



**CITY OF
TWIN OAKS, MISSOURI**

ANNUAL OPERATING BUDGET

**FOR THE FISCAL YEAR
ENDING DECEMBER 31, 2021**



December 18, 2020

To the Honorable Mayor, Russ Fortune
And Members of the Board of Aldermen

Dear Mayor and Board Members:

This transmittal letter accompanies the Annual Operating Budget of the City of Twin Oaks for the fiscal year commencing January 1, 2021 and ending December 31, 2021. This budget was approved unanimously by the Board of Aldermen at its regularly scheduled meeting on December 2, 2020. This budget complies with Chapter 67 of the Revised Statutes of the State of Missouri which sets forth a number of requirements. Among those requirements are (1) that expenses may not exceed projected revenues together with any unencumbered reserve funds accumulated from prior years and (2) presentation of three years of revenues, expenses and, changes in fund balance. Those three years being

- The prior year's actual results,
- The current year's forecasted amounts and
- The next year's budgeted amounts.

This budget document contains a Forecast of Revenues and Expenses for the Fiscal Year Ending December 31, 2020. This forecast represents the City's Revised or Adjusted Budget for that period. It is based on actual revenues and expenses for the nine months ended September 30, 2020 combined with estimated revenues and expenses for the balance of the fiscal year.

The budget for the fiscal year ending December 31, 2021 is based on a number of factors. It was created during the course of several Board of Aldermen work sessions. The first step in this process was creation of the aforementioned Fiscal Year 2020 Revised Budget. This was then included with actual operating results for the five fiscal years ended December 31, 2019. These figures provided a basis for comparison and estimation of future revenues and expenses. These future revenues and expenses were then adjusted based on known or estimated changes in facts and circumstances anticipated to occur in Fiscal Year 2021.

Highlights of these processes and documents are as follows:

GOVERNMENT CENTER AND DEBT:

In February 2018, the City completed construction of its Government Center, one of two significant municipal assets; the other being its park, reputed to be one of the most attractive municipal parks in Saint Louis County. Construction of the Government Center was financed substantially through the issue of \$1.6 million of Certificates of

Participation. These certificates require annual debt service of about \$145,000, as well as a balloon or, lump-sum debt payment of about \$715,000 in April 2027. On August 19, 2020, the City's Board of Aldermen passed Resolution No. 2020-22. Among other things, this resolution establishes a separate sinking fund bank account for the retirement of this lump-sum debt service payment. It requires the City to set aside, in this separate bank account, the sum of \$8,333.33 each month or about \$100,000 each year beginning retroactively at January 1, 2020, until such time as deposited funds are sufficient to meet the aforementioned lump sum debt service amount.

PANDEMIC

Beginning in about March 2020, the local, state, national and international economies have been significantly and detrimentally impacted by the coronavirus pandemic. The City is extremely fortunate that about 85% of its revenues are resulted from retail sales tax collections and about 95% of those revenues are collected locally and retained by the City. The balance is collected county-wide and apportioned to the City on a per capita basis. The overwhelming majority of sales tax collections in the City are from two retailers – one a large regional, up-scale grocery chain and the other a large national drug store chain. The nature of these businesses is such that, so far, the City has seen very little revenue erosion. Whereas, county-wide sales tax collections have fallen by about 5%. The latter being directly related to the impact of the pandemic on retail activity; especially that of hotels, leisure, dining and entertainment establishments.

The pandemic has had an impact on the City's spending, as well. In particular, many cultural activities and, other activities involving crowds of people, sponsored by the City have been cancelled during the course of Fiscal Year 2020. In addition, less use of facilities and other assets has resulted in a decrease in operating costs.

REVENUES

- **SALES TAXES** – Fiscal Year 2020 sales tax receipts of \$996,600 are expected to fall relative to actual tax receipts of Fiscal Year 2019 of \$1,023,671. The City believes sales tax collections in Fiscal Year 2019 were an anomaly and resultant from agent processing and remittance issues and not solely representative of retail activity.

The City is a “point-of-sale” city. This means that it retains a very large portion of sales taxes collected within its corporate boundaries. As such, from a revenue generation perspective, changes in its own “micro-economy” tend to be more important than changes in the overall economy. In addition, the City's per capita sales tax collection rate dwarfs the average Saint Louis County pool per capita collection rate by about 300% to 400%.

In summer 2018, Shop-N-Save, a second-tier local grocery retailer with thirty-six (36) stores announced plans to close seventeen (17) stores and sell the balance. One of the closed stores is in the City. The City has monitored sales tax receipts of the nearby tier one grocery retailer. The City believes most of the trade from the Shop-N-Save store migrated to the competitor.

- **LICENSES** – At \$98,800, Fiscal Year 2020 license fee collections are expected to increase about \$10,400 over those of Fiscal Year 2019. This increase is directly related to the aforementioned grocery retailer loss. The migration of retail sales to the surviving competitor in the succeeding year is the cause of the increase. Fiscal Year 2021 license revenues are expected to decrease as a result of the pandemic. The amount of decrease is unknown and not measurable given the lack of data available. The City has conservatively budgeted these revenues at about \$90,000.
- **INTERGOVERNMENTAL TAXES** – Gasoline taxes are collected on a state-wide basis and apportioned to cities and counties on a per capita basis. Gasoline taxes represent about 40% of total intergovernmental taxes of about \$24,100. The City has not seen a significant erosion of this revenue. That said, the City chooses to error on the side of caution and budget a slight overall decrease in these revenues of about 4%.

