$2,384
30-00-733800	\$62,500	\$49,500
30-00-733610	\$21,834	\$20,834
30-00-729400	\$14,000	\$13,000
30-00-729200	\$14,000	\$11,000
30-00-711000	\$396,500	\$421,016

Section 2. In all other respects the 2025 Annual Operating Budget adopted in Ordinance No. 24.93 remains in full force and effect.

Section 3. That this Ordinance shall be in full force and effect upon date of passage and approval by the Mayor.

READ FIRST TIME:

READ SECOND TIME:

I hereby certify that the above Ordinance No. 25.89 was duly passed on _____, by the Board of Aldermen of the City of Osage Beach. The votes thereon were as follows:

Ayes:

Nays:

Abstain:

Absent:

This Ordinance is hereby transmitted to the Mayor for his signature.

Date

Tara Berreth, City Clerk

Approved as to form:

Cole Bradbury, City Attorney

I hereby approve Ordinance No. 25.89.

Michael Harmison, Mayor

Date

ATTEST:

Tara Berreth, City Clerk

City of Osage Beach
Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: Tara Berreth, City Clerk
Presenter: Cole Bradbury, City Attorney

Agenda Item:

Bill 25-91 - An ordinance of the City of Osage Beach, Missouri, repealing section 210.770 Panhandling and Aggressive Panhandling as set forth. *First and Second Reading*

Requested Action:

First & Second Reading of Bill #25-91

Ordinance Referenced for Action:

Board of Aldermen approval required per Section 110.230. Ordinances, Resolutions, Etc. – Generally and Section 110.240 Adoption of Ordinances.

Deadline for Action:

Budgeted Item:

Not Applicable

Budget Line Information (if applicable):

Not Applicable

Department Comments and Recommendation:

NA

City Attorney Comments:

Per City Code 110.230, Bill 25-91 is in correct form.

City Administrator Comments:

I concur with the department's recommendation.

AN ORDINANCE OF THE CITY OF OSAGE BEACH, MISSOURI, REPEALING SECTION 210.770 PANHANDLING AND AGGRESSIVE PANHANDLING AS SET FORTH.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF OSAGE BEACH, MISSOURI AS FOLLOWS:

Section 1. Within the City Code there are hereby enacted new Sections with material repealed by deleted material struck as follows:

Section 210.770. Panhandling and Aggressive Panhandling. [Repealed]

A. *Definitions.* The following definitions shall apply to the provisions of this Section:

AGGRESSIVE PANHANDLING—Panhandling in the following manner:

1. ~~To approach or speak to a person in such a manner as would cause a reasonable person to believe that the person is being threatened with:~~
 - a. ~~Imminent bodily injury, or~~
 - b. ~~The commission of a criminal act upon the person or another person or upon property in the person's immediate possession;~~
2. ~~To persist in panhandling after the person solicited has given a negative response;~~
3. ~~To block, either individually or as part of a group of persons, the passage of a solicited person;~~
4. ~~To touch a solicited person without the person's consent;~~
5. ~~To render any service to a motor vehicle, including, but not limited to, any cleaning, washing, protecting, guarding or repairing of said vehicle or any portion thereof, without the prior consent of the owner, operator or occupant of such vehicle and thereafter asking, begging or soliciting alms or payment for the performance of such service, regardless of whether such vehicle is stopped, standing or parked on a public street or upon other public or private property; or~~
6. ~~To engage in conduct that would reasonably be construed as intended to intimidate, compel or force a solicited person to make a donation.~~

CHARITABLE ORGANIZATION—Any non-profit community organization, fraternal, benevolent, educational, philanthropic or service organization, or governmental employee organization, which solicits or obtains contributions solicited from the public for charitable purposes or holds any assets solely for charitable purposes.

PANHANDLING—Any solicitation in person, by a person, other than a charitable organization, for an immediate grant of money, goods or any other form of gratuity from any other person when the person making the request is not known to the person(s) who is the subject of the request. The term "*panhandling*" shall not mean the act of passively standing or sitting with a sign or other indicator that a donation of money, goods or any other form of gratuity is being sought without any vocal request other than a response to an inquiry by another person.

B. *Prohibitions.*

1. ~~It shall be unlawful for any person to engage in aggressive panhandling.~~

- ~~2. It shall be unlawful for any person to engage in the act of panhandling when either the panhandler or the person being solicited is located in, on, or at any of the following locations:
 - ~~a. In any public transportation vehicle;~~
 - ~~b. Within fifty (50) feet of an automatic teller machine or entrance to a bank;~~
 - ~~c. Within fifty (50) feet of a point of entry to or exit from any building open to the public, including commercial establishments;~~
 - ~~d. At any sidewalk cafe;~~
 - ~~e. Within fifty (50) feet of any public or private school;~~
 - ~~f. At any bus stop or cab stand;~~
 - ~~g. Within fifty (50) feet of any crosswalk;~~
 - ~~h. Within any municipal or government owned building, park, golf course or playground.~~~~
- ~~3. It shall be unlawful for any person to engage in the act of panhandling on private property or inside a business without written permission from the owner.~~
- ~~4. It shall be unlawful for any person to engage in the act of panhandling after 8:00 P.M. and before 7:00 A.M. during any dates on which daylight saving time is in effect; or after 7:00 P.M. and before 7:00 A.M. during any dates on which daylight saving time is not in effect.~~
- ~~5. It shall be unlawful for any person to panhandle in a group of two (2) or more persons.~~
- ~~6. Nothing in this Section shall abrogate or abridge provisions of Chapter 610 of this Code or effect any solicitations made by charitable organizations acting under that Section.~~
- ~~7. Any violation of this Section is punishable under Section 100.190 of this Code.~~

Section 2. Severability

The chapters, sections, paragraphs, sentences, clauses and phrases of this ordinance are severable, and if any phrase, clause, sentence, paragraph or section of this ordinance shall be declared unconstitutional or otherwise invalid by the valid judgment or degree of any Court of any competent jurisdiction, such unconstitutionality or invalidity shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance since the same would have been enacted by the Board of Aldermen without the incorporation in this ordinance of any such unconstitutional or invalid phrase, clause, sentence, paragraph or section.

Section 3. Repeal of Ordinances not to affect liabilities, etc.

Whenever any part of this ordinance shall be repealed or modified, either expressly or by implication, by a subsequent ordinance, that part of the ordinance thus repealed or modified shall continue in force until the subsequent ordinance repealing or modifying the ordinance shall go into effect unless therein otherwise expressly provided; but no suit, prosecution, proceeding, right, fine or penalty instituted, created, given, secured or accrued under this ordinance previous to its repeal shall not be affected, released or discharged but may be prosecuted, enjoined and recovered as fully as if this ordinance or provisions had continued in force, unless it shall be

therein otherwise expressly provided.

Section 4. That this Ordinance shall be in full force and effect from and after the date of passage and approval of the Mayor.

READ FIRST TIME:

READ SECOND TIME:

I hereby certify that Ordinance No.25.91 was duly passed on by the Board of Aldermen of the City of Osage Beach. The votes thereon were as follows:

Ayes:

Nays:

Abstentions:

Absent:

This Ordinance is hereby transmitted to the Mayor for his signature.

Date

Tara Berreth, City Clerk

Approved as to form:

Cole Bradbury, City Attorney

I hereby approve Ordinance No.25.91.

Michael Harmison, Mayor

Date

Tara Berreth, City Clerk

City of Osage Beach

Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: Eric Hundelt, Marketing and Development Director
Presenter: Eric Hundelt, Marketing and Development Director

Agenda Item:

Bill 25-92 - An ordinance of the City of Osage Beach, Missouri, Accepting a Contract with Victus Advisors LLC to conduct a multi-sport feasibility study for an amount not to exceed \$58,000.00. *First Reading*

Requested Action:

First Reading of Bill #25-92

Ordinance Referenced for Action:

Board of Aldermen approval required for purchases over \$25,001 per Municipal Code Chapter 135; Article II: Purchasing, Procurement, Transfers, and Sales.

Deadline for Action:

no

Budgeted Item:

yes

Budget Line Information (if applicable):

Budget Line Item/Title: 10 21 733800 Professional Services

FY2025 Budgeted Amount: \$55,000

FY2025 Expenditures to Date (MM/DD/YY): (\$ 2,900)

FY2025 Available: \$52,100

FY2025 Requested Amount: \$58,000

Budget Line Item/Title: 10 21 754255 Community Event Support

FY2025 Budgeted Amount: \$13,000

FY2025 Expenditures to Date (MM/DD/YY): (\$ 6,130)

FY2025 Available: \$ 6,870

FY2025 Requested Amount: \$ 4,870

Budget Line Item/Title: 10 21 729200 Training and Conferences

FY2025 Budgeted Amount: \$4,700

FY2025 Expenditures to Date (MM/DD/YY): (\$2,881)

FY2025 Available: \$1,819

FY2025 Requested Amount:

\$1,030

Department Comments and Recommendation:

Positioning Report: Recommendation to proceed with a Multi-Sport Venue Feasibility Study

Purpose

The purpose of this report is to request approval to move forward with a feasibility study for a potential multi-sport venue in Osage Beach. This project was budgeted for in our 2025 planning cycle.

Process and Recommendation

We issued a request for proposals and received responses from eight qualified consulting firms. Together with two other members of our management team, we reviewed each proposal in detail. All three of us unanimously agreed that Victus Advisors LLC is the right consultant for this project.

Victus' original estimate was \$65,000. Through our review process and discussion, we negotiated the cost down to \$58,000. While this is \$3,000 greater than the original budget of \$55,000, we have favorability in the Training & Conferences and Community Event Support budget lines that will cover the additional need.

Based on their expertise, approach, and proven track record, my recommendation on behalf of the City is to move forward with Victus Advisors to complete the multi-sports venue feasibility study.

Why Victus Advisors

- **Independent and objective.** Unlike the other seven consultants, Victus does not design, build, or operate facilities. Their only role is to give us an honest read on demand, feasibility, and community impact without pushing development we do not need.
- **Phased approach.** Victus is one of the only firms that proposed a two-phase structure, giving us a clear go or no-go decision point after Phase 1.
 - **Phase 1 (\$30,000):** Quantitative and qualitative studies, research, stakeholder interviews, and data collection to assess whether the project should move forward. If the findings show the project is not viable, we are not obligated to continue to Phase 2.
 - **Phase 2 (\$28,000):** Site evaluations, economic and fiscal impact analysis, funding options, and a final recommendation.
 - Expect to complete Phase 1 & 2 in 3.5 months.
- **Strong Midwest track record.** Victus has completed more than 200 sports venue studies nationwide, including multiple projects in Missouri and the surrounding region.
- **Community and market focused.** Their process uses surveys, focus groups, and benchmarking to ensure that recommendations reflect both local needs and broader trends.
- **Financially disciplined.** They develop operating models, visitor projections, and

long-term impact studies that evaluate hotel nights, visitor spending, tax revenue, and funding sources.

- **Results we can measure.** Their work has consistently led to projects that deliver measurable economic and community benefits.

How the City Will Use the Feasibility Study

The feasibility study will give us clear, actionable answers that we can use to guide decision-making on a potential multi-sport venue in Osage Beach. Specifically, the study will help us:

- **Understand demand.** Identify which sports are underserved in our region and measure the appetite for tournaments, leagues, and recreation so we can align investment with real needs.
- **Define the right type of facility.** Determine whether the best fit for Osage Beach is an indoor or outdoor venue, single-sport or multi-sport, or a flexible-use design that serves both residents and visitors.
- **Evaluate competition.** Benchmark against other facilities in Missouri and surrounding states to see where Osage Beach can stand out as a sports and tourism destination.
- **Build a financial model.** Establish a realistic plan for funding and operations, including the balance of public and private contributions, sponsorships, naming rights, and projected revenues.
- **Measure economic impact.** Project both the direct revenues and the indirect tourism and tax revenues the facility could generate, giving us a clear picture of return on investment for the community.

In short, this study provides the facts we need before committing to a project of this size.

Strategic Framing

A multi-sport development is not just about recreation. It is about economic resilience. It directly supports two of our biggest goals:

- Reducing dependency on summer-only tourism by creating new year-round demand.
- Growing Osage Beach's role as a regional hub for commerce, culture, and events.

If framed correctly, this project positions Osage Beach not only as the "Heart of the Lake" but also as a year-round destination for families, sports, and events.

In short:

- **Does it fit in the economic development plan?** Yes. It diversifies our economy, improves resident quality of life, and strengthens our regional positioning.
- **Can it be a revenue generator?** Yes. Both directly through events and rentals, and indirectly through increased visitor spending and sales tax revenue.

- **Can it bring tourism in off-peak periods?** Yes. That is one of the strongest benefits, filling winter and spring gaps when lake-driven tourism is low.

We also followed up with two client references, both of whom gave very favorable feedback on their experience working with Victus. **Amy Schneider, Columbia MO CVB, and Alana Cooper, President & CEO of the Monroe–West Monroe CVB**, each noted that Victus delivered excellent customer service, stayed on time and on budget, and provided financial modeling that has proven accurate against actual results. Both confirmed they would hire Victus again for a similar project.

