



CITY OF TWIN OAKS, MISSOURI

ANNUAL OPERATING BUDGET

**FOR THE FISCAL YEAR
ENDING DECEMBER 31, 2020**



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February 19, 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, 2020 and ending December 31, 2020. This budget was approved unanimously by the Board of Aldermen at a meeting on January 8, 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 and expenses are required. Those three years being (1) the prior year's actual results, (2) a forecast of the current year and, of course, (3) the succeeding year's budgeted amounts.

This budget document contains a Forecast of Revenues and Expenses for the Fiscal Year Ending December 31, 2019. 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, 2019 combined with estimated revenues and expenses for the balance of the fiscal year.

The budget for the fiscal year ending December 31, 2020 is based on a number of factors. It was created during the course of several Board work sessions. The first step in this process was the creation of the aforementioned Fiscal Year 2019 Revised Budget. This was then included with actual operating results for the five fiscal years ended December 31, 2018. These figures provided a basis for comparison and estimation of future revenues and expenses. Estimates of future revenues and expenses were then adjusted based on known or estimated changes in facts and circumstances anticipated to occur in Fiscal Year 2020.

Highlights of these processes and documents are as follows:

GOVERNMENT CENTER:

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 issuance of Certificates of Participation. These certificates require annual debt service of about \$145,000 as well as a balloon

payment of about \$715,000 in April 2027. In the coming fiscal year, the City will begin to explore its options and formulate a strategic plan to meet its future financing obligations.

REVENUES

- **SALES TAXES** – Fiscal Year 2019 sales tax receipts of \$987,600 are expected to substantially exceed actual tax receipts of Fiscal Year 2018 of \$889,342 and increase by the rate of inflation in Fiscal Year 2020. The City believes its 11% increase in sales tax remittances in Fiscal Year 2019 is an anomaly and resultant from agent processing and remittance issues.

The City is a “point-of-sale” city. This means that it keeps 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 grocery retailer in the St. Louis metropolitan area announced plans to close seventeen stores and sell nineteen of its stores by November 2018. 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 has migrated to the competitor.

- **LICENSES** – At \$102,000, Fiscal Year 2020 license fee collections are expected to increase about \$11,800 over those of Fiscal Year 2018. This increase is directly related to the aforementioned grocery retailer loss. The migration of retail sales to the surviving competitor will result in a higher license fee from the competitor in Fiscal Year 2020.

EXPENSES

Overall, the City expects total Fiscal Year 2020 expenditures to decrease about \$304,000, compared with Forecasted Fiscal Year 2019 total expenditures of \$1,435,300. Of this amount, about \$301,600 is the result of decreased capital expenditures. The following summarizes significant line items and differences:

- **PERSONNEL SERVICES** cost, in other words, payroll and related costs, are expected to rise about 2.6% in Fiscal Year 2020. This is entirely the result of pay rate increases.
- **CONTRACTUAL COSTS** – Contractual costs are expected to decrease by about \$18,100 or 14.7% in Fiscal Year 2020 relative to anticipated spending in Fiscal Year 2019 of \$123,400. The overwhelming majority of this decrease is the result of anticipated fee reduction resulting from the conclusion of the codification review process.
- **POLICE** – The City anticipates its police services contractor will seek a rate increase commensurate with its step system

- **CAPTIAL ADDITIONS** – The City is responsible for substantially all physical assets, infrastructure, parks and grounds enhancements within its corporate boundaries. It receives virtually no public works, parks or operating support from St. Louis County; certainly not in proportion to taxes collected in the City by Saint Louis County. The City is fortunate to be in a position to make capital asset expenditures and improvements.

The City includes a detail listing of its capital expenditure projects for the two fiscal years ending December 31, 2020. The City has adjusted its capital spending in Fiscal Year 2020 to ensure that it has a balanced budget and accretes its fund balance. As a result, it will be taking on fewer and smaller capital projects in Fiscal Year 2020.

TRANSFERS

The City has three principle interfund transfers. They are as follows –

TO	FROM	PURPOSE	AMOUNT
Road Fund	Capital Fund	Supplement fund revenues for additional road project spending	\$183,200
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 had intended to build 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.

At the end of Fiscal Year 2019, the City anticipates a consolidated fund balance of about \$1.3 million or about a 35% decrease from December 31, 2016. In Fiscal Year 2020, the City is budgeting to accrete this amount by about \$19,000.

