

City of Willard, Missouri

BASIC FINANCIAL STATEMENTS
Year Ended December 31, 2020

KPM
CPAS & ADVISORS

Table of Contents

Independent Auditors' Report	3
Management's Discussion and Analysis	6
Basic Financial Statements	
Statement of Net Position	13
Statement of Activities	14
Balance Sheet - Governmental Funds	15
Reconciliation of the Governmental Funds Balance Sheet to the Statement of Net Position	16
Statement of Revenues, Expenditures, and Changes in Fund Balances – Governmental Funds	17
Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities	18
Statement of Net Position – Proprietary Fund	19
Statement of Revenues, Expenses, and Changes in Net Position – Proprietary Fund	20
Statement of Cash Flows – Proprietary Fund	21
Notes to the Financial Statements	22
Required Supplementary Information	
Schedule of Changes in Net Pension Liability (Asset) and Related Ratios.....	43
Schedule of Contributions	44
Notes to the Schedule of Contributions	45
Budgetary Comparison Schedule – General Fund	46
Budgetary Comparison Schedule – Park Fund	48
Notes to the Budgetary Comparison Schedules.....	49
Other Reporting Requirements	
Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	51



Independent Auditors' Report

Honorable Mayor and Board of Aldermen
City of Willard
Willard, Missouri

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, and each major fund of the City of Willard, Missouri, as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the City's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, and each major fund of the City of Willard, Missouri, as of December 31, 2020, and the respective changes in financial position and, where applicable, cash flows, thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis, pension information and budgetary comparison information be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated May 19, 2021, on our consideration of the City of Willard, Missouri's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City of Willard, Missouri's internal control over financial reporting and compliance.

KPM CPAs, PC

KPM CPAs, PC
Springfield, Missouri
May 19, 2021

Management's Discussion and Analysis

City of Willard

Management's Discussion and Analysis

December 31, 2020

The Management's Discussion and Analysis of the City of Willard's financial performance provides an overview of the City's financial activities for the fiscal year ended December 31, 2020. Please read it in conjunction with the City's financial statements.

Financial Highlights

The net position of the City's governmental activities increased by \$1,468,235 as a result of current year activities. The net position of the City's business-type activities increased by \$252,537 for the year.

The assets and deferred outflows of the City exceeded its liabilities and deferred inflows as of December 31, 2020, by \$13,856,796 (net position). Of this amount \$6,421,655 was unrestricted and may be used to meet future obligations of the City.

Total long-term liabilities of the City decreased by \$459,134.

Using this Report

This report consists of a series of financial statements. The Statement of Net Position and the Statement of Activities provide information about the activities of the City as a whole and present a longer-term view of the City's finances. Fund financial statements tell how these services were financed in the short-term as well as what remains for future spending. Fund financial statements also report the City's operations in more detail than the government-wide statements by providing information about the City's most significant funds.

Government-Wide Financial Statements

One of the most important questions asked about the City's finances is, *Is the City as a whole better off or worse off as a result of the year's activities?* The Statement of Net Position and Statement of Activities report information about the City as a whole and about its activities in a way that helps answer this question. These statements include all assets and liabilities using the accrual basis of accounting, which is similar to the accounting used by most private-sector companies. All of the current period's revenues and expenses are taken into account regardless of when cash is received or paid. These two statements report the City's net position and changes in them. The City's net position – the difference between assets and deferred outflows and liabilities and deferred inflows – is one way to measure the City's financial health, or financial position. Over time, increases or decreases in the City's net position are one indicator of whether its financial health is improving or deteriorating.

In the Statement of Net Position and the Statement of Activities, we divide the City into two kinds of activities:

Governmental Activities: Most of the City's basic services are reported here. Taxes are the primary sources of financing for these activities.

Business-Type Activities: The City charges a fee to customers to help it cover all or most of the cost of certain services it provides. The City's water and sewer services are provided here.

Fund Financial Statements

The fund financial statements provide detailed information about the City's most significant funds and not the City as a whole. However, the Board of Aldermen establishes funds to help it control and manage money for a particular purpose or to show that it is meeting legal responsibilities for using certain taxes and grants.