City Attorney Comments:

Per City Code 110.230, Bill 25-92 is in correct form.

City Administrator Comments:

AN ORDINANCE OF THE CITY OF OSAGE BEACH, MISSOURI, AUTHORIZING THE MAYOR TO EXECUTE A CONTRACT WITH VICTUS ADVISORS LLC TO CONDUCT A MULIT-SPORT FEASIBLITY STUDY FOR AN AMOUNT NOT TO EXCEED \$58,000.00

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF OSAGE BEACH, MISSOURI AS FOLLOWS:

Section 1. The Mayor is hereby authorized to execute an agreement with Victus Advisors LLC under substantially the same terms and conditions as the attached contract and scope of work, Exhibit A.

Section 2. Total expenditure or liability authorized under this Ordinance shall not exceed Fifty Eight Thousand Dollars (\$58,000.00)

Section 3. That this Ordinance shall be in full force and effect from and after the date of passage and approval of the Mayor.

READ FIRST TIME:

READ SECOND TIME:

I hereby certify that the above Ordinance No. 25.92 was duly passed on , by the Board of Aldermen of the City of Osage Beach. The votes thereon were as follows:

Ayes:

Nays:

Abstain:

Absent:

This Ordinance is hereby transmitted to the Mayor for his signature.

Date

Tara Berreth, City Clerk

Approved as to form:

Cole Bradbury, City Attorney

I hereby approve Ordinance No. 25.92.

Date

Michael Harmison, Mayor

ATTEST:

Tara Berreth, City Clerk



FEASIBILITY STUDY FOR MULTI-SPORT DEVELOPMENT IN OSAGE BEACH, MISSOURI

CITY OF OSAGE BEACH // 07.11.2025



July 11, 2025

Tara Berreth
City Clerk
City of Osage Beach
1000 City Parkway
Osage Beach, MO 65065

Ms. Berreth:

Victus Advisors is pleased to present this proposal to the City of Osage Beach (“Osage Beach” or the “City”) to conduct a comprehensive feasibility study to determine what genre(s) of sports would fit the community and help foster year-round attraction for citizens and tourists.

Victus Advisors is a sports tourism venue development consulting firm that specializes solely in the feasibility and planning stages of transformational projects. We are the national leader in objective, analytical, and research-based planning for sports tourism venues and districts, and we have conducted numerous relevant sports tourism and event venue feasibility studies within the past decade in the Midwest, such as:

- Amateur Sports Market & Facility Study – Columbia, MO
- Feasibility Study for the Ridge Athletic Center – Jonesboro, AR
- Economic Analysis of a New Youth Soccer Complex - Riverside, MO
- Economic & Fiscal Analysis of New Riverfront Soccer Stadium – Kansas City, MO
- Economic & Fiscal Analysis of the South Loop Park Project – Kansas City, MO
- Sports Tourism Market & Facility Opportunity Analysis – Edmond, OK
- Sports Tourism Market & Facility Opportunity Study – Hamilton County, OH
- Renaissance Pointe Indoor Sports & Event Center Validation Study – Middletown, OH
- Sports Tourism Market & Facility Opportunity Study – Madison, WI
- Market & Financial Feasibility Study for Multi-use Indoor Sports & Events Center – Wausau, WI
- North River Fieldhouse Feasibility Study – Fort Wayne, IN

With a strong track record of sports tourism planning success in the Midwest and across the country, Victus Advisors is excited to partner with Osage Beach to create a feasible vision and actionable plan for putting Osage Beach on the map as a premier sports tourism destination.

Sincerely,

Brian Connolly
Founder & Managing Principal
Victus Advisors LLC
2700 Homestead Road, Suite 220, Park City, UT 84098
bconnolly@victusadvisors.com // (435) 776-5728

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SECTION 1

Firm Overview





FIRM QUALIFICATIONS **VICTUS ADVISORS**

At Victus Advisors, our approach is research-based, economic-minded, and community-focused. We assist our clients in establishing market-driven sports and event facility plans that maximize impact and minimize risk. In fact, our principals work directly with clients to create original plans that identify opportunities, gauge risks, and provide next steps for execution.

We have successfully provided our market-driven and client-centric sports and event facility planning services to cities, counties, CVBs, economic agencies, and sports commissions nationwide.

As an independently owned and operated advisory practice, we pride ourselves on:

- Providing client-centric and community-focused services that meet the needs of stakeholders and the community.
- Facilitating original, objective, market-driven research that is free from conflicts of interest.
- Delivering actionable reports that provide clients a full understanding of the market demand, financial feasibility, and economic realities.
- Leveraging our expert advisors' industry experience to deliver a plan based in reality and poised for action.

ADVISORY EXPERIENCE

Founded in 2012, Victus Advisors has quickly grown to be the independent leader in sports and event facility advisory.

Victus Advisors' leadership has consulted on hundreds of projects across North America, featuring over \$150 Billion in economic impact net present value and creating plans totaling over \$25 Billion in facility construction costs.

SERVICES

Market Demand
Financial Feasibility
Sports Tourism Strategic Plans
Economic & Fiscal Impact Analysis
Operating Pro Formas
Custom Market Research
Sports Facility Operational Reviews
RFP & Negotiation Assistance
Sponsorship & Naming Valuations
Sports Marketing Plans

FACILITIES

Youth/Amateur Sports Tourism
Facilities (both Indoor & Outdoor)
Arenas & Event Centers
Stadiums & Ballparks
University Sports Facilities
Parks & Recreation Venues
Concert & Performing Arts Venues
Other Tourism, Hospitality
& Public Venues



RELEVANT EXPERIENCE

Our **experience is relevant and current**. Since our firm's founding in 2012, Victus Advisors has completed 200 sports and event venue studies in 45 U.S. states.

PROVEN METHODOLOGIES

Our **proven research methods** rely on primary market research and community/industry engagement to identify unique venue demand drivers and sports market opportunities.

Our **customized, analytical approach** builds unique models for each client, with quantified opportunities for both local usage and regional/national events that drive economic impact.



**DATA-DRIVEN
MARKET
ANALYSIS
& DEMAND
PLANNING**



**SPORTS
COMMUNITY
ENGAGEMENT
& CUSTOMIZED
MARKET RESEARCH**



**QUANTIFIED
FACILITY DEMAND
& ECONOMIC
IMPACT
PROJECTIONS**



WE ARE SKILLED SPORTS TOURISM FACILITY ANALYSTS

As an independently owned and operated consulting firm, we provide conservative market research, financial/economic analysis, and development project support that serves the best interests of our clients and their communities.

OUR OBJECTIVE SPORTS MARKET RESEARCH & ANALYSIS SERVICES INCLUDE:



SPORTS MARKET DEMAND STUDIES

Identify market-supportable opportunities for your community



FINANCIAL FEASIBILITY ANALYSIS

Develop sustainable financial operating and funding models



ECONOMIC IMPACT ANALYSIS

Estimate tourism benefits such as visitor spending, jobs, wages, and taxes



CUSTOM MARKET RESEARCH

Gather strategic insight and community feedback via online surveys and in-person focus groups



DEMOGRAPHIC & SOCIOECONOMIC STUDIES

Profile, map, and segment by key demographic and socioeconomic features



FACILITY OPERATIONS REVIEWS

Benchmark your existing facility operations and identify improvement opportunities



SPORTS TOURISM MARKETING PLANS

Gather insights on your current marketing strategies and recommend new strategic plans



OWNER'S REPRESENTATION

Representing the project owner's interests in procuring and working with design, build, and operating partners.



SPONSORSHIP & NAMING RIGHTS VALUATIONS

Analyze the fair market value of your facility's corporate sponsorship and naming rights opportunities



WE ARE TRUSTED SPORTS TOURISM EXPERTS

Victus Advisors' principals are nationally recognized as trusted advisors to Convention & Visitors Bureaus, Sports Commissions & Authorities, and Economic Development Agencies across the country regarding research and planning for sports tourism development projects. Our client experience with tourism promotion, sports facility authority, and economic development agencies includes:

- Allen County-Fort Wayne Capital Improvement Board
- Big Sky Economic Development
- Columbia Convention & Visitors Bureau
- Cumberland Valley Visitors Bureau
- Destination Madison / Madison Area Sports Commission
- Greater Zion Convention & Tourism
- Greendale Redevelopment Commission
- Lee County Sports Development
- Monroe-West Monroe Convention & Visitors Bureau
- Nashville Convention & Visitors Corp.
- Opportunity Stanislaus
- Riverside Economic Development
- Santa Cruz Economic Development
- Shreveport-Bossier Sports Commission
- Utah Olympic Legacy Foundation
- Virginia Beach Convention & Visitors Bureau
- Visit Anaheim / Orange County Sports Commission
- Visit Billings / Billings Chamber of Commerce
- Visit Camarillo
- Visit Edmond
- Visit Fort Wayne
- Visit Heber Valley
- Visit Ventura County Coast
- Wausau-Central Wisconsin CVB





SECTION 2

Assigned Personnel & Resumes





ASSIGNED VICTUS LEADERSHIP

This Sports Tourism Feasibility Study in Osage Beach will be led by the following advisors:

Brian Connolly, MBA - Principal in Charge

- Brian founded Victus Advisors in 2012 and was recognized as a sports tourism industry “Game Changer” by Connect Sports in 2018.
- Role: Project Principal overseeing all aspects of the study, including client management, sports community engagement, research methods and planning, financial/economic analysis, project deliverables, and public presentations.
- Experience: 22 years in sports business, market research, financial and economic analysis, and public finance.

Walter Franco, MBA - Principal & Project Director

- Walter joined Victus Advisors in 2015 and has partnered with Brian on the execution of more than 150 sports facility feasibility studies across the Country.
- Role: Project Director responsible for planning, execution, and analysis of all market research, operational projections, and financial/economic models.
- Experience: 15 years in the sports business and finance industries.

George Lantz - Senior Analyst

- George oversees our research workflow and analyst team. Prior to joining Victus, he was an analyst at Goldman Sachs. George earned his BA in Government from Connecticut College.



BRIAN CONNOLLY, MBA

Brian Connolly is a national leader in strategic planning, economic analysis, and management consulting within the sports, entertainment, and recreation industries. As the Founder and Managing Principal of Victus Advisors, he has played a pivotal role in advising major institutions - including professional sports franchises, college athletics programs, municipalities, and event venues - on capital investment, revenue opportunities, and facility operations. His influence extends across multiple sectors, shaping the financial and operational landscape of key sports and entertainment assets across the U.S.

Brian is an Ivy League economics graduate with an MBA in sports business. After initially working in municipal bonds and financial research, he followed his passion for sports business. In 2018, Brian was recognized by ConnectSports as a "Game Changer" for his contributions to the Sports Tourism industry.

EDUCATION:

B.A., Economics - University of Pennsylvania

M.B.A., Sports Business - Arizona State University (W.P. Carey)

Professional Certificate, Accounting - UC Berkeley

SPECIALTIES:

- Sports Facilities
- Sports Tourism
- Market Research
- Demand Modeling
- Community Engagement
- Financial Analysis
- Economic Analysis
- Strategic Planning Services
- Municipal Finance
- Sponsorship Analysis

WORK EXPERIENCE:

Founder & Managing Principal - Victus Advisors

Senior Consultant - Conventions, Sports & Leisure

Business Strategy & Research - Orlando Magic (NBA)

Business Strategy & Research -- Arizona Cardinals (NFL)

Director, Financial Analysis - Chatham Partners

Municipal Bond Analyst - Commerce Capital Markets

INDUSTRY LEADERSHIP:

2018 Connect Sports 'Game Changer'

Member: Sports ETA, US Indoor

Conference Speaker: Connect Sports,
International Association of Venue
Managers (IAVM), Association of Luxury
Suite Directors (ALSD)

Adjunct Professor: Columbia University
Sports Management Program

Guest Lectures: Syracuse University Falk
School of Sport & Human Dynamics,
Arizona State University Selig Sports Law
& Business Program, University of Utah
Eccles School of Business

RELEVANT SPORTS CLIENTS:

- Sports Tourism - Marathon County WI, Village of Weston WI, Greendale IN, Alachua County FL, Lee County FL, City of Williamsburg VA, City of Virginia Beach VA, City of Norfolk VA, City of Anaheim CA, City of Columbia MO, City of Fort Wayne IN, City of Hagerstown (MD), Cumberland County PA, Blount County TN, Northport AL, Euclid OH, Christiansburg VA, West Monroe LA, Williston ND, Shreveport-Bossier LA, Turlock CA, Vacaville CA, Yellowstone County MT, Washington County UT, El Centro CA, Park City UT
- Sports Stadiums - Aloha Stadium, PETCO Park, Globe Life Park, Proposed Rays Ballpark, Portland MLB, University of Phoenix Stadium, First Energy Stadium, Oakland-Alameda County Coliseum, Levi's Stadium, StubHub Center, Audi Field
- Sports Arenas & Event Centers - Barclays Center, Amway Center, Capital One Arena, Scottsdale NHL Arena, Las Vegas Arenas, Kaiser Permanente Arena, Fort Wayne Arena, Riverside Arena



WALTER FRANCO, MBA

Since joining Victus in 2015, Walter has been instrumental in leading market research and strategic planning for sports tourism facility projects across the US. His work has helped cities, counties, CVBs, and sports commissions evaluate the economic impact of sports tourism, identify destination-specific opportunities, and develop actionable strategies to grow their share of the visitor market through sports.