At December 31, 2020, the City's General Fund is anticipated to have a fund balance of about \$451,000. This amount represent about 76% of its Fiscal Year 2020 spending. Every political entity must decide an appropriate level of reserves relative to the myriad risks it faces. For the time being, the Board finds it in the best interest of the City to maintain its various funds' reserves at or near their anticipated December 31, 2020 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,

Theresa Gonzalez
Acting City Clerk

CITY OF TWIN OAKS, MISSOURI

ANNUAL OPERATING BUDGET

**FOR THE FISCAL YEAR ENDING
DECEMBER 31, 2020**

**MAYOR
RUSS FORTUNE**

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

**STAFF
THERESA GONZALES, ACTING CITY CLERK
JOHN WILLIAMS, PUBLIC WORKS**

CITY OF TWIN OAKS, MISSOURI
ANNUAL OPERATING BUDGET
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2020

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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, 2020

	ACTUAL 2018	FORECAST 2019	DIFFERENCE FAV / (UNFAV)		BUDGET 2020	DIFFERENCE FAV / (UNFAV)	
			AMOUNT	PERCENT		AMOUNT	PERCENT
REVENUES							
Sales Taxes	\$ 889,342	\$ 987,600	\$ 98,258	11.0 %	\$ 1,007,300	\$ 19,700	2.0 %
Property Taxes	44,689	54,400	9,711	21.7 %	55,600	1,200	2.2 %
Intergovernmental Taxes	26,840	27,200	360	1.3 %	27,400	200	0.7 %
Licenses, Permits & Fees	107,225	90,200	(17,025)	(15.9)%	102,000	11,800	13.1 %
Miscellaneous Revenue	103,366	3,200	(100,166)	(96.9)%	3,200	-	-
Interest Income	6,036	5,400	(636)	(10.5)%	5,000	(400)	(7.4)%
Total	1,177,498	1,168,000	(9,498)	(0.8)%	1,200,500	32,500	2.8 %
EXPENSES							
Personnel Services	255,815	254,400	1,415	0.6 %	261,100	(6,700)	(2.6)%
Administrative	110,219	106,100	4,119	3.7 %	104,500	1,600	1.5 %
Operating	230,247	241,600	(11,353)	(4.9)%	244,900	(3,300)	(1.4)%
Contractual	123,907	123,400	507	0.4 %	105,300	18,100	14.7 %
Police	118,165	122,500	(4,335)	(3.7)%	126,200	(3,700)	(3.0)%
Lease	3,369	(100)	3,469	103.0 %	100	(200)	200.0 %
Repairs and Maintenance	81,174	40,800	40,374	49.7 %	44,200	(3,400)	(8.3)%
Debt Service	142,787	142,800	(13)	N/M	142,800	-	-
Capital additions							
Stormwater	-	700	(700)	N/M	700	-	-
Other	223,688	453,100	(229,412)	(102.6)%	151,500	301,600	66.6 %
Total	1,289,371	1,485,300	(195,929)	(15.2)%	1,181,300	304,000	20.5 %
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND CHANGE IN FUND BALANCE	(111,873)	(317,300)	(205,427)	183.6 %	19,200	336,500	(106.1)%
FUND BALANCE -							
Beginning of Year	1,748,277	1,636,404	(111,873)	(6.4)%	1,319,104	(317,300)	(19.4)%
End of Year	\$ 1,636,404	\$ 1,319,104	\$ (317,300)	(19.4)%	\$ 1,338,304	\$ 19,200	1.5 %

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

	FUND NAME					
	Sewer	Capital Improve-ments	Road	Park and Stormwater	General	Total
REVENUES						
Sales Taxes	\$ -	\$ 239,100	\$ -	\$ 292,900	\$ 475,300	\$ 1,007,300
Property Taxes	-	-	15,200	-	40,400	55,600
Intergovernmental Taxes	-	-	10,400	-	17,000	27,400
Licenses, Permits & Fees	4,700	-	-	-	97,300	102,000
Miscellaneous Revenue	-	-	-	-	3,200	3,200
Interest Income	400	-	-	-	4,600	5,000
	5,100	239,100	25,600	292,900	637,800	1,200,500
EXPENSES						
Personnel Services	-	-	39,700	42,800	178,600	261,100
Administrative	-	-	-	-	104,500	104,500
Operating	5,000	-	79,800	83,200	76,900	244,900
Contractual	-	-	-	-	105,300	105,300
Police	-	-	-	-	126,200	126,200
Lease	-	-	-	-	100	100
Repairs and Maintenance	-	-	10,800	33,400	-	44,200
Debt Service		142,800				142,800
Capital additions						
Stormwater	-	-	-	700	-	700
Other	-	65,000	78,500	8,000	-	151,500
Total	5,000	207,800	208,800	168,100	591,600	1,181,300
Excess (deficiency) of revenues over (under) expenditures	100	31,300	(183,200)	124,800	46,200	19,200
OTHER SOURCES (USES) OF FUNDS						
Transfers	-	(40,300)	183,200	(57,200)	(85,700)	-
CHANGE IN FUND BALANCE	100	(9,000)	-	67,600	(39,500)	19,200
FUND BALANCE -						
Beginning of Year	66,250	490,733	1	271,376	490,744	1,319,104
End of Year	\$ 66,350	\$ 481,733	\$ 1	\$ 338,976	\$ 451,244	\$ 1,338,304