EXPENSES

Overall, the City expects total Fiscal Year 2021 expenditures to increase about \$85,000 to \$1,183,700 from forecasted Fiscal Year 2020 total expenditures of \$1,098,100. Of this amount, about \$29,000 is the result of increased capital expenditures. The following summarizes significant line items and differences:

- **PARK OPERATING COSTS** – These costs are expected to increase in Fiscal Year 2021 by about \$34,500 from about \$41,400 to about \$75,900. Largely, this is the result of pandemic forced curtailment of Park related cultural events and their resultant spending. At this point in time, the City is anticipating resumption of these cultural events in Fiscal Year 2021.
- **REPAIRS AND MAINTENANCE** – Overall, these costs, which are not capitalizable in nature, are expected to rise by about \$8,900 in Fiscal Year 2021 from about \$62,800 to about \$71,700. This expense type is composed of two classes of expenditures – planned and unplanned. Unplanned expenses are those of nominal value and/or repetitive in nature – for example, hoses, filters, chemicals and the like. Planned expenses tend to be of larger value and more discreet in nature – for example fountain pump replacement, electrical wiring and lighting upgrades and replacements, intermittent and deteriorating curb replacements, etc. Planned repair projects are expected to rise slightly in Fiscal Year 2021.
- **CAPITAL ADDITIONS** – By its nature, capital spending tends to be both discreet or project oriented as well as discretionary in nature. Fiscal Year 2020 saw a winding down of a robust, multi-year capital expenditure spending plan. This year's capital spending plan is simply a little more unit price significant. It includes only four (4) projects averaging \$35,000 each, as compared with Fiscal Year 2020's twelve (12) projects averaging less than \$10,000 each.

TRANSFERS

The City plans to make three interfund transfers in Fiscal Year 2021. They are as follows

TO	FROM	PURPOSE	AMOUNT
Road Fund	Capital Fund	Supplement fund revenues for additional road project spending	\$208,700
Capital Fund	General Fund	Provide debt service funds, based on each fund's utilization of the City's Government Center built in Fiscal Year 2108	\$85,700
Capital Fund	Park and Stormwater Fund		\$57,200

FUND BALANCE

For a number of years, the City built its reserves or fund balance in anticipation of significant capital spending beginning in Fiscal Year 2017 with construction of its Government Center. This accretion culminated at the end of Fiscal Year 2016 with an ending fund balance of slightly less than \$2 million.

For each of the three years ending December 31, 2021, the City is averaging a consolidated fund balance of about \$1.3 million. In Fiscal Year 2020, the City is accreting fund balance by about \$85,000 which will be offset by a decrease in fund balance in the following year of about \$116,000.

At December 31, 2021, the City's General Fund is anticipated to have a fund balance of about \$380,000. This amount represents about 65% of its Fiscal Year 2021 spending. Every political entity must decide an appropriate level of reserves relative to the myriad risks it faces. For the time being, the Board of Aldermen finds it in the best interest of the City to maintain its various funds' reserves at or near their anticipated December 31, 2021 levels.

The City's strategic plan underlying this budget may be characterized as one that continues to provide a wide-range of municipal services, as well as a superior level of services to City residents and business owners in a cost-effective manner, while at the same time continuing to responsibly improve those services and the City's investment in its capital assets. I believe this budget adequately meets those objectives.

This budget represents a significant amount of work on the part of both the Board and staff. I appreciate the efforts and contributions of both in the preparation of this budget.

Respectfully submitted,



Frank Johnson
City Clerk

CITY OF TWIN OAKS, MISSOURI

ANNUAL OPERATING BUDGET

**FOR THE FISCAL YEAR ENDING
DECEMBER 31, 2021**

**MAYOR
RUSS FORTUNE**

**ALDERMEN
LISA EISENHAUER
APRIL MILNE
TIM STOECKL
DENNIS WHITMORE**

**STAFF
FRANK JOHNSON, CITY CLERK
THERESA GONZALES, ASSISTANT
JOHN WILLIAMS, PUBLIC WORKS**

CITY OF TWIN OAKS, MISSOURI
ANNUAL OPERATING BUDGET
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2021

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CITY OF TWIN OAKS, MISSOURI
CONSOLIDATED STATEMENTS OF REVENUES, EXPENSES AND FUND
BALANCE
FOR THE THREE FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL 2019	FORECAST 2020	DIFFERENCE FAV / (UNFAV)		BUDGET 2021	DIFFERENCE FAV / (UNFAV)	
			AMOUNT	PERCENT		AMOUNT	PERCENT
REVENUES							
Sales Taxes	\$ 1,023,671	\$ 996,000	\$ (27,671)	(2.7)%	\$ 975,200	\$ (20,800)	(2.1)%
Property Taxes	31,862	55,700	23,838	74.8 %	56,100	400	0.7 %
Intergovernmental Taxes	26,357	25,000	(1,357)	(5.1)%	24,100	(900)	(3.6)%
Licenses, Permits & Fees	88,384	98,800	10,416	11.8 %	90,900	(7,900)	(8.0)%
Miscellaneous Revenue	3,298	3,300	2	0.1 %	3,300	-	-
Interest Income	7,704	4,300	(3,404)	(44.2)%	2,700	(1,600)	(37.2)%
Total	1,181,276	1,183,100	1,824	0.2 %	1,152,300	(30,800)	(2.6)%
EXPENSES							
Personnel Services	257,794	251,700	6,094	2.4 %	264,800	(13,100)	(5.2)%
Administrative	122,699	96,100	26,599	21.7 %	100,600	(4,500)	(4.7)%
Operating	262,335	217,000	45,335	17.3 %	242,900	(25,900)	(11.9)%
Contractual	123,011	88,600	34,411	28.0 %	89,200	(600)	(0.7)%
Police	128,621	127,900	721	0.6 %	131,700	(3,800)	(3.0)%
Lease	(75)	-	(75)	100.0 %	-	-	-
Repairs and Maintenance	78,804	62,800	16,004	20.3 %	71,700	(8,900)	(14.2)%
Debt Service	142,628	142,800	(172)	N/M	142,800	-	-
Capital additions						-	-
Stormwater	713	-	713	N/M	-	-	-
Other	419,519	111,200	308,319	73.5 %	140,000	(28,800)	(25.9)%
Total	1,536,049	1,098,100	437,949	28.5 %	1,183,700	(85,600)	(7.8)%
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND CHANGE IN FUND BALANCE							
FUND BALANCE -							
Beginning of Year	1,636,413	1,281,641	(354,772)	(21.7)%	1,366,641	85,000	6.6 %
End of Year	\$ 1,281,640	\$ 1,366,641	\$ 85,001	6.6 %	\$ 1,335,241	\$ (31,400)	(2.3)%