Walter brings a unique, data-driven approach to each engagement, combining deep industry insight with advanced research methodologies, stakeholder outreach, and market benchmarking. His bilingual fluency in English and Spanish has also enabled him to engage diverse communities. Prior to joining Victus, Walter held roles with organizations such as Major League Soccer, Utah Grizzlies, and RBS.

EDUCATION:

B.A., Business Administration - University of Utah
M.B.A., Sports Business - San Diego State University

SPECIALTIES:

- Primary Market Research Methods
- Secondary Market Research Methods
- Surveys & Focus Groups
- Sports Tourism Demand
- Usage Projections
- Operating Pro Formas
- Financial Modeling
- Economic Analysis

WORK EXPERIENCE:

Principal & Research Director - Victus Advisors
Corporate Development - Utah Grizzlies (ECHL)
Graduate Consultant - Soccer United Marketing / Major League Soccer
Analyst - Royal Bank of Scotland (RBS)

INDUSTRY LEADERSHIP:

Conference Speaker: Yale University
Soccer Conference, Utah Recreation & Parks Association
University Lectures: University of Utah, San Diego State Sports MBA, BYU Sports Management, Central Washington University

RELEVANT SPORTS CLIENTS:

- City of Williamsburg (VA) – Sports Tourism Consulting & Indoor Sports Center Study
- Alachua County (FL) – Multi-Use Sports & Event Center Feasibility Study
- Lee County (FL) – Sports Tourism Facilities Expansion Study
- City of Virginia Beach (VA) – Sports Venue Inventory, Market Assessment & Sports Events Center Feasibility Study
- Allen County-Fort Wayne (IN) Capital Improvement Board – Downtown Arena Feasibility Study
- Monroe-West Monroe (LA) – Sports Events Center Feasibility Study & Tennis Tournament Complex Study
- Destination Madison / Madison Area Sports Commission (WI) – Sports Facilities Market & Opportunity Study
- Marathon County / Visit Wausau (WI) – Indoor Sports Events Center Feasibility Study
- Village of Weston (WI) – Baseball/Softball Complex Feasibility Study
- Visit Ventura County Coast (CA) – Tourism Driver Venues Feasibility Studies
- Yellowstone County (MT) – Indoor Sports Market Opportunity & Feasibility Study
- City of Santa Cruz (CA) – Arena Feasibility Study



GEORGE LANTZ

George is a Senior Analyst at Victus Advisors, where he has been contributing to strategic advisory and data-driven decision-making for the past several years. Prior to Victus, George was an operations analyst at Goldman Sachs, specializing in data analysis and due diligence.

George also has a strong foundation in community development, having worked for the Broadway Mall Association in New York, and on community development projects at Global Premier Soccer. A graduate of Connecticut College, George earned a Bachelor's degree in Government & History.

EDUCATION:

B.A., Government, History & Entrepreneurship - Connecticut College

SKILLS & EXPERTISE:

- Economic & Community Development
- Primary Market Research
- Secondary Market Research
- Community Engagement
- Operating Pro Formas
- Financial Modeling
- Economic & Fiscal Impacts
- Sponsorship & Naming Rights Valuations

PROFESSIONAL EXPERIENCE:

Senior Analyst - Victus Advisors - Park City, UT

Operations Analyst - Goldman Sachs - Salt Lake City, UT

Community Development - Broadway Mall Association - New York, NY

RELEVANT VICTUS CLIENTS:

- Historic Triangle Recreation Facilities Authority - Williamsburg, VA
- City of Virginia Beach, VA
- Prince William County, VA
- Bethlehem Steel Site Redevelopment - Bethlehem, PA
- Mohegan Sun Sports Tourism Study - Uncasville, CT
- Community Arenas Board of Bexar County, TX
- Hamilton County, OH
- Cherokee County, SC
- City of East Ridge, TN
- City of Fort Wayne, IN
- Visit San Antonio, TX
- City of Greenville, NC
- City of Jacksonville, NC
- City of Mission Viejo, CA



SECTION 3

Proposed Approach, Timeline & Fees





PROJECT UNDERSTANDING

Victus Advisors understands that the City of Osage Beach is seeking experienced sports tourism facility consultants to seeking a strategic solution that prioritizes community needs, market demand, and long-term sustainability over short-lived trends or niche activities.

Victus Advisors is a national leader in providing sports tourism market and opportunity analysis, assessing sports tourism infrastructure, developing strategic plans to capitalize on new sports destination infrastructure, and estimating the economic and fiscal impacts of new sports tourism venues and events. Our approach will align with the City's long-term vision of becoming a regional economic leader. Victus understands that the proposed sport activities should complement existing investments that support two significant sources of sales tax revenue—retail and tourism—with the goal of bringing more visitors to Osage Beach and Lake of the Ozarks region

As part of our proven process for researching, evaluating, and identifying sports tourism facility and event opportunities, Victus will conduct the following key tasks:

- Conduct a comprehensive market study to guide investments with long-lasting relevance and value.
- Assess both current and future demand for sports and recreation facilities within the City and surrounding area.
- Highlight facility types and sports activities that align with long-term participation trends rather than short-lived fads.
- Identify feasible and sustainable funding options, including grants, partnerships, and potential revenue streams.
- Analyze and recommend development sites based on factors like location suitability, ease of access, and financial viability.

Our detailed approach to completing the above tasks is presented in the remainder of this section.



PROPOSED APPROACH

PROJECT KICKOFF MEETINGS & INITIAL COMMUNITY ENGAGEMENT

As the initial phase of this study, our team will submit an Information Request and then travel to Osage Beach to engage project leaders, key stakeholders, and local sports community representatives in initial planning and engagement meetings, including:

- Engage the client's steering committee and other key project stakeholders,
- Establish a working group with clear responsibilities and lines of communication,
- Gather opinions regarding the historical background and key drivers of this project,
- Confirm the proposed study process and goals,
- Review the information request and collect/review relevant data,
- Identify potential comparable markets and facilities,
- Agree upon the final project timeline and deliverable format,
- Tour existing sports tourism venues in the City

Over the remainder of two (2) days in Osage Beach, our team will schedule in-person interviews and focus groups with project stakeholders, potential project partners, and other key sports community leaders and event organizers. The goal of these interviews will be to allow the key stakeholders and partners to outline their vision and opinions regarding the County's sports facilities and sports tourism market opportunities, and to ensure that the perspective and needs of community stakeholders are incorporated into our final recommendations. Typically, we complete at least 10-15 interviews during this initial on-site phase, and additional sports community outreach will occur at a later date, as described below.

PHASE I - MARKET ANALYSIS

The goal of this second phase of the study will be to develop a comprehensive profile of the strengths and weaknesses of Osage Beach as a sports market, and to identify opportunities for new or expanded sports facilities. Project tasks in this phase will include:

- **Local Sports Program & Facility Inventory** - In this task, we will research the physical and operational characteristics of existing youth/amateur sports venues in the Osage Beach market. We will obtain information such as construction cost and funding methods, ownership/management structure, venue footprint and seating capacity, event activity and attendance levels, and other such operational information, as available. We will also identify the local sports programs and user groups that are tenants or frequent users of the existing facility inventory.



PROPOSED APPROACH CONT.

- **Comparative Sports Market & Facility Analysis** - Victus will benchmark Osage Beach against five (5) to six (6) comparable communities using its national database of sports facilities. This analysis will compare demographics, venues, marketing efforts, and event history to identify best practices and opportunities to strengthen Osage Beach's position in the sports tourism market.
- **Sports Community Outreach & Engagement** - In addition to the key stakeholder and partner interviews completed as part of our kickoff meetings, we will also conduct the following primary market research:
 - **Local Sports User Group Interviews** - We will complete interviews with a wide variety of local sports user groups to gather feedback on existing sports facilities in the Osage Beach area, identify demand for usage of expanded or new sports facilities, and identify best practices and trends related to competitive sports and event facilities. In total, we will interview at least ten (10) to fifteen (15) sports user groups.
 - **Local Sports Community Survey** - In addition to the interviews with key sports community leaders described above, we will also design an on-line survey instrument that will be distributed via e-mail to athletes, coaches and parents who take part in various local sports organizations. Unlike the in-person interviews/groups, this survey will be designed to gather the opinions of a wider reach of sports community participants and will assess both the strengths/weaknesses of existing local sports facilities, as well as best practices identified via their trips to other regional sports tourism destinations. This survey will be distributed both through sports user groups we interview, as well as through channels that may be available to the City of Osage Beach.
 - **Regional/National Sports Event Interviews** - We will gather lists of both the major amateur sporting events that have been hosted in the Osage Beach region within the past five years, as well as a list of other sporting events held in other regional comparable destinations. Interviews will be conducted with the hosts and organizers of these events in order to assess the successes/failures associated with each event, and identify potential opportunities for improvement. We will also contact organizations and events who may not have visited Osage Beach in the past, in order to gauge interest in potentially utilizing expended or new venues in the future. We typically try to complete at least ten (10) to fifteen (15) tournament organizer interviews.



PROPOSED APPROACH CONT.

- **SWOT Analysis** - Based on the results of the prior tasks, we will identify factors that could differentiate Osage Beach and potential new sports facilities from other comparable sports destinations. To do so, we will conduct a sports tourism SWOT analysis, which will evaluate the strengths, weaknesses, opportunities, and threats (SWOT) of the City's current and future competitive landscape, and it will cover sports travel and tourism-related positioning, existing sports tourism assets and market strengths/weaknesses, and the regional/national competitive environment as it relates to attracting sports tourism events.
- **Interim Presentation - Facility Opportunity, Demand Assessment & Preliminary Cost Estimate** - Based upon the results of our market research process, we will develop an analysis of sports tourism market and facility opportunities for Osage Beach. We will present a summary of our initial research results and recommendations that will include, but may not be limited to:
 - Recommendations regarding potential improvements to the City's sports tourism market positioning via sports facility upgrades and improvement, new sports facilities, public-private partnerships or other sports-related development (hotel, retail, restaurant, family entertainment, etc.)
 - Develop preliminary estimate of potential construction costs based upon costs of comparable facilities adjusted to 2025 dollars via the Turner Building Cost Index.
 - Potential users/occupants including existing sports groups, new sports groups and leagues, local/regional tournaments, national tournaments, camps and clinics, other local programs (cities, school districts, colleges, etc.), etc.
 - Field, court, and other inventory specifications (including artificial surfaces vs. natural, lighting, etc., as applicable)
 - Seating (both temporary/portable and fixed/permanent)
 - Food and beverage areas (concessions) and merchandise/apparel shops
 - Athletic training and flexible-use event space
 - Office, storage, and operational space
 - Supporting amenities (hotel, retail, etc.)
 - Family recreation features
 - Locker rooms, showers, restrooms, changing rooms, etc.
 - Parking requirements
 - Other such program, service, and amenity recommendations, as relevant



PHASE II - SITE, OPERATIONAL, FINANCIAL & ECONOMIC ANALYSIS

- Site Evaluations** - Victus Advisors will analyze the market viability of potential site locations for sports facility development, as defined by the City. When planning a sports facility, many site factors can determine the selection of the site, such as: availability of suitably-sized parcels, convenience to potential patrons, pedestrian access (vehicular egress/ingress, public transportation, pedestrian circulation, etc.), neighborhood traffic and safety issues, proximity to compatible economic activity, adjacent economic development potential, environmental site factors, etc. Victus Advisors will evaluate the pros and cons for the site and will generally include elements such as:
 - Site Specifics: Do the site characteristics meet the requirements for the facility? (i.e. parcel size, site dimension, design factors, environmental factors, etc.).
 - Transportation & Parking: Parking availability, access, and traffic impacts.
 - Economic Impact: Evaluating the potential for economic development impact to target economic areas and/or promote connectivity.
 - Other such factors, as relevant to the local market.
- Event & Attendance Projections** - Victus will project both the sustainable daily usage and the number of special or recurring events and attendance that the proposed venue(s) could potentially host on an annual basis. For each of the appropriate usage categories that we identify, we will estimate the annual usage by event type, user type, seasonality, etc.
- Financial Operating Pro Forma**- Victus will also develop a custom financial pro forma to project the financial operations of the proposed venue(s). This model will be based on the specific program recommendations and utilization estimates developed in previous study tasks, and we will include detailed operating revenue and expense projections by line item for at least the first five (5) years of operations. We generally find that sports facilities achieve a sustainable operating level by the end of the 3rd year:

REVENUES	EXPENSES
Rentals and user fees	Salaries and benefits
Concessions / catering	Event-related expenses
Merchandise / apparel	General & administrative
Sponsorships / advertising	Marketing / advertising
Parking	Repairs and maintenance
Reimbursables	Utilities
Transfers and grants	Insurance, legal and professional
Other applicable revenue sources	Other such expenses



The detail provided regarding our operating model will also include expected staffing requirements, including both full-time and part-time labor. This pro forma analysis will help assess whether the venue(s) could be operationally self-supporting, or if public subsidies would be required.