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

	FUND NAME					
	Sewer	Capital Improve- ments	Road	Park and Stormwater	General	Total
REVENUES						
Sales Taxes	\$ -	\$ 234,400	\$ -	\$ 287,200	\$ 466,000	\$ 987,600
Property Taxes	-	-	15,000	-	39,400	54,400
Intergovernmental Taxes	-	-	10,400	-	16,800	27,200
Licenses, Permits & Fees	4,700	-	-	-	85,500	90,200
Miscellaneous Revenue	-	-	-	-	3,200	3,200
Interest Income	400	-	-	-	5,000	5,400
	5,100	234,400	25,400	287,200	615,900	1,168,000
EXPENSES						
Personnel Services	-	-	38,500	41,600	174,300	254,400
Administrative	-	-	-	-	106,100	106,100
Operating	-	-	88,200	77,800	75,600	241,600
Contractual	-	-	-	-	123,400	123,400
Police	-	-	-	-	122,500	122,500
Lease	-	-	-	-	(100)	(100)
Repairs and Maintenance	-	-	4,800	36,000	-	40,800
Debt Service		142,800				142,800
Capital additions						
Stormwater	-	-	-	700	-	700
Other	-	108,600	32,500	312,000	-	453,100
Total	-	251,400	164,000	468,100	601,800	1,485,300
Excess (deficiency) of revenues over (under) expenditures	5,100	(17,000)	(138,600)	(180,900)	14,100	(317,300)
OTHER SOURCES (USES) OF FUNDS						
Transfers	-	4,300	138,600	(57,200)	(85,700)	-
CHANGE IN FUND BALANCE	5,100	(12,700)	-	(238,100)	(71,600)	(317,300)
FUND BALANCE -						
Beginning of Year	61,150	503,433	1	509,476	562,344	1,636,404
End of Year	\$ 66,250	\$ 490,733	\$ 1	\$ 271,376	\$ 490,744	\$ 1,319,104

CITY OF TWIN OAKS, MISSOURI
CONSOLIDATING STATEMENTS OF REVENUES, EXPENSES AND FUND
BALANCE
FOR THE FISCAL YEAR ENDED DECEMBER 31, 2018

	FUND NAME					
	Sewer	Capital Improve- ments	Road	Park and Stormwater	General	Total
REVENUES						
Sales Taxes	\$ -	\$ 217,342	\$ -	\$ 255,696	\$ 416,304	\$ 889,342
Property Taxes	-	-	15,792	-	28,897	44,689
Intergovernmental Taxes	-	-	10,517	-	16,323	26,840
Licenses, Permits & Fees	4,657	-	-	-	102,568	107,225
Miscellaneous Revenue	-	-	-	100,600	2,766	103,366
Interest Income	296	282	-	-	5,458	6,036
	4,953	217,624	26,309	356,296	572,316	1,177,498
EXPENSES						
Personnel Services	-	-	45,932	50,469	159,414	255,815
Administrative	-	-	-	-	110,219	110,219
Operating	-	-	86,449	73,995	69,803	230,247
Contractual	-	-	-	-	123,907	123,907
Police	-	-	-	-	118,165	118,165
Lease	-	-	-	-	3,369	3,369
Repairs and Maintenance	-	-	18,428	62,746	-	81,174
Debt Service		142,787				142,787
Capital additions						
Stormwater	-	-	-	-	-	-
Other	-	141,881	37,596	44,211	-	223,688
Total	-	284,668	188,405	231,421	584,877	1,289,371
Excess (deficiency) of revenues over (under) expenditures	4,953	(67,044)	(162,096)	124,875	(12,561)	(111,873)
OTHER SOURCES (USES) OF FUNDS						
Transfers	-	(19,307)	162,094	(85,672)	(57,115)	-
Bond proceeds						
CHANGE IN FUND BALANCE	4,953	(86,351)	(2)	39,203	(69,676)	(111,873)
FUND BALANCE -						
Prior Period Adjustment	2,583				(2,583)	-
Beginning of Year	56,197	589,784	3	470,273	632,020	1,748,277
End of Year	\$ 61,150	\$ 503,433	\$ 1	\$ 509,476	\$ 562,344	\$ 1,636,404