CITY OF TWIN OAKS, MISSOURI
BUDGETED CONSOLIDATING STATEMENTS OF
REVENUES, EXPENSES AND FUND BALANCE
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2021

	FUND NAME					
	Sewer	Capital Improvements	Road	Park and Stormwater	General	Total
REVENUES						
Sales Taxes	\$ -	\$ 242,300	\$ -	\$ 276,600	\$ 456,300	\$ 975,200
Property Taxes	-	-	33,200	-	22,900	56,100
Intergovernmental Taxes	-	-	8,600	-	15,500	24,100
Licenses, Permits & Fees	4,200	-	-	-	86,700	90,900
Miscellaneous Revenue	-	-	-	400	2,900	3,300
Interest Income	2,000	-	-	-	700	2,700
	6,200	242,300	41,800	277,000	585,000	1,152,300
EXPENSES						
Personnel Services	-	-	45,800	40,900	178,100	264,800
Administrative	-	-	-	-	100,600	100,600
Operating	3,000	-	84,600	75,900	79,400	242,900
Contractual	-	-	-	-	89,200	89,200
Police	-	-	-	-	131,700	131,700
Lease	-	-	-	-	-	-
Repairs and Maintenance	-	-	20,100	51,600	-	71,700
Debt Service		142,800				142,800
Capital additions						
Stormwater	-	-	-	-	-	-
Other	-	40,000	100,000	-	-	140,000
Total	3,000	182,800	250,500	168,400	579,000	1,183,700
Excess (deficiency) of revenues over (under) expenditures	3,200	59,500	(208,700)	108,600	6,000	(31,400)
OTHER SOURCES (USES) OF FUNDS						
Transfers	-	(65,800)	208,700	(57,200)	(85,700)	-
CHANGE IN FUND BALANCE	3,200	(6,300)	-	51,400	(79,700)	(31,400)
FUND BALANCE -						
Beginning of Year	65,926	538,860	-	301,161	460,694	1,366,641
End of Year	\$ 69,126	\$ 532,560	\$ -	\$ 352,561	\$ 380,994	\$ 1,335,241

CITY OF TWIN OAKS, MISSOURI
FORECASTED CONSOLIDATING STATEMENTS OF
REVENUES, EXPENSES AND FUND BALANCE
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2020

	FUND NAME					
	Sewer	Capital Improvements	Road	Park and Stormwater	General	Total
REVENUES						
Sales Taxes	\$ -	\$ 247,200	\$ -	\$ 282,200	\$ 466,600	\$ 996,000
Property Taxes	-	-	32,900	-	22,800	55,700
Intergovernmental Taxes	-	-	9,500	-	15,500	25,000
Licenses, Permits & Fees	4,200	-	-	-	94,600	98,800
Miscellaneous Revenue	-	-	-	400	2,900	3,300
Interest Income	1,700	-	-	-	2,600	4,300
	5,900	247,200	42,400	282,600	605,000	1,183,100
EXPENSES						
Personnel Services	-	-	45,800	35,200	170,700	251,700
Administrative	-	-	-	-	96,100	96,100
Operating	5,400	-	92,600	41,400	77,600	217,000
Contractual	-	-	-	-	88,600	88,600
Police	-	-	-	-	127,900	127,900
Lease	-	-	-	-	-	-
Repairs and Maintenance	-	-	13,500	49,300	-	62,800
Debt Service		142,800				142,800
Capital additions						
Stormwater	-	-	-	-	-	-
Other	-	45,600	35,900	29,700	-	111,200
Total	5,400	188,400	187,800	155,600	560,900	1,098,100
Excess (deficiency) of revenues over (under) expenditures	500	58,800	(145,400)	127,000	44,100	85,000
OTHER SOURCES (USES) OF FUNDS						
Transfers	-	21,616	121,284	(57,200)	(85,700)	-
CHANGE IN FUND BALANCE	500	80,416	(24,116)	69,800	(41,600)	85,000
FUND BALANCE -						
Beginning of Year	65,426	458,444	24,116	231,361	502,294	1,281,641
End of Year	\$ 65,926	\$ 538,860	\$ -	\$ 301,161	\$ 460,694	\$ 1,366,641

CITY OF TWIN OAKS, MISSOURI
CONSOLIDATING STATEMENTS OF
REVENUES, EXPENSES AND FUND BALANCE
FOR THE FISCAL YEAR ENDED DECEMBER 31, 2019