Lastly, we will also estimate potential long-term capital needs for facility upgrades and replacement of key systems and surfaces over a 30-year operating period.

- **Operating Options Analysis** - Victus will evaluate options for the on-going operations of the proposed indoor track/sports center. This analysis will be based on an evaluation of operating/management structures, staffing requirements, tenant/lease structures, and both public and public-private ownership/operating structures for similar indoor track and sports event facility developments regionally and across the country. We will develop a summary of various options regarding the management and operations of the proposed complex, including a discussion of advantages/disadvantages that could be associated with each model, whether it is public management, private third-party management, non-profit/user group management, or some other viable option.
- **Economic & Fiscal Impact Analysis** - Sports facility construction and increased sports tourism could have significant economic and fiscal impacts in Osage Beach. In this task, Victus will utilize our extensive experience conducting impact studies for sports tourism venues and events to prepare estimates of the potential economic, fiscal, and other impacts that could be generated by the proposed facility over a 25-30 year period.

These estimates will be based upon the operating/financial projections developed by Victus, direct spending characteristics of similar events/venues across the country, and Victus' experience using the IMPLAN system. IMPLAN is the economic research/planning industry standard for impact analysis, and IMPLAN's economic multipliers are updated annually via data collected by the US Department of Commerce, US Bureau of Labor Statistics, and other government agencies.

Victus will apply market-specific multipliers to estimates of total direct, indirect and induced spending to produce detailed estimates of total economic output, job creation and personal earnings, as well as estimates of impacts on various local/regional tax collections. We will also break down these projections by economic sector/industry, such as food/beverage, retail, hospitality, etc., and we will specifically include an assessment of incremental annual visitors and hotel nights that could be generated within Osage Beach.



PROPOSED APPROACH CONT.

- **Partnership & Funding Options Analysis** - Victus will develop an analysis of partnership and funding source alternatives, beyond just operating revenue, that could potentially be utilized to fund facility development. Based on our relevant experience, public and/or P3 funding sources for sports tourism facilities often include, but may not be limited to:
 - *Public Sector Participation*: general obligation or revenue bonds, visitor taxes, ad valorem taxes, sales taxes, certificates of participation, tax increment districts, general funds, grant programs, etc., and/or
 - *Private Sector Participation*: private donations; foundation gifts; corporate naming; tenant, operator, or concessionaire participation; public-private development (ancillary development); etc. In addition, as part of this private sector analysis, we will also explore the potential values that could be associated with naming rights of the sports facility as an additional funding mechanism for capital costs or annual operations
- **Final Deliverables, Reports & Presentations** - Victus will prepare a final report summarizing all of our sports facility research, analysis, concepts, plans, and recommendations. Initially we will deliver a draft report via PDF, and once the project steering committee has provided feedback, we will complete a final report document. We will also prepare an executive summary of our findings and present it in Osage Beach at the public and/or private venue(s) of the City's choosing.



PROJECT TIMELINE

Our proposed timeline for the project approach detailed herein is approximately fourteen (14) weeks, as shown below:

PROJECT PHASES & TASKS	WEEK:	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase I - Market Analysis															
Kickoff Meeting, Site Tours, Focus Groups & Stakeholder Interviews															
Local Sports Program & Facility Inventory															
Comparable Sports Market & Facility Analysis															
Local Sports User Group Interviews															
Local Sports Community Online Survey															
Regional/National Sports Event Interviews															
SWOT Analysis															
Facility Opportunity, Demand Assessment & Preliminary Cost Estimate															
Phase II - Site, Operational, Financial & Economic Analysis															
Site Evaluations															
Event, Attendance & Financial Operating Projections															
Economic & Fiscal Impact Analysis															
Operating Options Analysis															
Partnerships & Funding Options Analysis															
Submit Draft Report & Review/Edit with Steering Committee															
Present Phase 2 Study Results in Osage Beach (date TBD)															

Note: **GREEN** boxes show three (3) Victus trips to Osage Beach

Please note that we have budgeted for up to three (3) trips to Osage Beach, as highlighted in green above.



PROPOSED PROJECT FEES & EXPENSES

Victus Advisors propose to complete this Feasibility Study in Osage Beach for a total fixed fee of \$65,000, as calculated below:

PROJECT TASKS	ESTIMATED HOURS		PROFESSIONAL SERVICE FEES
	Principal \$325	Staff \$190	
Kickoff Meeting, Site Tours, Focus Groups & Stakeholder Interviews	15	15	\$7,700
Local Sports Program & Facility Inventory	2	14	\$3,300
Comparable Sports Market & Facility Analysis	2	14	\$3,300
Local Sports User Group Interviews	2	14	\$3,300
Local Sports Community Online Survey	2	14	\$3,300
Regional/National Sports Event Interviews	2	14	\$3,300
SWOT Analysis	2	6	\$1,800
Facility Opportunity, Demand Assessment & Preliminary Cost Estimate	8	8	\$4,100
Site Evaluations	4	12	\$3,600
Event, Attendance & Financial Operating Projections	4	24	\$5,900
Economic & Fiscal Impact Analysis	4	24	\$5,900
Operating Options Analysis	2	12	\$2,900
Partnerships & Funding Options Analysis	2	12	\$2,900
Submit Draft Report & Review/Edit with Steering Committee	4	6	\$2,400
Present Phase 2 Study Results in Osage Beach (date TBD)	8	0	\$2,600
TOTAL - HOURS & PROFESSIONAL FEES:	63	189	\$56,300
EXPENSES			BUDGET
Trip 1 - Travel Costs (Airfare, Car, Hotel, Meals) for Two Consultants - Two Days			\$2,800
Trip 2 - Travel Costs (Airfare, Car, Hotel, Meals) for One Consultant - One Day			\$1,200
Trip 2 - Travel Costs (Airfare, Car, Hotel, Meals) for One Consultant - One Day			\$1,200
IMPLAN Economic Impact Multiplier Data for Osage Beach			\$3,500
TOTAL - FIXED EXPENSE BUDGET:			\$8,700
TOTAL FIXED COST - PROFESSIONAL FEES & EXPENSES:			\$65,000



SECTION 4

References & Other Relevant Project Experience



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AMATEUR SPORTS MARKET & FACILITY STUDY FOR THE CITY OF COLUMBIA, MISSOURI & VISIT COLUMBIA (2014)



In 2014, Victus was engaged by the City of Columbia, Missouri, to conduct a sports market/facility assessment and sports commission implementation plan. We presented our findings and recommendations to City Council in November 2014. Our study had four key goals:

1. To assess the market for both local sports usage in Columbia/Boone County, and amateur sports events (youth, amateur adult, adaptive) in the region and state.
2. To analyze the usage, operations, and capabilities of the current amateur sports facilities and complexes located in Columbia/Boone County.
3. To identify opportunities for Columbia to both address local needs and also increase their market for a variety of regional sporting events, through new or upgraded facilities, project funding strategies, and customized marketing/communications strategies.
4. To assess the feasibility of creating a new Sports Commission to strengthen existing sporting events, attract or develop new events, and assist with funding.

This study took approximately four months to complete, and included a mixture of: Local market analysis, Comparative market analysis, Public engagement, Interviews with sports events and national governing bodies, Facility demand analysis, Funding analysis and economic and fiscal impact projections, Marketing/branding review, and Feasibility analysis for a regional Sports Commission/Board. Our final deliverable was a detailed road map with specific recommendations for increasing sports events in Columbia through facility development, project funding strategies, marketing/branding approach, and a dedicated sports advisory board. Our recommendations led to development of Columbia Sports Fieldhouse, which opened in 2019.

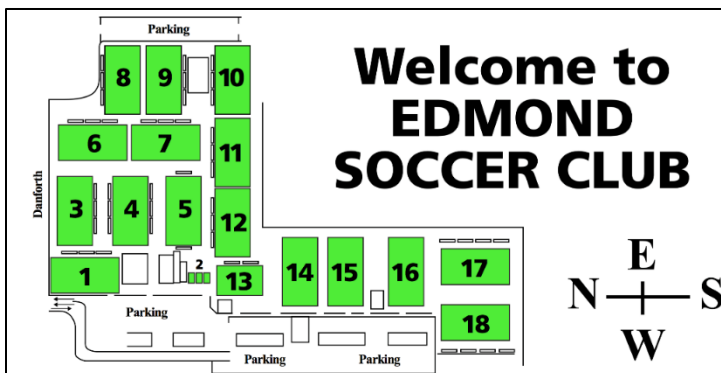


SPORTS FACILITIES ASSESSMENT & OPPORTUNITY ANALYSIS FOR THE CITY OF EDMOND, OKLAHOMA (2023)



Victus Advisors recently provided the City of Edmond, Oklahoma (one of the largest Oklahoma City suburbs and 5th largest city in the state) to conduct a sports facilities assessment to help determine the maximum sports market potential of current sports facilities in Edmond, including soccer, baseball, softball, basketball, volleyball, swimming, tennis, pickleball, football, lacrosse, etc. In May 2023, we presented our findings, which included:

- **Market Demand Analysis** - Comprehensive profile of the strengths and weaknesses of Edmond as a sports market.
- **Sports Market & Facility Opportunity Analysis** - Analysis of sports tournament market and facility opportunities for the City of Edmond.
- **Operating & Financial Analysis** - Analyzed the current operating structure of each existing sports venue in Edmond and made recommendations regarding operating approaches. Developed recommended operating model and custom financial pro forma for a new 10-field multi-use rectangular field complex, and renovated baseball/softball complexes.
- **Economic/Fiscal Impact & Funding Analysis** - Developed estimates of economic/fiscal impacts and project funding potential within Edmond for new/improved sports facilities.



MARKET FEASIBILITY STUDY FOR HAGERSTOWN FIELDHOUSE - CITY OF HAGERSTOWN, MD (2018-19)



In April 2018, Victus Advisors was engaged by the City of Hagerstown, Maryland's Engineering & Parks Department to conduct a market and financial feasibility study for a proposed new indoor sports and recreation center. Our initial market demand study results were presented to City Council in August 2018.

After we presented our market study findings to City Council, we were asked to assist City staff with preparation and distribution of the public-private partnership RFP for a sports/recreation facility development. The City received two proposals from interested partners, and Victus Advisors took part in the interview process and helped the City evaluate the pros-and-cons of each proposal. In October 2021, the City announced plans to work with a private developer to build and operate the \$22 million indoor facility.

Construction of the Hagerstown Fieldhouse was completed in early 2025.





1) SPORTS TOURISM MARKET/FACILITY ANALYSIS 2) INDOOR SPORTS CENTER FEASIBILITY STUDY 3) FACILITY OPERATOR EVALUATION (2016-17)



In 2016 and 2017, Victus Advisors provided the Virginia Beach CVB's Sports Marketing unit with a series of studies/analysis of their sports venues and sports marketing opportunities, including indoor court sports (basketball, volleyball, etc.), outdoor field sports (baseball, softball, soccer, etc.), and other participatory sporting events such as track and field, aquatics, etc. Initially, we assessed both the local sports community and regional/national sports tourism markets to identify opportunities and strategies for increasing Virginia Beach's market potential for sports tourism. Ultimately, we recommended sports facility upgrades, a new indoor sports center, public-private partnerships, sports facility operations models, sports tourism organizational structure, and sports tourism marketing/branding strategies.