**CITY OF TWIN OAKS, MISSOURI -
GENERAL FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020**

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
REVENUES								
Sales Taxes								
Sales Tax One Cent - M	\$ 329,780	\$ 337,482	\$ 300,346	\$ 305,725	\$ 268,144	\$ 318,700	\$ 318,700	\$ 325,100
Local Option 1/4 cent	120,119	145,913	115,528	140,982	126,808	126,300	126,300	128,800
SL County Prop P Sales Tax	-	-	-	4,723	21,352	21,000	21,000	21,400
Total	449,899	483,395	415,874	451,430	416,304	466,000	466,000	475,300
Property Taxes								
Property Tax (Commercial) - Y	27,282	29,469	23,543	24,098	28,460	29,700	39,000	40,000
Financial Institution Tax - Y	163	2	212	454	-	700	-	-
Railroad/Utility Tax - M	479	503	469	454	437	600	400	400
Total	27,924	29,974	24,224	25,006	28,897	31,000	39,400	40,400
Intergovernmental Taxes								
Motor Vehicle Sales Tax - M	3,047	3,250	3,346	3,522	3,765	3,700	4,000	4,000
Motor Vehicle Fee Increase - M	1,652	1,732	1,676	1,742	1,944	1,900	2,300	2,300
Franchise Fee (Charter, AT&T)	8,295	8,493	8,343	7,203	9,753	8,900	9,500	9,700
Cigarette Tax - M	990	1,127	1,006	970	861	1,000	1,000	1,000
Total	13,984	14,602	14,371	13,437	16,323	15,500	16,800	17,000
Licenses, Permits & Fees								
Occupancy Permits	1,650	2,000	1,870	1,350	900	3,600	2,400	2,400
Fence Permits	50	-	25	105	105	100	-	-
Dumpster/Temp Storage Permit	25	-	-	100	-	100	-	-
Building Permits	325	300	271	1,002	907	500	1,000	1,000
Sign Permits	55	-	-	1,250	(273)	300	400	400
Fee Income; Misc.	-	-	5,150	-	63	1,000	100	100
Merchants Licenses (Annually)	48,624	49,236	52,545	69,713	71,433	58,200	60,800	72,800
Liquor Licenses (Annually)	3,250	3,200	2,725	3,250	3,250	3,300	3,100	3,100
Cellular Tower Lease (Monthly)	14,515	14,515	14,515	14,757	15,967	17,500	17,400	17,400
Board of Adjustment Appeal Fees	-	-	-	-	-	100	300	100
Development Process Application	-	-	-	15,248	10,216	200	-	-
Total	68,494	69,251	77,101	106,775	102,568	84,900	85,500	97,300
Grants								
CD Grant Funds	-	-	-	-	-	6,200	-	-
Miscellaneous Revenue								
TOM Agreement (formerly BOA)	2,083	-	-	-	-	-	-	-
Miscellaneous Income	2,749	753	-	(210)	2,766	300	3,200	3,200
Total	4,832	753	-	(210)	2,766	300	3,200	3,200
Interest Income								
Total	6,675	6,867	7,383	4,928	5,458	5,000	5,000	4,600
Total	571,808	604,842	538,953	601,366	572,316	608,900	615,900	637,800

CITY OF TWIN OAKS, MISSOURI - GENERAL FUND

STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
EXPENSES								
Personnel Services								
Wages Employees	100,014	112,054	83,912	102,760	99,167	100,900	97,700	100,600
Wages Trustees	20,400	20,400	20,123	20,400	20,400	20,400	20,400	20,400
Employee Benefits	7,678	7,404	5,000	5,096	7,182	12,200	9,100	9,100
Payroll Taxes	14,824	15,615	13,602	16,462	17,287	17,800	16,400	16,900
LAGERS	8,577	9,605	8,531	10,582	13,576	15,000	28,800	29,700
Unemployment Compensation	6,400	2,560	-	-	-	-	-	-
Payroll Processing Fees	1,892	1,672	1,628	1,721	1,802	1,900	1,900	1,900
Total	159,785	169,310	132,796	157,021	159,414	168,200	174,300	178,600
Administrative								
Building Inspection/Occupy Fees	1,864	1,936	1,165	1,387	1,945	3,100	3,100	3,100
Village Property Expense (Tom)	-	2,144	8,364	11,729	1,649	(1,100)	1,700	1,700
City Property Expense: Town Hall	-	-	-	-	5,030	5,500	5,400	5,400
City Property Expense: 50 Crescent	-	-	-	-	1,709	2,500	5,000	5,000
Village Property Expense	-	2,144	8,364	11,729	8,388	6,900	12,100	12,100
Meetings	590	914	508	448	(74)	800	800	900
Administrative Events	4,386	4,031	4,485	3,917	4,808	4,100	1,200	1,200
Arbor Day Event	-	180	305	635	655	700	-	-
Night Out in the Park	-	-	-	-	-	-	500	-
Govt Center Open House	-	-	-	-	915	-	-	-
Partnerships - Govt Cntr Use	-	-	-	-	-	6,000	-	-
Dues, Education & Conferences	6,815	7,493	4,066	4,121	6,426	8,000	2,600	6,000
Mileage	718	1,750	243	612	694	600	-	600
Bank Service Charges	-	-	60	99	61	100	100	100
Community Room Supervising	-	-	-	-	573	-	1,000	1,000
Election Expense	227	309	856	62	315	500	300	800
Legal Notices/Publications	376	713	2,336	4,106	1,192	1,400	2,800	2,800
Insurance	15,243	20,128	24,212	27,171	29,740	30,000	27,600	29,000
Printing	1,076	810	364	349	2,237	1,600	600	600
Postage	450	521	561	367	884	500	600	600
Telephone	6,617	7,451	7,633	6,648	5,584	5,500	5,100	5,400
Equipment Purchase/Maintenance	11,564	2,221	3,015	530	2,219	5,000	6,100	6,100
Service Contr. & Annual Charges	15,067	3,086	2,384	3,053	5,476	6,000	7,100	7,200
IT and Web Hosting	-	18,446	11,239	13,670	13,830	15,000	14,100	14,400
Copier Lease	-	3,337	2,748	2,724	2,414	2,600	2,700	2,800
Cooler Rental	-	195	147	147	(17)	100	-	-
Window Cleaning	-	221	221	221	2,069	1,800	2,800	2,900
County Sales Reports	-	315	175	105	-	100	-	-
Codification	3,823	2,649	6,212	6,626	3,125	5,700	9,600	1,600
Office Relocation	-	-	-	-	12,850	-	2,100	2,100
General Admin & Office Supplies	4,140	4,366	4,945	4,005	3,910	3,100	3,200	3,200
Miscellaneous Expense	-	-	-	298	-	-	-	-
Total	72,956	83,216	86,244	93,030	110,219	109,200	106,100	104,500
Operating								
Miscellaneous	496	466	(1,264)	(457)	-	100	300	300
Sanitation	41,834	36,383	40,268	46,060	43,260	46,100	44,400	45,700
Mosquito Control	378	434	378	365	385	400	800	800
Leaf Vacuuming	9,200	9,200	9,200	9,990	9,200	9,600	9,600	9,600
Utilities-Office	-	-	54	15	(4,839)	-	-	-
50 Crescent Ave Utilities	451	496	960	1,817	1,954	900	2,400	2,400
Electric	2,226	1,979	1,958	4,445	15,291	14,700	13,000	13,000
Gas	1,255	1,139	1,679	1,729	1,685	2,800	2,400	2,400
Utilities TH & 50 Crescent: Water	-	-	-	-	509	600	400	400
Utilities TH & 50 Crescent: Sewer	-	-	-	-	2,358	1,400	2,300	2,300
Total	55,840	50,097	53,233	63,964	69,803	76,600	75,600	76,900