	FUND NAME					
	Sewer	Capital Improvements	Road	Park and Stormwater	General	Total
REVENUES						
Sales Taxes	\$ -	\$ 246,985	\$ -	\$ 290,573	\$ 486,113	\$ 1,023,671
Property Taxes	-	-	12,291	-	19,571	31,862
Intergovernmental Taxes	-	-	10,202	-	16,155	26,357
Licenses, Permits & Fees	4,248	-	-	-	84,136	88,384
Miscellaneous Revenue	-	-	-	100	3,198	3,298
Interest Income	1,951	-	-	-	5,753	7,704
	6,199	246,985	22,493	290,673	614,926	1,181,276
EXPENSES						
Personnel Services	-	-	49,084	38,636	170,074	257,794
Administrative	-	-	-	-	122,699	122,699
Operating	1,923	-	112,298	74,571	73,543	262,335
Contractual	-	-	-	-	123,011	123,011
Police	-	-	-	-	128,621	128,621
Lease	-	-	-	-	(75)	(75)
Repairs and Maintenance	-	-	23,610	55,194	-	78,804
Debt Service		142,628				142,628
Capital additions						
Stormwater	-	-	-	713	-	713
Other	-	4,179	101,336	314,004	-	419,519
Total	1,923	146,807	286,328	483,118	617,873	1,536,049
Excess (deficiency) of revenues over (under) expenditures	4,276	100,178	(263,835)	(192,445)	(2,947)	(354,773)
OTHER SOURCES (USES) OF FUNDS						
Transfers	-	(145,166)	287,953	(85,672)	(57,115)	-
Bond proceeds						-
CHANGE IN FUND BALANCE	4,276	(44,988)	24,118	(278,117)	(60,062)	(354,773)
FUND BALANCE -						
Prior Period Adjustment						-
Beginning of Year	61,150	503,432	(2)	509,478	562,355	1,636,413
End of Year	\$ 65,426	\$ 458,444	\$ 24,116	\$ 231,361	\$ 502,294	\$ 1,281,640

CITY OF TWIN OAKS, MISSOURI -
GENERAL FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
REVENUES								
Sales Taxes								
Sales Tax One Cent - M	\$ 337,482	\$ 300,346	\$ 305,725	\$ 268,144	\$ 338,915	\$ 325,100	\$ 324,100	\$ 317,600
Local Option 1/4 cent	145,913	115,528	140,982	126,808	125,405	128,800	124,300	121,800
SL County Prop P Sales Tax	-	-	4,723	21,352	21,793	21,400	18,200	16,900
Total	483,395	415,874	451,430	416,304	486,113	475,300	466,600	456,300
Property Taxes								
Property Tax (Commercial) - Y	29,469	23,543	24,098	28,460	19,196	40,000	16,200	16,200
Financial Institution Tax - Y	2	212	454	-	-	-	-	-
Railroad/Utility Tax - M	503	469	454	437	375	400	6,600	6,700
Total	29,974	24,224	25,006	28,897	19,571	40,400	22,800	22,900
Intergovernmental Taxes								
Motor Vehicle Sales Tax - M	3,250	3,346	3,522	3,765	2,988	4,000	3,400	3,400
Motor Vehicle Fee Increase - M	1,732	1,676	1,742	1,944	1,490	2,300	1,600	1,600
Franchise Fee (Charter, AT&T)	8,493	8,343	7,203	9,753	10,868	9,700	9,700	9,700
Cigarette Tax - M	1,127	1,006	970	861	809	1,000	800	800
Total	14,602	14,371	13,437	16,323	16,155	17,000	15,500	15,500
Licenses, Permits & Fees								
Occupancy Permits	2,000	1,870	1,350	900	2,050	2,400	3,800	3,800
Fence Permits	-	25	105	105	-	-	100	100
Dumpster/Temp Storage Permit	-	-	100	-	-	-	-	-
Building Permits	300	271	1,002	907	1,264	1,000	2,000	1,000
Sign Permits	-	-	1,250	(273)	461	400	600	600
Fee Income; Misc.	-	5,150	-	63	10	100	100	100
Merchants Licenses (Annually)	49,236	52,695	69,713	71,433	60,682	72,800	65,500	59,000
Liquor Licenses (Annually)	3,200	3,200	3,250	3,250	3,161	3,100	3,600	3,200
Cellular Tower Lease (Monthly)	14,515	14,515	14,757	15,967	16,208	17,400	17,400	17,400
Board of Adjustment Appeal Fees	-	-	-	-	300	100	-	-
Development Process Application	-	-	15,248	10,216	-	-	1,500	1,500
Total	69,251	77,726	106,775	102,568	84,136	97,300	94,600	86,700
Grants								
CD Grant Funds	-	-	-	-	-	-	-	-
Miscellaneous Revenue								
TOM Agreement (formerly BOA)	-	-	-	-	-	-	-	-
Miscellaneous Income	805	51	(210)	2,766	3,198	3,200	2,900	2,900
Total	805	51	(210)	2,766	3,198	3,200	2,900	2,900
Interest Income								
Total	6,867	7,383	4,928	5,458	5,753	4,600	2,600	700
	604,894	539,629	601,366	572,316	614,926	637,800	605,000	585,000