Based on the market feasibility results, we subsequently developed a financial feasibility analysis and visitor economic impact projections (including hotel nights) for an indoor sports center, conducted additional market analysis related to the potential inclusion of a hydraulic indoor track, and assisted the City and CVB with evaluating private operator proposals for the facility. Our financial feasibility analysis (our second study/report for the CVB) can be viewed here:

https://www.vbgov.com/government/departments/finance/SiteAssets/Pages/purchasing/VictusAdvisors_VABeach_FeasibilityStudy_FINAL.PDF

The Virginia Beach Sports Center is now a 285,000 sq. ft., \$60 million facility, that opened in October 2020: www.virginiabeachsportscenter.com



MARKET & FINANCIAL FEASIBILITY STUDIES FOR WEST MONROE SPORTS EVENTS CENTER - WEST MONROE, LOUISIANA (2019-2020)



Victus Advisors provided the Monroe-West Monroe CVB with comprehensive market/financial feasibility analysis and economic impact analysis for a new indoor sports center in West Monroe, including detailed analysis of including a hydraulically-banked indoor track in a second phase. The proposed venues will be intended to meet market demand for both youth/amateur sports tournaments and local sports user groups. Our study tasks included:

- Analyze present and future market demand for local, regional, and national sports, with a separate demand study specifically focused on indoor track opportunities
- Analyze opportunities for shared parking, operations, and usage with adjacent public venues such as the Ike Hamilton Expo Center (shown below)
- Analyze regional and national sports facility and indoor track facility trends
- Develop utilization estimates and financial projections for the facility options
- Estimate the economic and fiscal impacts of sports tourism generated by the facility
- Analyze both public debt service and private funding alternatives
- Evaluate options for the on-going operations and management of the facility

In August 2021, the CVB committed \$6 million to the project, with the remaining \$13 million from the City of West Monroe, which is constructing the venue adjacent to the Ike Hamilton Expo Center and several hotels. Construction broke ground in March 2022, with grand opening in Fall 2023, and an additional hotel slated to open later:

<https://westmonroesports.com/>





VISITOR IMPACT ANALYSIS CLIENT REFERENCES

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ECONOMIC & FISCAL IMPACT ANALYSES OF THE KC CURRENT'S NEW RIVERFRONT STADIUM & ADJACENT DEVELOPMENT (2022 / 2024)



KANSAS CITY
CURRENT

The ownership group of the NWSL Kansas City Current engaged Victus Advisors in April 2022 to conduct an economic and fiscal impact analysis for the Current and their new riverfront stadium (CPKC Stadium) subsequently opened for the 2024 season. As part of a 50-year lease agreement with Port KC, the 11,500-capacity stadium was built in Berkley Riverfront Park in Kansas City, Missouri, as shown in the concept image below. The Current used Victus' economic/fiscal impact data as a key part of their application, in conjunction with Kansas City, to the Missouri Development Finance Board (MDFB) for State of Missouri tax credits.

After the stadium opened in 2024, KC Current engaged Victus again to study the economic and fiscal impacts that could be associated with their planned "Current Center" development on riverfront property adjacent to CPKC Stadium. The vision plan for the development (as shown at left) includes more than \$800 million of private development, including apartments, retail, and restaurants, on a 10-year timeline. The first phase (200 apartments and 23,000 sf of restaurant/retail) is planned to open before 2026 FIFA World Cup matches are hosted in Kansas City.





**ECONOMIC ANALYSIS OF A NEW YOUTH SOCCER
COMPLEX AT THE NWSL KANSAS CITY CURRENT
PRACTICE FACILITY IN RIVERSIDE, MISSOURI (2023)**



The Kansas City (KC) Current women’s professional soccer club engaged Victus Advisors in January 2023 to conduct an economic and fiscal impact analysis for a new youth soccer complex and related development adjacent to the Current’s new training facility in the City of Riverside, Missouri, which is located directly across the river from Downtown Kansas City.

The \$18 million training facility opened in June 2022, and includes a 17,500 square foot indoor facility, plus three (3) outdoor soccer pitches. Future phases of development on the site will create a youth and amateur soccer complex, which will include ten (10) additional soccer pitches (13 total, with 11 available for youth/amateur use), an academy building, two (2) concessions and restroom buildings, and adjacent commercial development

KC Current engaged Victus to analyze the impacts that the new youth soccer complex will generate for the City of Riverside and for the State of Missouri, including the construction and operations of the new youth and amateur soccer complex, as well as adjacent commercial development (to be analyzed in future drafts). Economic impact estimates included direct spending, total economic output, job creation, and wages associated with new jobs, as well as a fiscal impact model to estimate the incremental public tax revenues generated for the City/State.

Phase I of the youth soccer complex opened in October 2023, with funding support from the State.



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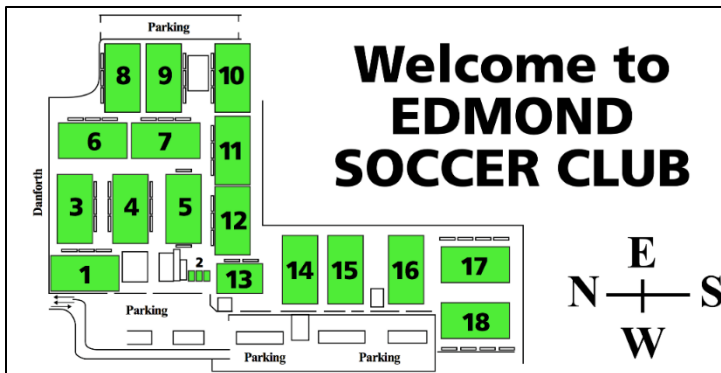


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MARKET/FINANCIAL FEASIBILITY, ECONOMIC IMPACT & SITE OPTIONS ANALYSIS FOR ALACHUA COUNTY SPORTS & EVENTS CENTER - GAINESVILLE, FL (2018-19)



2018 - Victus Advisors was initially engaged by Alachua County, Florida, to prepare a market demand analysis and site options analysis for a potential new multi-use sports events center to be located within the limits of the City of Gainesville. The recent renovations to the University of Florida's O'Connell Center saw the loss of the region's only indoor track, and so in addition to flat floor space and sports courts, the facility will also include a banked indoor track that will draw events and visitors from throughout the southeastern U.S. The results of the study envision that the sports and events center will seat at least 3,000 spectators and be a multi-purpose, flexible, and functional space.

2019 - Victus was engaged again by the County in early 2019 to help analyze financial and economic factors, and to establish a public-private partnership between the County and Celebration Pointe, a privately-owned mixed-use development on the west side of Gainesville that we identified as the preferred location for the long-term success of a new sports events center. Victus met with the private developer to begin establishing ownership, governance, and operational parameters for the new venue, and then Victus developed independent recommendations and estimates for facility management options, annual usage projections, facility operating pro forma, and economic/fiscal impacts.

2021-23 - The County announced the \$38 million sports events center and broke ground in 2021, and it opened for indoor track events in January 2023: <https://alachua-sports.com/>





SITE EVALUATION **CLIENT REFERENCES**

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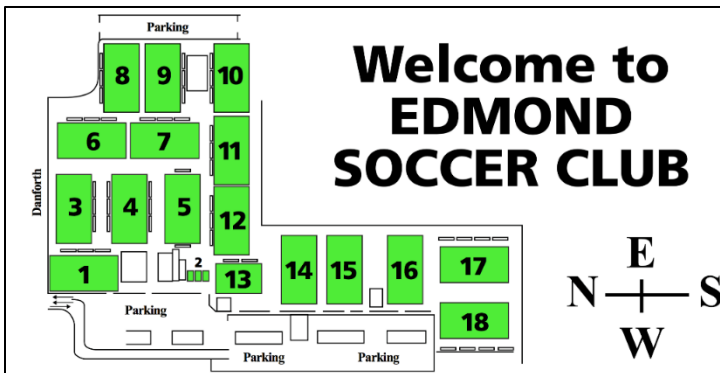
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2021-23 - The County announced the \$38 million sports events center and broke ground in 2021, and it opened for indoor track events in January 2023: <https://alachua-sports.com/>



- 1) SPORTS TOURISM MARKET/FACILITY ANALYSIS**
- 2) INDOOR SPORTS CENTER FEASIBILITY STUDY**
- 3) FACILITY OPERATOR EVALUATION (2016-17)**



In 2016 and 2017, Victus Advisors provided the Virginia Beach CVB's Sports Marketing unit with a series of studies/analysis of their sports venues and sports marketing opportunities, including indoor court sports (basketball, volleyball, etc.), outdoor field sports (baseball, softball, soccer, etc.), and other participatory sporting events such as track and field, aquatics, etc. Initially, we assessed both the local sports community and regional/national sports tourism markets to identify opportunities and strategies for increasing Virginia Beach's market potential for sports tourism. Ultimately, we recommended sports facility upgrades, a new indoor sports center, public-private partnerships, sports facility operations models, sports tourism organizational structure, and sports tourism marketing/branding strategies.

Based on the market feasibility results, we subsequently developed a financial feasibility analysis and visitor economic impact projections (including hotel nights) for an indoor sports center, conducted additional market analysis related to the potential inclusion of a hydraulic indoor track, and assisted the City and CVB with evaluating private operator proposals for the facility. Our financial feasibility analysis (our second study/report for the CVB) can be viewed here:

https://www.vbgov.com/government/departments/finance/SiteAssets/Pages/purchasing/VictusAdvisors_VABeach_FeasibilityStudy_FINAL.PDF

The Virginia Beach Sports Center is now a 285,000 sq. ft., \$60 million facility, that opened in October 2020: www.virginiabeachsportscenter.com





**MARKET DEMAND STUDY & LOCATION ANALYSIS
FOR RIVER RUN PARK SPORTS COMPLEX AND
WATER PARK IN NORTHPORT, ALABAMA (2021)**



Victus Advisors and Counsilman-Hunsaker were engaged in 2021 by the City of Northport, Alabama (in Tuscaloosa County) to conduct a comprehensive feasibility study for the potential development of a multi-sport complex and destination water park in Northport. Victus Advisors’ primary project goals for this study included:

- Market Demand Analysis - Determined market demand and market opportunity for a new multi-sport complex and aquatic park, for both local and regional use.
- Facility Program - Developed recommendations for program needs and amenities that could be associated with a new multi-sport complex and aquatic park in Northport.
- Site/Location Analysis - Identified potential sites for a new multi-sport complex and aquatic park that could both attract events and capture their economic impacts.
- Financial & Economic Analysis - Estimated the financial, economic, and fiscal impacts that could be associated with new sports tourism and visitation due to the proposed multi-sport complex and water park.

In December 2022, City leaders approved plans for the new River Run sportsplex and outdoor adventure park, with groundbreaking for the ball fields occurring in March 2024.



MARKET & FINANCIAL FEASIBILITY STUDIES FOR WEST MONROE SPORTS EVENTS CENTER - WEST MONROE, LOUISIANA (2019-2020)



Victus Advisors provided the Monroe-West Monroe CVB with comprehensive market/financial feasibility analysis and economic impact analysis for a new indoor sports center in West Monroe, including detailed analysis of including a hydraulically-banked indoor track in a second phase. The proposed venues will be intended to meet market demand for both youth/amateur sports tournaments and local sports user groups. Our study tasks included:

- Analyze present and future market demand for local, regional, and national sports, with a separate demand study specifically focused on indoor track opportunities
- Analyze opportunities for shared parking, operations, and usage with adjacent public venues such as the Ike Hamilton Expo Center (shown below)
- Analyze regional and national sports facility and indoor track facility trends
- Develop utilization estimates and financial projections for the facility options
- Estimate the economic and fiscal impacts of sports tourism generated by the facility
- Analyze both public debt service and private funding alternatives
- Evaluate options for the on-going operations and management of the facility

In August 2021, the CVB committed \$6 million to the project, with the remaining \$13 million from the City of West Monroe, which is constructing the venue adjacent to the Ike Hamilton Expo Center and several hotels. Construction broke ground in March 2022, with grand opening in Fall 2023, and an additional hotel slated to open later:

<https://westmonroesports.com/>





FUNDING & GRANT OPPORTUNITIES CLIENT REFERENCES

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Director

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Alana Cooper

President/CEO

Monroe-West Monroe Convention & Visitors Bureau

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AMATEUR SPORTS MARKET & FACILITY STUDY FOR THE CITY OF COLUMBIA, MISSOURI & VISIT COLUMBIA (2014)



The Columbia Sports Fieldhouse was primarily funded through voter-approved public resources aimed at boosting sports tourism and local recreation. Its initial \$3.7–5.5 million construction was financed via the 2015 Park Sales Tax, with additional support from the Convention & Visitors Bureau Tourism Development Fund (about \$1 million) and modest private donations. Later, a \$5.8 million Phase II expansion added four courts and amenities, funded by a blend of the 2021 Park Sales Tax, the CVB fund, Columbia's general fund, and continued private giving.



MARKET/FINANCIAL FEASIBILITY, ECONOMIC IMPACT & SITE OPTIONS ANALYSIS FOR ALACHUA COUNTY SPORTS & EVENTS CENTER - GAINESVILLE, FL (2018-19)



The Alachua County Sports & Events Center was financed through a public-private partnership model. Alachua County contributed \$30 million from its Tourist Development Tax (tourism-dedicated lodging taxes), the Celebration Pointe developer, Viking Companies, added \$3 million, and the State of Florida provided approximately \$2.32 million in legislative appropriations.



MARKET FEASIBILITY STUDY FOR HAGERSTOWN FIELDHOUSE - CITY OF HAGERSTOWN, MD (2018-19)



The Hagerstown Field House was financed through a blend of city, county, state, and bond funding with strong private-sector partnership. The City of Hagerstown covered early planning and site preparation costs, including market feasibility studies, design contracts, and demolition (totaling several hundred thousand dollars) . The Washington County Board contributed by offsetting \$1.2 million in prior 911 dispatch obligations and kicking in \$250,000 in hotel tax revenue. State-level backing came from Maryland's legislature and Governor Hogan, who authorized the Maryland Stadium Authority to issue up to \$59.5 million in bonds (backed by lottery revenues), with an additional \$8.5 million from a supplemental state budget and \$1.5 million in legislative capital funding. The remainder of the roughly \$25-26 million construction cost was then closed with the bond and state funding, in a design-build-operate public-private partnership led by Eastern Sports Management.