**CITY OF TWIN OAKS, MISSOURI -
GENERAL FUND**

**STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020**

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
Contractual								
Legal	46,080	46,961	93,710	81,981	57,796	79,200	48,800	51,200
Legal - Non-Recurring	-	68,275	108,615	10,155	17,401	6,900	25,400	15,400
Auditing Fees	10,805	10,490	10,624	10,070	10,070	10,300	10,800	11,100
Accounting Fees	7,475	6,630	5,370	6,000	6,000	6,100	7,600	7,600
Engineering - General	155	1,600	2,666	14,064	24,340	14,100	23,200	15,000
Outside Labor	-	-	-	-	8,300	3,000	7,600	5,000
Total	64,515	133,956	220,985	122,270	123,907	119,600	123,400	105,300
Police	99,010	102,460	107,723	104,779	118,165	122,300	122,500	126,200
Lease	35,151	37,121	36,944	35,922	3,369	900	(100)	100
Stormwater	-	-	1,864	-	-	-	-	-
Total	487,257	576,160	639,789	576,986	584,877	596,800	601,800	591,600
Excess (deficiency) of revenues over (under) expenses	84,551	28,682	(100,836)	24,380	(12,561)	12,100	14,100	46,200
OTHER SOURCES(USES) OF FUNDS								
Transfer From General / (To) CIST	-	-	-	(42,900)	(57,115)	(85,700)	(85,700)	(85,700)
CHANGE IN FUND BALANCE	84,551	28,682	(100,836)	(18,520)	(69,676)	(73,600)	(71,600)	(39,500)
FUND BALANCE -								
Prior Period Adjustment				(2,583)				
Beginning of Year	640,726	725,277	753,959	653,123	632,020	562,344	562,344	490,744
End of Year	\$ 725,277	\$ 753,959	\$ 653,123	\$ 632,020	\$ 562,344	\$ 488,744	\$ 490,744	\$ 451,244