CITY OF TWIN OAKS, MISSOURI -
GENERAL FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
EXPENSES								
Personnel Services								
Wages Employees	112,054	83,912	102,760	99,167	106,979	100,600	96,100	105,700
Wages Trustees	20,400	20,123	20,400	20,400	20,400	20,400	20,400	20,400
Employee Benefits	7,404	5,000	5,096	7,182	8,703	9,100	11,900	12,900
Payroll Taxes	15,615	13,602	16,462	17,287	15,995	16,900	17,200	18,900
LAGERS	9,605	8,531	10,582	13,576	15,916	29,700	16,200	16,200
Unemployment Compensation	2,560	-	-	-	321	-	7,100	2,100
Payroll Processing Fees	1,672	1,628	1,721	1,802	1,760	1,900	1,800	1,900
Total	169,310	132,796	157,021	159,414	170,074	178,600	170,700	178,100
Administrative								
Building Inspection/Occup Fees	1,936	1,165	1,387	1,945	5,700	3,100	4,500	3,000
Village Property Expense (Tom)	2,144	8,364	11,729	1,649	1,649	1,700	-	-
City Property Expense:Town Hall	-	-	-	5,030	9,539	5,400	4,900	4,900
City Property Expense:50 Crescent	-	-	-	1,709	4,552	5,000	-	5,000
Village Property Expense	2,144	8,364	11,729	8,388	15,740	12,100	4,900	9,900
Meetings	914	508	448	(74)	204	900	-	-
Administrative Events	4,031	4,485	3,917	4,808	4,563	1,200	-	-
Arbor Day Event	180	305	635	655	548	-	-	-
Night Out in the Park	-	-	-	-	452	-	-	-
Govt Center Open House	-	-	-	915	-	-	-	-
Partnerships - Govt Cntr Use	-	-	-	-	-	-	-	-
Dues, Education & Conferences	7,493	4,066	4,121	6,426	2,596	6,000	2,300	2,300
Mileage	1,750	243	612	694	240	600	-	-
Bank Service Charges	-	60	99	61	32	100	100	100
Community Room Supervising	-	-	-	573	594	1,000	500	500
Election Expense	309	856	62	315	297	800	800	400
Legal Notices/Publications	713	2,336	4,106	1,192	2,577	2,800	1,900	1,900
Insurance	20,128	24,212	27,171	29,740	28,793	29,000	24,600	25,800
Printing	810	364	349	2,237	1,590	600	1,800	1,800
Postage	521	561	367	884	568	600	600	600
Telephone	7,451	7,633	6,648	5,584	5,866	5,400	5,400	5,600
Equipment Purchase/Maintenance	2,221	3,015	530	2,219	6,666	6,100	6,100	6,100
Service Contr. & Annual Charges	3,086	2,384	3,053	5,476	8,320	7,200	10,100	10,100
IT and Web Hosting	18,446	11,239	13,670	13,830	15,677	14,400	17,600	17,600
Copier Lease	3,337	2,748	2,724	2,414	2,520	2,800	2,800	2,800
Cooler Rental	195	147	147	(17)	-	-	-	-
Window Cleaning	221	221	221	2,069	2,826	2,900	2,000	2,000
County Sales Reports	315	175	105	-	-	-	-	-
Codification	2,649	6,212	6,626	3,125	10,167	1,600	7,300	7,300
Office Relocation	-	-	-	12,850	2,134	2,100	-	-
General Admin & Office Supplies	4,366	4,945	4,005	3,910	4,029	3,200	2,800	2,800
Miscellaneous Expense	-	-	-	298	-	-	-	-
Total	83,216	86,244	92,732	110,517	122,699	104,500	96,100	100,600
Operating								
Miscellaneous	-	87	(2,025)	(300)	235	300	300	300
Sanitation	36,383	40,268	46,060	43,260	44,272	45,700	45,900	46,900
Mosquito Control	434	378	365	385	176	800	700	700
Leaf Vacuuming	9,200	9,200	9,990	9,200	10,220	9,600	10,300	11,100
Utilities-Office	-	54	15	(4,839)	-	-	-	-
50 Crescent Ave Utilities	496	960	1,817	1,954	2,049	2,400	2,300	2,300
Electric	1,979	1,958	4,445	15,291	12,742	13,000	13,000	13,000
Gas	1,139	1,679	1,729	1,685	1,006	2,400	1,400	1,400
Utilities TH & 50 Crescent: Water	-	-	-	509	412	400	200	200
Utilities TH & 50 Crescent: Sewer	-	-	-	2,358	2,431	2,300	3,500	3,500
Total	49,631	54,584	62,396	69,503	73,543	76,900	77,600	79,400

CITY OF TWIN OAKS, MISSOURI -
GENERAL FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
Contractual								
Legal	46,961	93,710	81,981	57,796	52,027	51,200	50,800	50,800
Legal - Non-Recurring	68,275	108,615	10,155	17,401	19,030	15,400	400	400
Auditing Fees	10,490	10,624	10,070	10,070	10,760	11,100	11,100	11,700
Accounting Fees	6,630	5,370	6,000	6,000	6,000	7,600	6,200	6,200
Engineering - General	1,600	2,666	14,064	24,340	18,361	15,000	12,500	12,500
Outside Labor	-	-	-	8,300	16,833	5,000	7,600	7,600
Total	133,956	220,985	122,270	123,907	123,011	105,300	88,600	89,200
Police	102,460	107,723	104,779	118,165	128,621	126,200	127,900	131,700
Lease	37,121	36,944	35,922	3,369	(76)	100	-	-
Stormwater	-	-	1,864	-	-	-	-	-
Total	575,694	639,276	576,984	584,875	617,872	591,600	560,900	579,000
Excess (deficiency) of revenues over (under) expenses	29,200	(99,647)	24,382	(12,559)	(2,946)	46,200	44,100	6,000
OTHER SOURCES(USES) OF FUNDS								
Transfer From General / (To) CIST	-	-	(42,900)	(57,115)	(57,115)	(85,700)	(85,700)	(85,700)
CHANGE IN FUND BALANCE	29,200	(99,647)	(18,518)	(69,674)	(60,061)	(39,500)	(41,600)	(79,700)
FUND BALANCE -								
Prior Perod Adjustment				(2,583)				
Beginning of Year	723,577	752,777	653,130	632,029	562,355	502,294	502,294	460,694
End of Year	\$ 752,777	\$ 653,130	\$ 632,029	\$ 562,355	\$ 502,294	\$ 462,794	\$ 460,694	\$ 380,994