- 1) SPORTS TOURISM MARKET/FACILITY ANALYSIS**
- 2) INDOOR SPORTS CENTER FEASIBILITY STUDY**
- 3) FACILITY OPERATOR EVALUATION (2016-17)**



The Virginia Beach Sports Center was funded entirely through the city's Tourism Investment Program (TIP) Fund, which is supported by revenue from hotel, meal, and admissions taxes. This \$68 million project did not use any general fund tax dollars and was delivered through a public-private design-build partnership. The funding strategy was aimed at boosting off-season tourism and increasing hotel occupancy by attracting regional and national sporting events.



MARKET & FINANCIAL FEASIBILITY STUDIES FOR WEST MONROE SPORTS EVENTS CENTER - WEST MONROE, LOUISIANA (2019-2020)



The West Monroe Sports & Events Center was funded through a collaborative public-private tourism strategy. The Monroe-West Monroe Convention & Visitors Bureau (CVB) contributed a major \$6 million grant from tourism-generated revenues, supported further by \$1 million from the Ouachita Parish Police Jury. The total development budget was approximately \$18-22 million, and the project included leveraged contributions and resources from the City of West Monroe alongside operational partnership with Sports Facilities Companies. This approach was designed to harness sports tourism for regional economic growth without relying on general fund taxes.

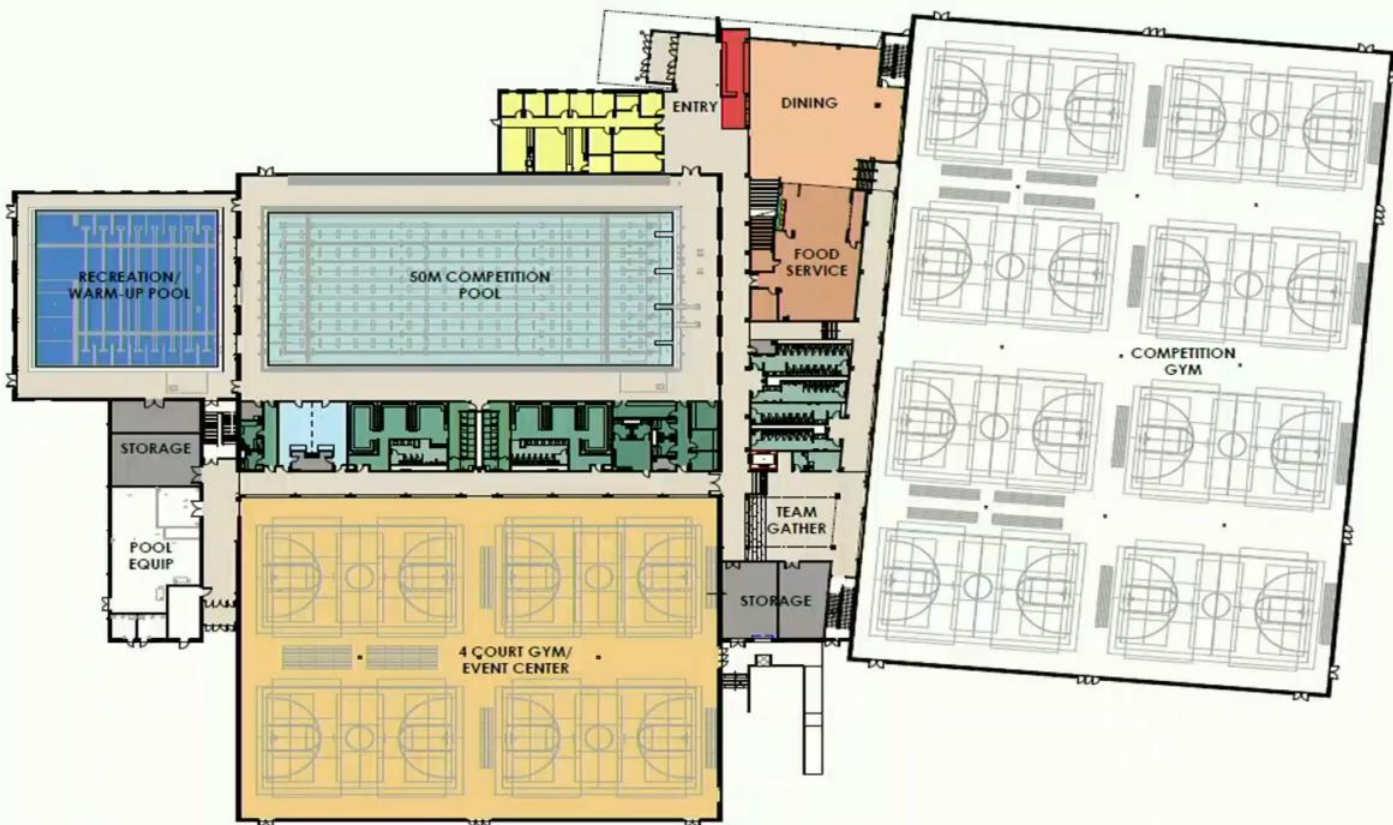


OTHER RELEVANT MIDWEST PROJECTS

MARKET, FINANCIAL & ECONOMIC ANALYSIS FOR THE JONESBORO SPORTSPLEX (2024)



Victus recently provided the Jonesboro Advertising & Promotion Commission with a feasibility study for a \$75 indoor sportsplex that will be just over 200,000 sq. ft. and include a full-service kitchen, serving area, and sit-down cafeteria. There will be 12 basketball courts convertible to 24 volleyball courts and 36 pickleball courts within the entire facility, a third of which will be located in the events/convention center. The natatorium will be a 50-meter pool with 8 lanes and 25 yards wide to run short course events across the pool. There will be diving wells in addition to a warm-up/recreation pool. Our study included Sports Market Demand Analysis, Indoor Sports Market & Facility/Event Opportunity Analysis, Operating & Financial Analysis, and Economic/Fiscal Impact Analysis. Our feasibility study was presented to the financing team responsible for issuing the debt to pay for construction of the facility, which is expected to break ground in 2025.



ECONOMIC & FISCAL IMPACT ANALYSIS OF THE SOUTH LOOP PROJECT IN DOWNTOWN KANSAS CITY, MO (2023)



Victus recently provided the Downtown KC Council with an economic and fiscal impact analysis for reimagining the South Loop of the I-670 corridor in Downtown Kansas City as a destination park with community event spaces, live performance stages, accessible play spaces, public entertainment forums, multimodal transportation options, and more. The Central Business District and the Crossroads Arts District are currently divided by the below-grade I-670 freeway. A collaborative plan conceived by the City of Kansas City Missouri, Downtown KC, and Port KC will help unite these two important downtown areas with a destination park created by placing a lid over a four-block long span - <http://www.kcsouthloopproject.org/>. Over \$50 million in private support and federal funding contributions have already been pledged toward the project. Design work is currently underway, with construction also beginning in late 2024, and an aim to open the South Loop project in 2026 when Kansas City will host visitors from all over the world for the FIFA World Cup.





OTHER RELEVANT MIDWEST PROJECTS **CONT.**

FEASIBILITY STUDY FOR A NEW DESTINATION FAMILY ENTERTAINMENT ATTRACTION IN THE BOUNDARY AT BLUHAWK - OVERLAND PARK, KS (2024)

BLUHAWK
OVERLAND PARK, KANSAS

Victus Advisors was recently engaged by Price Brothers Management Company to complete a market and financial feasibility study for a proposed commercial entertainment venue in the forthcoming The Boundary at Bluhawk development in Overland Park, Kansas. The purpose of the study is to identify the market demand and opportunity for a state-of-the-art and destination-caliber family entertainment concept that could not only serve existing visitors to Overland park and Bluhawk, but also drive additional incremental visitation because of the presence of the new attraction.

Our feasibility study deliverables are due in November 2024, and will include:

- Interviews with Key Project Partners and Stakeholders
- Demographic & Socioeconomic Analysis of Local/Regional Markets
- Competitive & Comparable Facility Analysis
- Market Feasibility Assessment
- Operating Model Recommendations
- Usage & Visitation Projections
- Financial Operating Pro Forma

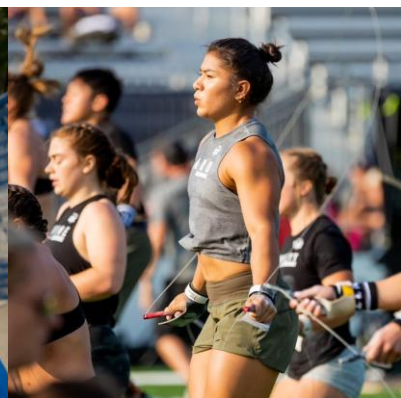


MARKET & FINANCIAL FEASIBILITY STUDY FOR EXPANDED OR NEW SPORTS FACILITIES IN DANE COUNTY, WISCONSIN (2022)



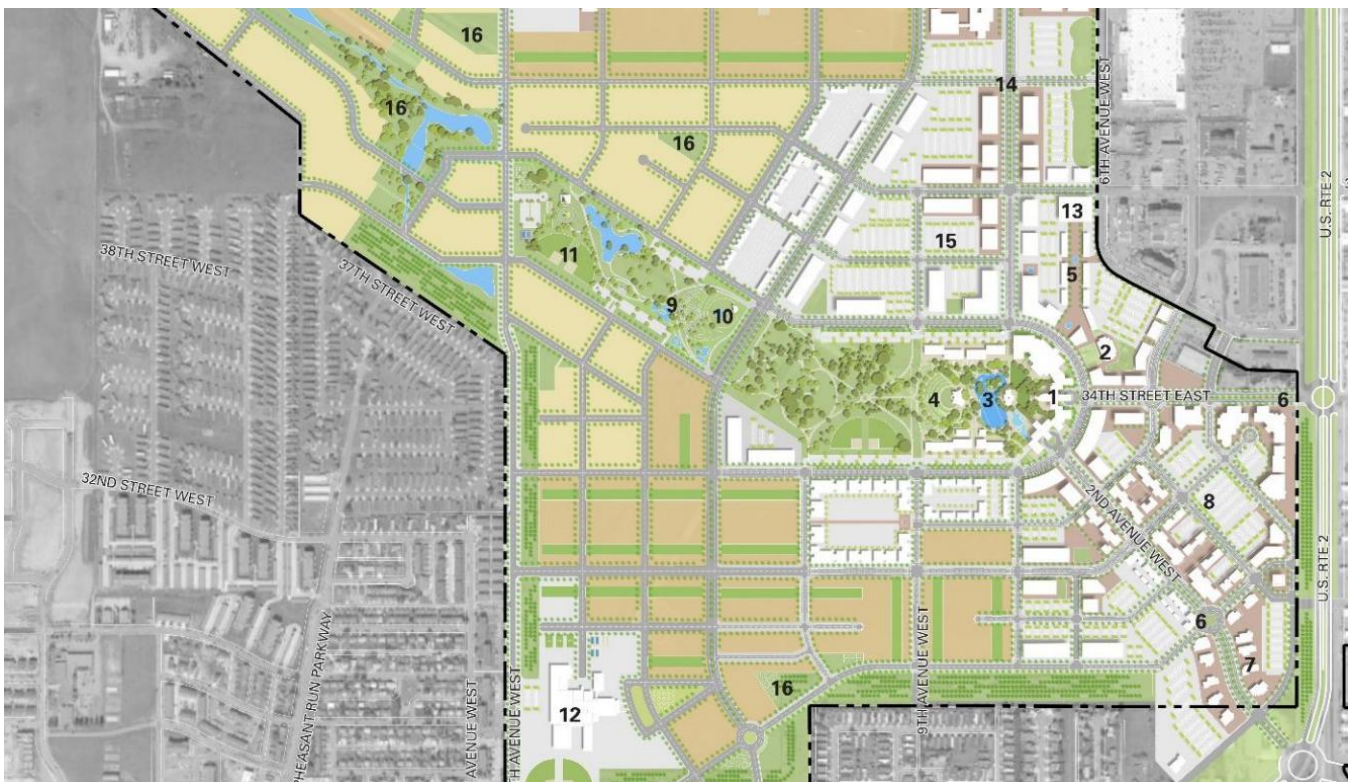
In July 2022, Victus Advisors was engaged by the Madison Area Sports Commission (MASC), a division of Destination Madison, to evaluate the current sporting environment in Dane County and suggest facilities that could be built or expanded in order to enhance the County's sports offerings. MASC has a history of success hosting some major sporting events, such as CrossFit Games, IRONMAN, Madtown Pickleball Open, USA Track & Field Junior Championships, and USA Boxing Junior Championships, however in order to continue growing their sports market profile they recognize that they must expand the facility offerings they have available to a wider variety of events. As such, Victus Advisors is currently completing the following sports facilities study tasks for MASC:

- Local/regional sports community and sports user group engagement focused on identifying local user demand for renovated, expanded, or new facilities and programs.
- Sports tournament organizer and sports event interviews and comparative best practices focused on regional sports event activity.
- Comparable sports facility benchmarking and best practices analysis.
- Identification of optimal renovated or new facilities to capture local/regional/national demand, for both local use (primarily weekday/weeknight) and sports event use (primarily weekend).
- Operational & financial analysis to understand the potential operational risks/rewards and financial performance.
- Economic impact analysis to quantify the return on investment (ROI) of potential sports facility opportunities.



cdg

Preliminary project plans included a new 4-sheet ice arena complex, including a 3,000-seat primary arena with a three additional ice sheets for additional training, recreation, competition, etc., as well as a connected hotel and civic/event center with capacity for concerts and other events. Victus Advisors' market analysis included demographic/socioeconomic analysis of key drivers for youth/amateur sports participation, as well as benchmarking analysis of comparable ice and events centers in regional markets such as Bismarck, Fargo, and Billings, among others.