**CITY OF TWIN OAKS, MISSOURI -
PARK AND STORMWATER FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020**

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
REVENUES								
P&S 1/2 cent	\$288,578	\$317,691	\$269,723	\$289,064	\$255,696	\$287,200	\$287,200	\$292,900
Grants	43,964	1,644	-	-	-	-	-	-
Commercial Permit Fee	-	100	800	400	600	600	-	-
Park Income	-	100	290	-	100,000	-	-	-
Miscellaneous Revenue	-	200	1,090	400	100,600	600	-	-
Total	332,542	319,535	270,813	289,464	356,296	287,800	287,200	292,900
EXPENSES								
Park Salaries	26,678	22,941	25,282	28,285	32,094	32,500	34,700	35,700
Park Salaries - Security	5,635	8,015	15,873	14,140	18,375	15,800	6,900	7,100
Total Personnel Services	32,313	30,956	41,155	42,425	50,469	48,300	41,600	42,800
Park Mowing	9,975	7,798	7,704	8,201	7,297	7,200	9,400	8,400
Park Landscaping	18,093	(1,582)	5,991	3,404	1,344	2,600	3,200	7,500
Landscape Consultant	-	-	8,317	1,373	-	1,000	1,100	1,100
Vector & Chemical Control	-	-	694	7,540	8,585	6,200	4,100	4,100
Restroom Supplies	1,101	359	524	477	485	300	300	400
Events/Entertainment/Food	-	350	-	-	32	1,100	400	400
Other/Test Event; NNO & AD	-	-	-	-	-	-	-	1,200
Winter Lighting	-	-	-	1,580	2,970	4,000	4,000	4,000
August Event (Concert)	826	1,575	1,200	277	900	2,100	6,900	6,900
Park Events - Eclipse	-	-	-	3,489	-	-	-	-
Easter Egg Hunt	696	1,108	1,227	983	1,023	1,500	-	-
Family Fun Day (September)	3,519	3,183	3,429	3,911	3,343	1,300	2,700	2,700
July Event (Concert/Fireworks)	19,501	23,363	25,824	26,961	31,323	30,400	30,200	30,200
June Event (Concert)	1,352	1,056	750	734	1,075	1,500	800	800
May Event (Concert)	-	1,003	318	-	-	-	-	-
Copyright Fees	-	-	-	1,047	1,114	1,100	1,200	1,200
Facility Partnerships	540	1,225	1,055	1,355	1,435	1,600	1,200	1,200
Park Promotions	1,512	1,527	851	914	782	600	-	600
Electric (Park)	5,083	5,606	5,141	5,372	5,636	5,600	4,600	4,700
Sewer (Park)	930	1,142	1,389	1,818	241	1,200	1,200	1,200
Water (Park)	2,216	3,815	4,745	6,487	6,410	6,900	6,500	6,600
Total Operating	65,344	51,528	69,159	75,923	73,995	76,200	77,800	83,200
Park Lease	-	300	-	-	-	100	-	-
Storage Facility Rental	6,570	3,827	3,420	2,700	-	200	-	-
Miscellaneous Expense	-	-	-	-	-	-	4,000	-
Park Tools/Equipment/Rental	1,840	4,067	2,206	2,465	3,599	3,500	2,300	3,000
Repairs/Maint. - Storm Water	2,800	1,500	(322)	-	-	-	100	100
Park Repairs & Maintenance	35,342	3,077	3,841	3,239	19,882	26,200	6,000	4,000
Park Facility Maintenance	-	7,827	3,966	2,518	6,967	9,200	3,700	3,700
Park Inspections	-	2,437	2,437	2,664	4,561	3,700	2,400	2,400
Park Landscaping Maintenance	-	31,040	17,463	21,521	24,789	24,400	17,200	17,200
Park Irrigation Maintenance	-	2,913	1,692	1,269	1,658	1,800	3,300	2,000
Park Electrical Maintenance	-	5,923	5,753	970	1,290	1,000	1,000	1,000
Total Park Repairs and Maintenance	39,982	58,784	37,036	34,646	62,746	69,800	36,000	33,400
Capital Outlay								
Engineering - Storm Water	3,929	9,009	10,555	2,905	-	-	700	700
Capital Projects - Storm Water	-	31,404	71,234	130,351	-	-	-	-
Total Storm Water	3,929	40,413	81,789	133,256	-	-	700	700
Park Capital Projects	27,793	15,752	7,022	10,470	4,918	98,300	12,100	8,000
Park Capital Projects - Lake Remediation	-	-	-	-	10,091	305,000	292,000	-
Park Capital Projects - Park Cameras	-	-	-	-	-	-	7,900	-
Park Engineering	14,260	10,387	1,468	(10)	29,202	6,200	-	-
Total Park	42,053	26,139	8,490	10,460	44,211	409,500	312,000	8,000
Total Expenses	190,191	211,947	241,049	299,410	231,421	604,100	468,100	168,100

**CITY OF TWIN OAKS, MISSOURI -
PARK AND STORMWATER FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020**

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
Excess (deficiency) of revenues over (under) expenses	142,351	107,588	29,764	(9,946)	124,875	(316,300)	(180,900)	124,800
OTHER SOURCES(USES) OF FUNDS								
Transfer From Park / (To) CIST	(30)	-	-	(28,600)	(85,672)	(57,200)	(57,200)	(57,200)
CHANGE IN FUND BALANCE	142,321	107,588	29,764	(38,546)	39,203	(373,500)	(238,100)	67,600
FUND BALANCE -								
Beginning of Year	229,146	371,467	479,055	508,819	470,273	509,476	509,476	271,376
End of Year	\$371,467	\$479,055	\$508,819	\$470,273	\$509,476	\$135,976	\$271,376	\$338,976