CITY OF TWIN OAKS, MISSOURI -
PARK AND STORMWATER FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
REVENUES								
P&S 1/2 cent	\$317,691	\$269,723	\$289,064	\$255,696	\$290,573	\$292,900	\$282,200	\$276,600
Grants	1,644	-	-	-	-	-	-	-
Commercial Permit Fee	100	800	400	600	100	-	400	400
Park Income	100	290	-	100,000	-	-	-	-
Miscellaneous Revenue	200	1,090	400	100,600	100	-	400	400
Total	319,535	270,813	289,464	356,296	290,673	292,900	282,600	277,000
EXPENSES								
Park Salaries	22,941	25,282	28,285	32,094	34,383	35,700	35,200	35,900
Park Salaries - Security	8,015	15,873	14,140	18,375	4,253	7,100	-	5,000
Total Personnel Services	30,956	41,155	42,425	50,469	38,636	42,800	35,200	40,900
Operating								
Park Mowing	7,798	7,704	8,201	7,297	6,943	8,400	7,000	7,200
Park Landscaping	(1,582)	5,991	3,404	1,344	3,011	7,500	1,100	1,100
Landscape Consultant	-	8,317	1,373	-	855	1,100	-	-
Vector & Chemical Control	-	694	7,540	8,585	4,475	4,100	8,600	8,600
Restroom Supplies	359	524	477	485	321	400	200	200
Fuel Expense	-	-	-	-	-	-	200	200
Events/Entertainment/Food	350	-	-	32	393	400	500	1,700
Other/Test Event; NNO & AD	-	-	-	-	120	1,200	-	2,000
Winter Lighting	-	-	1,580	2,970	2,511	4,000	4,000	3,600
August Event (Concert)	1,575	1,200	277	900	7,197	6,900	-	1,500
Park Events - Eclipse	-	-	3,489	-	-	-	-	1,000
Easter Egg Hunt	1,108	1,227	983	1,023	-	-	-	1,000
Family Fun Day (September)	3,183	3,429	3,911	3,343	4,246	2,700	-	6,000
Halloween Event	-	-	-	-	-	-	-	-
July Event (Concert/Fireworks)	23,363	25,824	26,961	31,323	30,392	30,200	5,400	26,700
June Event (Concert)	1,056	750	734	1,075	719	800	800	1,500
May Event (Concert)	1,003	318	-	-	-	-	-	-
Copyright Fees	-	-	1,047	1,114	1,153	1,200	1,200	1,200
Facility Partnerships	1,225	1,055	1,355	1,435	1,765	1,200	1,900	1,900
Park Promotions	1,527	851	914	782	-	600	-	-
Park Utilities	-	(91)	-	-	-	-	-	-
Electric (Park)	5,606	5,141	5,372	5,636	4,509	4,700	4,700	4,700
Sewer (Park)	1,142	1,389	1,818	241	-	1,200	900	900
Water (Park)	3,815	4,745	6,487	6,410	5,961	6,600	4,900	4,900
Total Operating	51,528	69,068	75,923	73,995	74,571	83,200	41,400	75,900
Park Lease	300	-	-	-	-	-	-	-
Storage Facility Rental	3,827	3,420	2,700	-	-	-	-	-
Total Lease	4,127	3,420	2,700	-	-	-	-	-

CITY OF TWIN OAKS, MISSOURI -
PARK AND STORMWATER FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
Repairs and Maintenance								
Miscellaneous Expense	-	-	-	-	4,000	-	300	300
Lake Expense	-	-	-	-	-	-	3,900	3,900
Park Tools/Equipment/Rental	4,067	2,206	2,465	3,599	4,246	3,000	4,100	4,100
Repairs/Maint. - Storm Water	1,500	-	-	-	130	100	-	-
Park Repairs & Maintenance	3,077	3,841	3,239	19,882	8,073	4,000	3,600	3,600
Park Repairs & Maintenance - Scheduled Pr	-	-	-	-	-	-	13,100	23,100
Park Facility Maintenance	7,827	3,966	2,518	6,967	3,332	3,700	4,100	4,100
Park Inspections	2,437	2,437	2,664	4,561	3,278	2,400	-	2,500
Park Landscaping Maintenance	31,040	17,463	21,521	24,789	27,908	17,200	17,200	7,000
Park Irrigation Maintenance	2,913	1,692	1,269	1,658	2,909	2,000	2,000	2,000
Park Electrical Maintenance	5,923	5,753	970	1,290	1,318	1,000	1,000	1,000
Total Park Repairs and Maintenance	58,784	37,358	34,646	62,746	55,194	33,400	49,300	51,600
Capital Outlay								
Engineering - Storm Water	9,009	10,555	2,905	-	713	700	-	-
Capital Projects - Storm Water	31,404	71,234	130,351	-	-	-	-	-
Total Storm Water	40,413	81,789	133,256	-	713	700	-	-
Park Capital Projects	15,752	7,022	10,470	4,918	21,027	8,000	16,500	-
Park Capital Projects - Lake Remediation	-	-	-	10,091	284,733	-	13,200	-
Park Capital Projects - Park Cameras	-	-	-	-	8,156	-	-	-
Park Engineering	10,387	1,468	(10)	29,202	88	-	-	-
Total Park	26,139	8,490	10,460	44,211	314,004	8,000	29,700	-
Total Expenses	211,947	241,280	299,410	231,421	483,118	168,100	155,600	168,400
Excess (deficiency) of revenues over (under) expenses	107,588	29,533	(9,946)	124,875	(192,445)	124,800	127,000	108,600
OTHER SOURCES(USES) OF FUNDS								
Transfer From Park / (To) CIST	-	-	(28,600)	(85,672)	(85,672)	(57,200)	(57,200)	(57,200)
Bond proceeds								
Bond defeasement								
TOTAL	-	-	(28,600)	(85,672)	(85,672)	(57,200)	(57,200)	(57,200)
CHANGE IN FUND BALANCE	107,588	29,533	(38,546)	39,203	(278,117)	67,600	69,800	51,400
FUND BALANCE -								
Beginning of Year	371,700	479,288	508,821	470,275	509,478	231,361	231,361	301,161
End of Year	\$479,288	\$508,821	\$470,275	\$509,478	\$231,361	\$298,961	\$301,161	\$352,561