HAMILTON COUNTY SPORTS MARKET ANALYSIS & FEASIBILITY STUDY FOR A NEW SPORTS TOURISM COMPLEX - CINCINNATI, OHIO (2023-24)



Victus Advisors is currently providing Hamilton County (county seat: Cincinnati) with a market assessment of the County's position in the youth sports industry, and a feasibility study to determine whether or not opportunities exist for developing additional youth sports infrastructure within Hamilton County. The goal of any new sports facilities would be to increase the County's share of the growing economic market for sports tourism. Additional purposes of this study include, but may not be limited to:

- Identify whether there are opportunities to grow the County's current youth sports business.
- Evaluate the feasibility and market-viability of building new or expanded sports facilities.
- Identify opportunities and gaps for youth sports infrastructure development, while understanding that the County wishes to act as a facilitator for the creation of new and/or expanded youth sports development in Hamilton County, rather than primary developer or funder.



RENAISSANCE POINTE INDOOR SPORTS & EVENT CENTER VALIDATION STUDY - MIDDLETOWN, OH (2025)



Victus Advisors was recently engaged by the Warren County Port Authority to conduct a comprehensive, independent assessment of the Business Plan for The Event Center at Renaissance Pointe, with a specific emphasis on the reliability of projected “non-traditional” revenue sources. Our work will include the following tasks:

- Review of Business Plan Components & Supporting Materials
- Market Analysis & Revenue/Expense Validation
- Facility Utilization & Time Allocation Validation
- Pro Forma Financial Modeling

The study is expected to be completed by late summer 2025.



INDOOR SPORTS CENTER STUDY FOR THE CITY OF FORT WAYNE, INDIANA'S REDEVELOPMENT COMMISSION (2023-24)



Victus Advisors was engaged in December 2023 to provide the City of Fort Wayne with a Fort Wayne Sports Events Center Study, to be constructed as part of Fort Wayne's North River redevelopment project (visualized in the concept image below). Victus' sports venue goals are:

Phase 1 - Sports Tourism Market Analysis

- Market Demand Analysis - Develop a comprehensive profile of the strengths and weaknesses of Fort Wayne as a sports tourism market.
- Facility Opportunity Analysis - Develop an analysis of the sports market and concert market opportunity for Fort Wayne.

Phase 2 - Operating & Economic Analysis

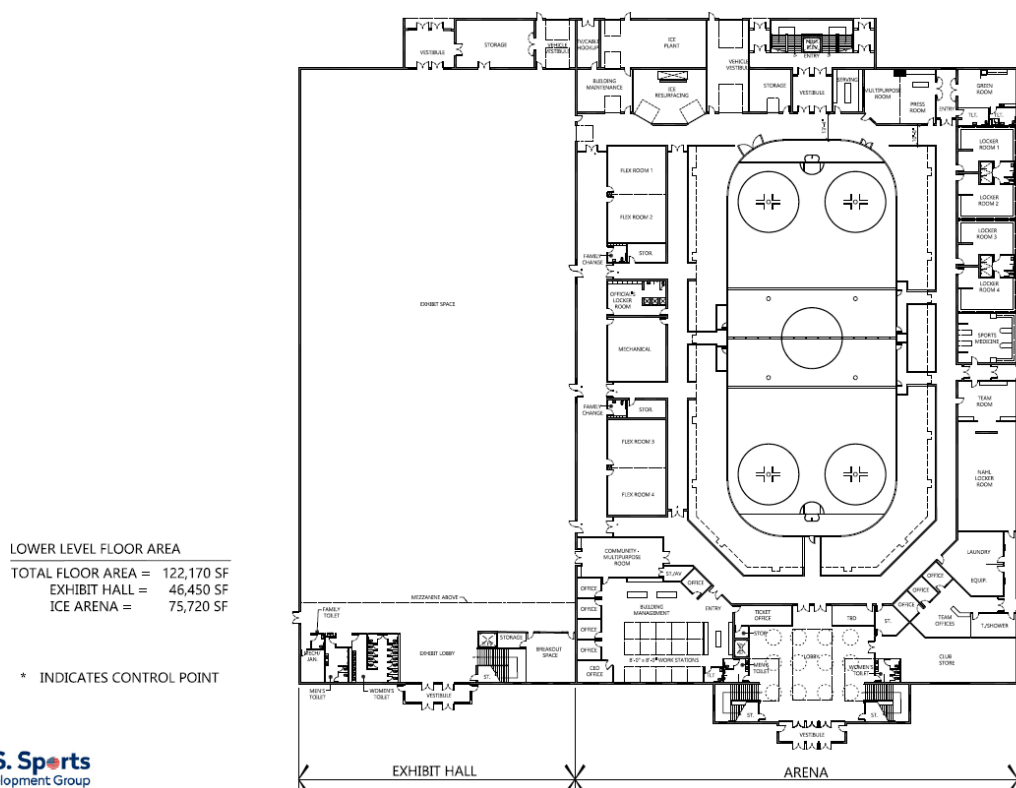
- Usage Projections & Operating Pro Forma - Develop operating model options and a custom financial pro forma to project the annual financial operations of the proposed facility.
- Economic & Fiscal Impact Analysis - Develop estimates of the economic/fiscal impacts that could be generated by the proposed facility.



MARATHON
COUNTY
MCDEVCC

Wausau
CENTRAL WISCONSIN
CVB  **BSG**

<https://wisconsincentraltimenews.com/2018/11/12/marathon-county-aims-to-draw-olympic-hopefuls-with-a-new-multipurpose-sports-event-center/>

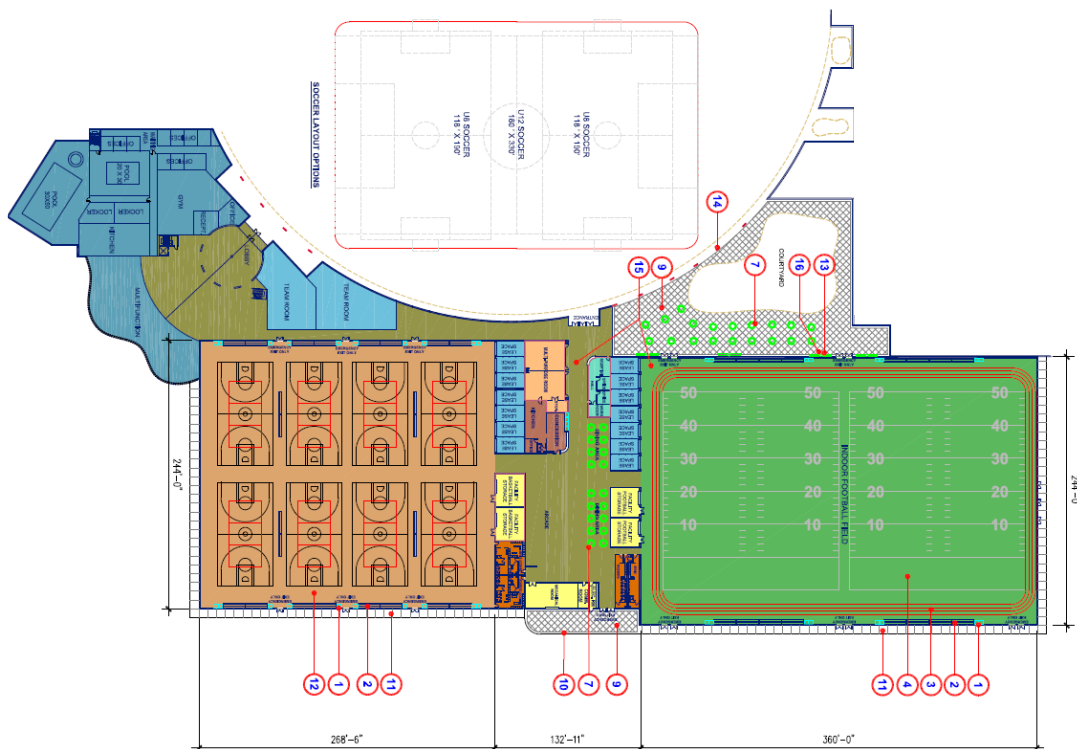


MARKET STUDY & PROGRAM ANALYSIS FOR A PROPOSED P3 INDOOR SPORTS CENTER IN EUCLID, OHIO (2015)



In 2015, Victus Advisors was engaged by a private real estate developer and facility program operator team to provide an in-depth market demand analysis and facility program recommendations for a proposed new indoor sports center outside of Cleveland that would be a public-private partnership between the City of Euclid, Providence Park Development, and American Sports Centers. Victus Advisors' market feasibility study approach included demographic and socioeconomic analysis, comparable venue analysis, one-on-one interviews with leaders of local youth/amateur sports organizations, and online surveys with members/participants of local amateur sports leagues/organizations.

Based upon the results of our primary and secondary market research, project architects designed and costed a facility layout and building program (as shown below) that would be market-supportable in suburban Cleveland. Our independent third-party recommendations were utilized as a key component of the public-private development discussions between Providence Park Development and the City of Euclid.





Trusted Sports Advisors

Victus Advisors is an independently-owned and operated sports business consulting firm that is headquartered in Park City, Utah. Our firm was founded in 2012 by experienced consultants to serve as an objective market, financial, and economic advisor for sports and event venues. Over the past 12 years, we have rapidly grown into a respected national leader in providing objective analysis and trustworthy recommendations for sports and event properties, public assembly venues, athletic departments, sports commissions, tourism bureaus, and economic development agencies.



Venue Expertise

Youth & Amateur Sports
Parks & Recreation Venues
Professional Sports
NCAA Sports
Arenas & Event Centers
Stadiums & Ballparks
Arts & Entertainment
Tourism & Hospitality

VICTUSADVISORS.COM

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Our Consulting Services



**Market &
Financial
Feasibility
Studies**



**Sponsor
& Naming
Rights
Valuations**



**Economic
& Fiscal
Impact
Analysis**



**Venue
Operations
Analysis
& Strategic
Planning**

Background

As a reminder, the purpose of this study is to determine if a sports venue makes sense for Osage Beach, which sports we should target, and what the community and economic impact could be. Basically, determine whether a multi-use sports complex has the potential to generate millions in new visitor spending and tax revenue each year, while also giving our residents year-round access to quality sports and recreation. We received eight responses through our closed bid process and reviewed each one. Based on that review, my recommendation is to move forward with Victus Advisors.

Why Victus Advisors

- **Independent and objective.** Victus does not design, build, or operate facilities. Their role is to give us an honest read on demand, feasibility, and community impact without pushing development we don't need.
 - **Phased approach.** Victus is one of the only groups that built their proposal in two stages, giving us a **go/no-go decision point after Phase 1**. If their findings show the project does not make sense, we are not on the hook for Phase 2. Other firms were looking for full commitment up front.
 - **Strong track record in the Midwest.** They have completed more than 200 sports venue studies, including work in Missouri and across the region.
 - **Community and market focused.** Their process combines surveys, focus groups, and benchmarking against other cities to identify sports with staying power.
 - **Financially disciplined.** Victus develops operating models, visitor projections, and long-term impact studies that look at hotel nights, visitor spending, tax revenue, and funding sources.
 - **Results we can measure.** Their studies have led to projects that are delivering significant economic impact.
-

Examples of Victus Projects

Virginia Beach / VB Sports Center

A **285,000 square foot indoor multi-sport facility** with **12 basketball courts** that convert to **24 volleyball courts**, plus track, concessions, and event space.

- In FY23-24, sports tournaments generated **\$23.7 million in hotel spending** tied to **147,100 room nights**.
- The Sports Center itself accounted for **60,900 room nights (41 percent)**.

Columbia, MO / Columbia Sports Fieldhouse

A **city-owned facility** that is expanding from **4 to 8 basketball courts** and from **8 to 16 volleyball courts**.

- Attracted **110,000 visitors annually**, with **20,000 traveling from more than 100 miles away**.
- Generated **\$8.9 million in direct visitor spending** from sports tournaments in 2024.

Monroe–West Monroe CVB / West Monroe Sports & Events Center

A **100,000+ square foot indoor sports and events center** built to host **youth and amateur tournaments**.

- Generated **\$22.5 million in new direct visitor spending** in 2024.
- Delivered more than **\$2.6 million in local tax revenue** from sports tourism visitors.