**CITY OF TWIN OAKS, MISSOURI -
ROAD FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020**

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
REVENUE								
Road & Bridge Tax - M	\$ 14,897	\$ 15,413	\$ 13,372	\$ 14,503	\$ 15,792	\$ 15,000	\$ 15,000	\$ 15,200
Motor Fuel Tax - M	10,206	10,374	10,533	10,565	10,517	10,000	10,400	10,400
Grants	-	-	-	-	-	-	-	-
MDC TRIM Grant Income	-	-	-	-	-	-	-	-
Total	25,103	25,787	23,905	25,068	26,309	25,000	25,400	25,600
EXPENSES								
Personnel Services	34,876	30,325	37,923	42,022	45,932	46,900	38,500	39,700
Snow Removal	22,391	15,401	19,275	10,350	24,394	23,300	35,400	25,400
Street Lights	8,717	9,586	9,244	8,491	8,380	8,500	8,500	8,800
Street Signs	641	870	1,424	1,608	184	200	200	200
R-O-W Landscaping/Mowing	20,278	13,322	23,872	46,354	30,010	31,000	31,400	31,400
Tree Trimming/Emergency Removal	165	1,100	1,280	1,325	4,775	4,200	700	2,000
Auto Expense	1,549	1,466	2,841	2,108	2,974	3,900	1,800	1,800
Fuel Expense	2,269	1,493	1,358	1,256	1,230	1,700	1,300	1,300
Utilities - Road	12,478	10,119	12,398	13,018	14,502	7,300	8,900	8,900
Total Operating	68,488	53,357	71,692	84,510	86,449	80,100	88,200	79,800
Road Tools & Supplies	-	7,217	460	557	292	300	300	300
Road Repairs & Maintenance	4,309	28,254	20,896	6,274	18,136	19,100	4,000	10,000
Road Irrigation Maintenance	-	-	-	-	-	-	500	500
Total tools and repairs	4,309	35,471	21,356	6,831	18,428	19,400	4,800	10,800
Capital additions								
Road Capital Projects	188,784	67,309	49,274	31,200	-	23,000	29,500	78,500
Cap Proj - Big Bend Lighting	-	-	-	-	738	-	-	-
Road Engineering	33,230	8,357	4,544	4,353	36,858	-	3,000	-
Street Scope Grant Engineering	-	-	-	-	-	-	-	-
Total Capital Additions	222,014	75,666	53,818	35,553	37,596	23,000	32,500	78,500
Total	329,687	194,819	184,789	168,916	188,405	169,400	164,000	208,800
Excess (deficiency) of revenues over (under) expenses	(304,584)	(169,032)	(160,884)	(143,848)	(162,096)	(144,400)	(138,600)	(183,200)
OTHER SOURCES(USES) OF FUNDS								
Transfer (To) Road from CIST	304,584	169,032	160,884	143,851	162,094	147,500	138,600	183,200
CHANGE IN FUND BALANCE	-	-	-	3	(2)	3,100	-	-
FUND BALANCE -								
Beginning of Year	-	-	-	-	3	1	1	1
End of Year	\$ -	\$ -	\$ -	\$ 3	\$ 1	\$ 3,101	\$ 1	\$ 1

**CITY OF TWIN OAKS, MISSOURI -
CAPITAL IMPROVEMENTS FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020**

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
REVENUES								
Capital Improvements Sales Tax	\$ 245,292	\$ 270,037	\$ 229,203	\$ 245,705	\$ 217,342	\$ 234,400	\$ 234,400	\$ 239,100
Interest Income	-	-	-	2,383	282	300	-	-
Total	245,292	270,037	229,203	248,088	217,624	234,700	234,400	239,100
EXPENSES								
Capital Outlay	-	-	4,490	-	15,450	165,000	-	65,000
Twin Oaks City Center	-	-	-	1,823,628	93,572	-	-	-
Capital Outlay - Project 4	-	-	-	-	32,650	-	-	-
Village Hall Construction	52,172	7,065	110,182	53,418	55	-	-	-
Big Bend Lighting	-	-	-	-	-	-	104,200	-
Website Update	-	-	-	-	154	-	4,400	-
Total Capital Outlay	52,172	7,065	114,672	1,877,046	141,881	165,000	108,600	65,000
Debt Service - Principal	-	-	-	40,460	81,209	81,200	84,500	87,900
Debt Service - Interest	-	-	-	30,933	61,578	61,700	58,300	54,900
Debt Service	-	-	-	71,393	142,787	142,900	142,800	142,800
Total	52,172	7,065	114,672	1,948,439	284,668	307,900	251,400	207,800
Excess (deficiency) of revenues over (under) expenses	193,120	262,972	114,531	(1,700,351)	(67,044)	(73,200)	(17,000)	31,300
OTHER SOURCES(USES) OF FUNDS								
Transfer From CIST (To) Road	(304,584)	(169,032)	(160,884)	(143,851)	(162,094)	(147,500)	(138,600)	(183,200)
Transfer (To) CIST From PARK	-	-	-	28,600	142,787	57,200	57,200	57,200
Transfer (To) CIST From General	-	-	-	42,900	-	85,700	85,700	85,700
Total Transfers	(304,584)	(169,032)	(160,884)	(72,351)	(19,307)	(4,600)	4,300	(40,300)
Debt proceeds	-	-	-	1,600,000	-	-	-	-
TOTAL	(304,584)	(169,032)	(160,884)	1,527,649	(19,307)	(4,600)	4,300	(40,300)
CHANGE IN FUND BALANCE	(111,464)	93,940	(46,353)	(172,702)	(86,351)	(77,800)	(12,700)	(9,000)
FUND BALANCE -								
Beginning of Year	826,363	714,899	808,839	762,486	589,784	503,433	503,433	490,733
End of Year	\$ 714,899	\$ 808,839	\$ 762,486	\$ 589,784	\$ 503,433	\$ 425,633	\$ 490,733	\$ 481,733