CITY OF TWIN OAKS, MISSOURI -
ROAD FUND

STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
REVENUE								
Road & Bridge Tax - M	\$ 15,413	\$ 13,372	\$ 14,561	\$ 15,792	\$ 12,291	\$ 15,200	\$ 32,900	\$ 33,200
Motor Fuel Tax - M	10,374	10,533	10,565	10,517	10,202	10,400	9,500	8,600
Total	25,787	23,905	25,126	26,309	22,493	25,600	42,400	41,800
EXPENSES								
Personnel Services	30,325	37,923	42,022	45,932	49,084	39,700	45,800	45,800
Snow Removal	15,401	19,275	10,350	24,394	47,567	25,400	23,200	23,200
Street Lights	9,586	9,244	8,491	8,380	14,656	8,800	16,800	8,800
Street Signs	870	1,424	1,608	184	24	200	100	100
R-O-W Landscaping/Mowing	13,322	23,872	46,354	30,010	31,531	31,400	35,800	35,800
Tree Trimming/Emergency Removal	1,100	1,280	1,325	4,775	3,700	2,000	2,500	2,500
Auto Expense	1,466	2,841	2,108	2,974	1,599	1,800	1,500	1,500
Fuel Expense	1,493	1,358	1,256	1,230	1,449	1,300	1,000	1,000
Utilities - Road	10,119	12,398	13,018	14,502	11,772	8,900	11,700	11,700
Total Operating	53,357	71,692	84,510	86,449	112,298	79,800	92,600	84,600
Road Tools & Supplies	7,217	460	557	292	16	300	-	-
Road Repairs & Maintenance	28,254	20,896	6,335	18,136	22,692	10,000	12,700	12,700
#N/A	-	-	-	-	-	-	800	7,400
Road Irrigation Maintenance	-	-	-	-	902	500	-	-
Total tools and repairs	35,471	21,356	6,892	18,428	23,610	10,800	13,500	20,100
Capital additions	67,309	49,274	31,200	-	-	78,500	26,400	78,000
Road Capital Projects	-	-	-	738	84,957	-	-	22,000
Cap Proj - Big Bend Lighting	8,357	4,544	4,353	36,858	16,379	-	5,200	-
Road Engineering	-	-	-	-	-	-	4,300	-
Street Scape Grant Engineering	75,666	53,818	35,553	37,596	101,336	78,500	35,900	100,000
Total Capital Additions	194,819	184,789	168,977	188,405	286,328	208,800	187,800	250,500
Excess (deficiency) of revenues over (under) expenses	(169,032)	(160,884)	(143,851)	(162,096)	(263,835)	(183,200)	(145,400)	(208,700)
OTHER SOURCES(USES) OF FUNDS								
Transfer (To) Road from CIST	169,032	160,884	143,851	162,094	287,953	183,200	121,284	208,700
Bond proceeds								
Bond defeasement								
TOTAL	169,032	160,884	143,851	162,094	287,953	183,200	121,284	208,700
CHANGE IN FUND BALANCE								
FUND BALANCE -								
Beginning of Year	-	-	-	-	-	(2)	24,116	24,116
End of Year	\$ -	\$ -	\$ -	\$ -	\$ (2)	\$ 24,116	\$ 24,116	\$ -

CITY OF TWIN OAKS, MISSOURI -
CAPITAL IMPROVEMENTS FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
REVENUES								
Capital Improvements Sales Tax	\$ 270,037	\$ 229,203	\$ 245,705	\$ 217,342	\$ 246,985	\$ 239,100	\$ 247,200	\$ 242,300
Interest Income	-	-	2,383	282	-	-	-	-
Total	270,037	229,203	248,088	217,624	246,985	239,100	247,200	242,300
EXPENSES								
Capital Outlay	-	4,490	-	15,450	-	65,000	29,100	40,000
Twin Oaks City Center	-	-	1,823,628	93,572	-	-	-	-
Capital Outlay - Project 4	-	-	-	32,650	-	-	16,500	-
Village Hall Construction	6,670	110,182	53,418	55	-	-	-	-
Website Update	-	-	-	154	4,179	-	-	-
Total Capital Outlay	6,670	114,672	1,877,046	141,881	4,179	65,000	45,600	40,000
Debt Service - Principal	-	-	40,460	81,209	84,331	87,900	87,900	87,900
Debt Service - Interest	-	-	30,933	61,578	58,297	54,900	54,900	54,900
Debt Service	-	-	71,393	142,787	142,628	142,800	142,800	142,800
Total	6,670	114,672	1,948,439	284,668	146,807	207,800	188,400	182,800
Excess (deficiency) of revenues over (under) expenses	263,367	114,531	(1,700,351)	(67,044)	100,178	31,300	58,800	59,500
OTHER SOURCES(USES) OF FUNDS								
Transfer From CIST (To) Road	(169,032)	(160,884)	(143,851)	(162,094)	(287,953)	(183,200)	(121,284)	(208,700)
Transfer (To) CIST From PARK	-	-	28,600	142,787	85,672	57,200	57,200	57,200
Transfer (To) CIST From General	-	-	42,900	-	57,115	85,700	85,700	85,700
Total Transfers	(169,032)	(160,884)	(72,351)	(19,307)	(145,166)	(40,300)	21,616	(65,800)
Debt proceeds	-	-	1,600,000	-	-	-	-	-
TOTAL	(169,032)	(160,884)	1,527,649	(19,307)	(145,166)	(40,300)	21,616	(65,800)
CHANGE IN FUND BALANCE	94,335	(46,353)	(172,702)	(86,351)	(44,988)	(9,000)	80,416	(6,300)
FUND BALANCE -								
Beginning of Year	714,503	808,838	762,485	589,783	503,432	458,444	458,444	538,860
End of Year	\$ 808,838	\$ 762,485	\$ 589,783	\$ 503,432	\$ 458,444	\$ 449,444	\$ 538,860	\$ 532,560

CITY OF TWIN OAKS, MISSOURI -
SEWER LATERAL FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2021