Client References: Needs Assessment & Market Analysis

Executive Summary – Reference Call with Amy Schneider, Columbia MO CVB

Amy described Victus as good people to work with and emphasized that their process was thorough and well executed. They placed a strong emphasis on gathering community and stakeholder input, which Amy noted was one of the most valuable parts of the study because it created buy-in and helped move the project forward. Victus stayed on budget and on schedule throughout the engagement.

Communication was strong. Amy said the findings were clear, well presented, and easy for city leadership to understand. Victus made three recommendations, and Columbia chose to move forward with the Fieldhouse. Their analysis highlighted the financial upside of that decision, and Amy noted that the results she sees today are consistent with what Victus projected. She uses her own economic impact calculator to validate outcomes, and the numbers align. Victus remains in touch with her periodically, not to sell anything, but simply to check in.

The final report was described as very actionable, balancing both community needs and tourism and economic impact. Amy felt their financial projections were realistic and supported by the results. She said the study was instrumental in helping Columbia secure support and move forward, and she confirmed that the recommendations have held up as the project advanced.

She described Victus as objective and unbiased, with independence being a core part of their value. Her overall experience was very positive, and she said she would hire them again for a similar study.

Executive Summary – Reference Call with Alana Cooper, President & CEO, Monroe–West Monroe CVB

I spoke with Alana Cooper regarding her experience working with Victus Advisors. Victus completed three studies for the Monroe–West Monroe CVB, including a Market and Financial Feasibility Study for the West Monroe Sports & Events Center.

The West Monroe Sports & Events Center is a 100,000+ square foot indoor multi-sport and events facility designed to host youth and amateur tournaments, as well as community recreation and regional events (westmonroesports.com).

Victus reported that the facility generated \$22.5 million in new visitor spending and more than \$2.6 million in local tax revenue from sports tourism visitors in 2024. Alana confirmed that Victus' forecasts have been consistent with the actual results they see.

She described Victus as providing good follow-up, strong customer service, and an objective approach. Overall, she was very positive about the experience, said they delivered on what they promised, and confirmed she would work with them again.

Budget Summary

The estimated cost of the feasibility study is **\$58,000**, which is in line with the amount allocated in the 2025 budget. The costs are broken down by phase as follows:

	<u>Est. Phase 1</u>	<u>Est. Phase 2</u>	<u>Total Estimate</u>
Multi-spot feasibility Study	\$30,000	\$28,000	\$58,000

Here is a comprehensive cost breakdown for the proposal, with both phases scheduled to be completed over a 3.5-month period.

VICTUS ADVISORS PROJECT TASKS	ESTIMATED HOURS		PROFESSIONAL
	Principal	Staff	SERVICE
	\$300	\$175	FEES
Phase 1 - Market Analysis:			
Kickoff Meeting, Site Tours, Focus Groups & Stakeholder Interviews	14	14	\$6,700
Local Sports Program & Facility Inventory	2	14	\$3,100
Comparable Sports Market & Facility Analysis	2	14	\$3,100
Local Sports User Group Interviews	2	14	\$3,100
Local Sports Community Online Survey	2	14	\$3,100
Regional/National Sports Event Interviews	2	14	\$3,100
SWOT Analysis	2	6	\$1,700
Facility Opportunity, Demand Assessment & Preliminary Cost Estimate	8	0	\$2,400
Travel Expenses for Two (2) Trips in Phase 1:	-	-	\$3,700
Fixed Fee for Osage Beach Phase 1:			\$30,000
Phase 2 - Operational, Financial & Economic Analysis:			
Site Evaluations	4	12	\$3,300
Event, Attendance & Financial Operating Projections	4	24	\$5,400
Economic & Fiscal Impact Analysis (includes IMPLAN Multiplier Data)	4	24	\$8,900
Operating Options Analysis	2	12	\$2,700
Partnerships & Funding Options Analysis	2	12	\$2,700
Submit Draft Report & Review/Edit with Steering Committee	2	4	\$1,300
Present Phase 2 Study Results in Osage Beach (date TBD)	8	0	\$2,400
Travel Expenses for One (1) Trip in Phase 2:	-	-	\$1,300
Fixed Fee for Osage Beach Phase 2:			\$28,000

Purpose

The purpose of this report is to request approval to move forward with a feasibility study for a potential multi-sport venue in Osage Beach. This project was budgeted for in our 2025 planning cycle.

Process and Recommendation

We issued a request for proposals and received responses from eight qualified consulting firms. Together with two other members of our management team, we reviewed each proposal in detail. All three of us unanimously agreed that Victus Advisors LLC is the right consultant for this project.

Victus' original estimate was \$65,000. Through our review process and discussion, we negotiated the cost down to \$58,000. While this is \$3,000 greater than the original budget of \$55,000, we have favorability in the Training & Conferences and Community Event Support budget lines that will cover the additional need.

Based on their expertise, approach, and proven track record, my recommendation on behalf of the City is to move forward with Victus Advisors to complete the multi-sports venue feasibility study.

Why Victus Advisors

- **Independent and objective.** Unlike the other seven consultants, Victus does not design, build, or operate facilities. Their only role is to give us an honest read on demand, feasibility, and community impact without pushing development we do not need.
 - **Phased approach.** Victus is one of the only firms that proposed a two-phase structure, giving us a clear go or no-go decision point after Phase 1.
 - **Phase 1 (\$30,000):** Quantitative and qualitative studies, research, stakeholder interviews, and data collection to assess whether the project should move forward. If the findings show the project is not viable, we are not obligated to continue to Phase 2.
 - **Phase 2 (\$28,000):** Site evaluations, economic and fiscal impact analysis, funding options, and a final recommendation.
 - Expect to complete Phase 1 & 2 in 3.5 months.
 - **Strong Midwest track record.** Victus has completed more than 200 sports venue studies nationwide, including multiple projects in Missouri and the surrounding region.
 - **Community and market focused.** Their process uses surveys, focus groups, and benchmarking to ensure that recommendations reflect both local needs and broader trends.
 - **Financially disciplined.** They develop operating models, visitor projections, and long-term impact studies that evaluate hotel nights, visitor spending, tax revenue, and funding sources.
 - **Results we can measure.** Their work has consistently led to projects that deliver measurable economic and community benefits.
-

How the City Will Use the Feasibility Study

The feasibility study will give us clear, actionable answers that we can use to guide decision-making on a potential multi-sport venue in Osage Beach. Specifically, the study will help us:

- **Understand demand.** Identify which sports are underserved in our region and measure the appetite for tournaments, leagues, and recreation so we can align investment with real needs.
- **Define the right type of facility.** Determine whether the best fit for Osage Beach is an indoor or outdoor venue, single-sport or multi-sport, or a flexible-use design that serves both residents and visitors.
- **Evaluate competition.** Benchmark against other facilities in Missouri and surrounding states to see where Osage Beach can stand out as a sports and tourism destination.
- **Build a financial model.** Establish a realistic plan for funding and operations, including the balance of public and private contributions, sponsorships, naming rights, and projected revenues.
- **Measure economic impact.** Project both the direct revenues and the indirect tourism and tax revenues the facility could generate, giving us a clear picture of return on investment for the community.

In short, this study provides the facts we need before committing to a project of this size.

Strategic Framing

A multi-sport development is not just about recreation. It is about economic resilience.

It directly supports two of our biggest goals:

- Reducing dependency on summer-only tourism by creating new year-round demand.
- Growing Osage Beach's role as a regional hub for commerce, culture, and events.

If framed correctly, this project positions Osage Beach not only as the "Heart of the Lake" but also as a year-round destination for families, sports, and events.

In short:

- **Does it fit in the economic development plan?** Yes. It diversifies our economy, improves resident quality of life, and strengthens our regional positioning.
- **Can it be a revenue generator?** Yes. Both directly through events and rentals, and indirectly through increased visitor spending and sales tax revenue.
- **Can it bring tourism in off-peak periods?** Yes. That is one of the strongest benefits, filling winter and spring gaps when lake-driven tourism is low.

BID OPENING

FEASABILITY SPORT COMPLEX STUDY

7/11/2025

11:00AM

The following bids were opened by Tara Barreth and witnessed by Kegan Powers.

Bidder Name:	Amount of the Bid:	Time to Complete:
TAG Progect MGT	\$47,500	3 months
The Sports Facilities Company	\$90,750	6 months
CSL International	\$116,500	4 months
PGAV	\$120,000	6 months
Victus	\$65,000	3.5 months
JBC	\$69,750	5 months
Hunden Partners	\$82,000	3 months
Steadfast Cities	\$150,500	11 months

City of Osage Beach
Agenda Item Summary

Date of Meeting: October 2, 2025
Originator: Cary Patterson, City Planner
Presenter: Cary Patterson, City Planner

Agenda Item:

Motion to approve the Mayor signing the City Park Right of Way Plat on behalf of the City.

Requested Action:

Motion to approve

Ordinance Referenced for Action:

RSMo 432.070 Board of Aldermen approval is required for the Mayor to sign, official or recordable documents, on behalf of the City.

Deadline for Action:

Not Applicable

Budgeted Item:

Budget Line Information (if applicable):

Department Comments and Recommendation:

This plat creates the Right of Way necessary for drive access in the park to be considered a private street. This will apparently allow it to meet the requirements for the Osage Beach Special Road District to release the funds to the City for the road project recently completed in the City Park.

City Attorney Comments:

Not Applicable

City Administrator Comments:

I concur with the department's recommendation.

New 40' Wide Hatchery Road Right-of-way
Sec.6 and 7-T39N-R15W Camden County, MO

I hereby certify that the City of Osage Beach, is the owner of the property shown here being part of Sections 6 and 7, Township 39 North, Range 15 West, Camden County, Missouri, being part of a tract of land described in Book 483, page 837 in the Camden County Recorder's Office

Michael Harmison

Mayor, City of Osage Beach

STATE OF MISSOURI)
)SS
COUNTY OF CAMDEN)

On this ____ day of _____, 2025, before me appeared Michael Harmison being the Mayor of The City of Osage Beach, Missouri, and the foregoing instrument was signed on behalf of themselves and said instrument to be the free act and deed of themselves.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in _____, Missouri, the _____ day and year last above written.

Notary Public

My commission expires: _____

ACCEPTANCE BY THE CITY OF OSAGE BEACH

The foregoing plat was approved and accepted by the City of Osage Beach pursuant to Ordinance no. 96.35 of the Code of Ordinances of the City of Osage Beach, Missouri on the _____ day of _____, 2025.

Michael Harmison
Mayor

Tara Berre
City Clerk

STATE OF MISSOURI)
) SS

On this _____ day of _____, 2025, before me, a Notary Public, personally appeared Michael Harmison and Tara Berreth, to me personally known, who being by me duly sworn did say that they are respectively the City Mayor and the City Clerk of the City of Osage Beach, Missouri, a Missouri municipal corporation and that the foregoing instrument was signed by them on behalf of said city.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal the day and year last above written.

Notary Public

My commission expires: _____

Note.

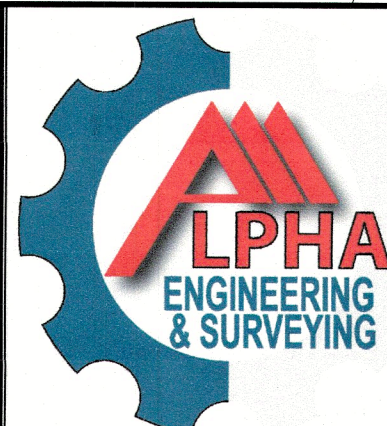
1. *Bearings and Distances in parenthesis are from recorded deed(s) and/or plat(s).*
2. *All monuments set and found are 1/2" Iron Pins, unless otherwise noted.*
3. *Subject to Ameren's Bagnell Dam Pool and Flood Rights.*
4. *Basis of bearings is the Missouri State Plane Coordinate System.*

SURVEYOR'S CERTIFICATE

I, Ricky L. Wilson, a registered Land Surveyor in the State of Missouri, during the month of July, 2025, by order of the City of Osage Beach, did survey and monument a 40 foot wide Right-of-way for Hatchery Road in Sections 6 and 7 of Township 39 North, Range 15 West, Camden County, Missouri. The attached plat is a representation of said survey. The survey was performed in accordance with the requirements of the standards for property boundary surveys adopted by the Missouri Board of Architects, Professional Engineers and Land Surveyors, contingent upon accurate and complete deed, easement and/or title information supplied to me by the client.

In Witness Whereof, I have hereunder signed and sealed the foregoing this 6 day of August, 2025.

Ricky L. Wilson
MO. REG. NO. L.S. 2638



Alpha Engineering & Surveying LLC

3048 Hwy. 52 1037 Osage Beach Rd.
Eldon, MO 65026 Osage Beach, MO 65065
(573) 392-3312 (573) 348-5552

Civil & Structural Engineering Land Surveying
Environmental Operations Material Testing

New 40' Wide Hatchery Road Right-of-Way

Sections 6 and 7, Township 39 North, Range 15 West,
Camden County, Missouri

Sheet Number:		1 OF 1	
Date:	8/5/25	Scale:	1"=10'
Project Number:		25-00438	
Field Book		M-311	
Drawn By:	BFH	Approved By:	R.L.W.