**CITY OF TWIN OAKS, MISSOURI -
SEWER LATERAL FUND
STATEMENTS OF REVENUES, EXPENSES AND FUND BALANCE
FOR THE SEVEN FISCAL YEARS ENDING DECEMBER 31, 2020**

	ACTUAL					BUDGET	FCAST	BUDGET
	2014	2015	2016	2017	2018	2019	2019	2020
REVENUES								
Sewer lateral fees	\$ 4,873	\$ 4,781	\$ 2,170	\$ 4,790	\$ 4,657	\$ 4,700	\$ 4,700	\$ 4,700
Interest Income	242	246	269	269	296	400	400	400
Total	5,115	5,027	2,439	5,059	4,953	5,100	5,100	5,100
EXPENSES								
Operating	86	-	3,960	3,842	-	-	-	5,000
Total	86	-	3,960	3,842	-	-	-	5,000
Excess (deficiency) of revenues over (under) expenses	5,029	5,027	(1,521)	1,217	4,953	5,100	5,100	100
OTHER SOURCES(USES) OF FUNDS								
Transfer (To) SL From GF	(30)	-	-	-	-	-	-	-
CHANGE IN FUND BALANCE	4,999	5,027	(1,521)	1,217	4,953	5,100	5,100	100
FUND BALANCE -								
Prior Period Adjustment				2,583				
Beginning of Year	43,892	48,891	53,918	52,397	56,197	61,150	61,150	66,250
End of Year	\$48,891	\$53,918	\$52,397	\$56,197	\$61,150	\$66,250	\$66,250	\$66,350

CITY OF TWIN OAKS, MISSOURI
CAPITAL IMPROVEMENT PROGRAM
FOR THE TWO FISCAL YEARS ENDING DECEMBER 31, 2020

	PROJECT DESCRIPTION	Acct. No.	Fund / Type	2019		2020
				Budget	F'cast	
1	Antenna		C	\$ 2,000		\$ -
2	Big Bend Enhanced Lighting	4-706	C	90,000	104,200	-
3	Boly Enhancement (Expands on Birnamwood Sign project)	4-702	C	65,000	-	65,000
4	Crescent Road Landscaping	1-701	RP	20,000	4,500	15,500
7	Dredging Lake	2-702	SP	300,000	292,000	
8	Golden Oak Drainage	1-701	SP	5,000	5,000	
9	Golden Oak Fence Dry Creek	1-701	PP	-	20,000	-
10	Golden Oak Landscaping of Circles	1-701	RP	3,000	-	3,000
12	Lake Bridge Decking and Safety Enhancement	2-701	PP	3,000	-	
13	Park Development Project, net of grant of	2-703	PP		-	-
14	Park Cameras	2-703	PP	8,300	7,900	
15	Park Development Eng.	2-709	PE	6,200	-	-
16	Park Trail - Clearing	2-701	PP	10,000	4,500	8,000
17	Park Trail - Mulching	2-701	PP	7,000	-	
18	Park Signs.	2-701	PP	5,000	-	
23	Triple Inlet Repair	2-701	PP	60,000	-	
24	Website Update/Redesign	4-707	C	8,000	4,400	
25	Website Update/Redesign	2-701	PP		7,600	
26	Replace Park Signs	2-701	PP	5,000	-	
27	Road Engineering	1-709	RE		3,000	
28	Golden Oak Circle Light	1-701	RP		-	10,000
30	Autumn Leaf Enhancements	1-701			-	50,000
				\$ 597,500	\$ 453,100	\$ 151,500

SUMMARY BY FUND AND ACCOUNT NUMBER						
4-702	Capital Improvements Sales Tax Fund	C	\$ 165,000	\$ -	\$ 65,000	
4-706	CIST - Big Bend Lighting Project	VA	-	104,200	-	
4-707	CIST - City Center: Website	VA	-	4,400	-	
2-701	Park & Stormwater Fund - Park Capital Pro		-	12,100	8,000	
2-702	Park & Stormwater Fund - Park Capital Pro	SP	305,000	292,000	-	
2-703	Park & Stormwater Fund - Park Capital Pro	PP	98,300	7,900	-	
2-709	Park & Stormwater Fund - Parks Engineeri	PE	6,200	-	-	
1-701	Road Fund - Capital Projects		-	29,500	78,500	
1-702	Road Fund - Capital Projects	RP	23,000	-	-	
1-709	Road Fund - Engineering	RE	-	3,000	-	
			\$ 597,500	\$ 453,100	\$ 151,500	

**AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR THE
2020 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 2020; 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 4th day of December 2019.

**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, 2020 and ending December 31, 2020, 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, 2019, where appropriate.

Section 2. From the effective date of January 1, 2020, the amounts stated in said budget as proposed expenditures for fiscal year 2020 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 4th DAY OF DECEMBER, 2019.

Russ Fortune, Mayor

Attest:

Theresa Gonzales, Acting City Clerk