	ACTUAL					BUDGET	FCAST	BUDGET
	2015	2016	2017	2018	2019	2020	2020	2021
REVENUES								
Sewer lateral fees	\$ 4,781	\$ 2,170	\$ 4,783	\$ 4,657	\$ 4,248	\$ 4,700	\$ 4,200	\$ 4,200
Interest Income	246	269	269	296	1,951	400	1,700	2,000
Total	5,027	2,439	5,052	4,953	6,199	5,100	5,900	6,200
EXPENSES								
Operating	-	3,960	3,836	-	1,923	5,000	5,400	3,000
Total	-	3,960	3,836	-	1,923	5,000	5,400	3,000
Excess (deficiency) of revenues over (under) expenses	5,027	(1,521)	1,216	4,953	4,276	100	500	3,200
OTHER SOURCES(USES) OF FUNDS								
Transfer (To) SL From GF	-	-	-	-	-	-	-	-
CHANGE IN FUND BALANCE								
Prior Period Adjustment				2,583				
Beginning of Year	48,892	53,919	52,398	56,197	61,150	65,426	65,426	65,926
End of Year	\$53,919	\$52,398	\$56,197	\$61,150	\$65,426	\$65,526	\$65,926	\$69,126
FUND BALANCE -								

CITY OF TWIN OAKS, MISSOURI
CAPITAL IMPROVEMENT PROGRAM
FOR THE TWO FISCAL YEARS ENDING DECEMBER 31, 2021

PROJECT DESCRIPTION	Acct. No.	2020		2021
		Budget	Forecast	
Autumn Leaf Runoff	4-702	\$ 50,000	\$ 20,000	\$ 40,000
Park Waterfull Pump	2-701		13,000	
Boly Entrance Phase I and II	4-702	65,000	9,100	
Crescent Road Landscaping	1-701	15,500	-	-
Crescent Ave. Sidewalk Phase I	1-701		25,000	75,000
Curb Replacement - Condominiums	1-701		-	22,000
Golden Oak Landscaping of Circles	1-701	3,000	-	3,000
Road Engineering	1-709		5,200	
Street Scape Grant Engineering	1-709.1		4,300	
Golden Oak Circle Light	1-701	10,000	1,400	
Park footbridge replacement and dry	2-701		3,500	
Utility Vehicle	4-704		8,000	
North Woods Creek Bed	2-702		12,000	
Rose Garden Irrigation	2-702		1,200	
Woodland Oaks Lighting	4-704		7,000	
		\$ 143,500	\$ 111,200	\$ 140,000
SUMMARY BY FUND AND ACCOUNT NUMBER				
4-702	Capital Improvements Sales Tax Fund	\$ 115,000	\$ 29,100	\$ 40,000
4-704	CIST - Other Projects	-	16,500	-
2-701	Park & Stormwater Fund - Park Capital Projects	-	16,500	-
2-702	Park & Stormwater Fund - Park Capital Proj	-	13,200	-
1-701	Road Fund - Capital Projects	28,500	26,400	100,000
1-709	Road Fund - Engineering	-	5,200	-
1-709.1	Road Fund - Engineering	-	4,300	-
		\$ 143,500	\$ 111,200	\$ 140,000

**AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR THE
2021 FISCAL YEAR**

WHEREAS, in accordance with the statutes of the state of Missouri, the City Clerk did prepare and present to the Board of Aldermen of the City of Twin Oaks a proposed operating budget and budget message for the fiscal year 2021; and,

WHEREAS, the City Clerk has caused to be posted a notice stating, a) the times and place where copies of the proposed operating budget was available for inspection by the public; and b) the time and place for a public hearing on the proposed budget; and,

WHEREAS, said public hearing was then held at the Twin Oaks City Hall on the 2nd day of December 2020.

**NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF
ALDERMEN OF THE CITY OF TWIN OAKS, MISSOURI, AS FOLLOWS:**

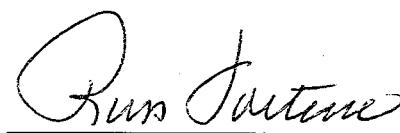
Section 1. Pursuant to the provisions contained in Section 67.010 R.S.Mo., the Board of Aldermen of the City of Twin Oaks hereby adopts the operating budget of the City of Twin Oaks, Missouri, for the fiscal year beginning January 1, 2021 and ending December 31, 2021, a copy of which is attached hereto as Exhibit "A" and made a part hereof as if more fully set out herein (hereinafter, the "Budget"). The Budget Forecast shall be considered part of the Budget; it shall also be construed to supplement, modify and amend the prior year's budget for the fiscal year ending December 31, 2020, where appropriate.

Section 2. From the effective date of January 1, 2021, the amounts stated in said budget as proposed expenditures for fiscal year 2021 shall become appropriated to the several offices, departments, and agencies for the various functions and activities specified in the budget.

Section 3. A copy of this Budget, as finally adopted, shall be certified by the City Clerk, and filed in the office of the City Clerk; and the operating budget so ratified shall be printed or otherwise reproduced, and sufficient copies shall be made available for the use of all offices, departments, and agencies of the City, and for interested citizens and civic organizations.

Section 4. This Ordinance shall be in full force and effect on and after its passage and approval by the Mayor.

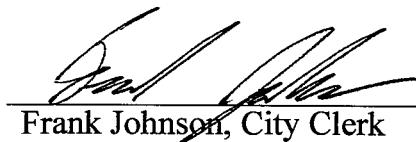
PASSED AFTER HAVING BEEN READ IN FULL OR BY TITLE TWO TIMES PRIOR TO PASSAGE BY THE BOARD OF ALDERMEN OF THE CITY OF TWIN OAKS, MISSOURI, THIS 2nd DAY OF DECEMBER, 2020.



Russ Fortune

Russ Fortune, Mayor

Attest:



Frank Johnson

Frank Johnson, City Clerk