City of Willard

Management's Discussion and Analysis

December 31, 2020

Governmental Funds: Most of the City's basic services are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at period-end that are available for spending. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The governmental fund statements provide a detailed short-term view of the City's general government operations and the basic services it provides. Governmental fund information helps the reader determine whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs. The differences between governmental activities (reported in the Statement of Net Position and the Statement of Activities) and the governmental funds are shown in a reconciliation following the fund financial statements.

Enterprise Funds: When the City charges customers for the services it provides – whether to outside customers or to other units of the City – these services are generally reported in enterprise funds. Enterprise funds are reported in the same way that all activities are reported in the Statement of Net Position and the Statement of Activities.

Notes to the Basic Financial Statements

The Notes to the Basic Financial Statements provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

City of Willard

Management's Discussion and Analysis

December 31, 2020

Government-Wide Financial Analysis

Net Position

The following table presents the condensed Statement of Net Position for the City as of December 31, 2020 and 2019:

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total December 31, 2020</u>	<u>Total December 31, 2019</u>
Assets				
Current and other assets	\$ 3,251,982	\$ 3,832,962	\$ 7,084,944	\$ 6,192,490
Capital assets	6,375,276	8,936,325	15,311,601	14,862,058
Net pension asset	-	-	-	104,527
	<u>9,627,258</u>	<u>12,769,287</u>	<u>22,396,545</u>	<u>21,159,075</u>
Deferred Outflow of Resources				
Deferred pension outflows	96,426	91,386	187,812	136,125
Liabilities				
Other liabilities	369,953	665,417	1,035,370	969,972
Long-term liabilities	2,938,187	4,665,103	7,603,290	8,062,424
Net pension liability	4,527	28,431	32,958	-
	<u>3,312,667</u>	<u>5,358,951</u>	<u>8,671,618</u>	<u>9,032,396</u>
Deferred Inflow of Resources				
Deferred pension inflows	<u>29,307</u>	<u>26,636</u>	<u>55,943</u>	<u>126,780</u>
Net position				
Net investment in capital assets	3,283,959	4,129,558	7,413,517	6,562,806
Restricted	21,624	-	21,624	22,685
Unrestricted	3,076,127	3,345,528	6,421,655	5,550,533
	<u>\$ 6,381,710</u>	<u>\$ 7,475,086</u>	<u>\$ 13,856,796</u>	<u>\$ 12,136,024</u>

Total net position of the City increased by \$1,720,772 for the year due to current year activity. Total liabilities for the City have decreased by \$360,778. Restricted net position of the City totaled \$21,624 as of December 31, 2020.

City of Willard

Management's Discussion and Analysis

December 31, 2020

Changes in Net Position

	Governmental Activities	Business-Type Activities	Total Year Ended December 31, 2020	Total Year Ended December 31, 2019
Revenues				
Program Revenues				
Charges for services	\$ 324,418	\$ 2,835,309	\$ 3,159,727	\$ 3,339,643
Operating grants and contributions	29,914	-	29,914	18,935
Capital grants and contributions	646,327	-	646,327	93,896
General Revenues				
Property taxes	276,797	-	276,797	268,898
Sales taxes	1,641,352	-	1,641,352	1,530,648
Motor vehicle and gas taxes	207,568	-	207,568	215,368
Franchise fees	324,704	-	324,704	332,896
Interest	3,674	5,467	9,141	53,595
Other revenue	83,274	-	83,274	26,840
Total Revenues	3,538,028	2,840,776	6,378,804	5,880,719
Expenses				
Administrative	142,283	-	142,283	177,747
Public Safety	751,399	-	751,399	790,426
Court	73,756	-	73,756	75,001
Streets	259,658	-	259,658	265,879
Planning and development	107,437	-	107,437	91,276
Emergency management	16,709	-	16,709	20,086
Parks and recreation	615,082	-	615,082	895,493
Debt service	98,867	-	98,867	104,652
Water and sewer	-	2,588,239	2,588,239	2,646,931
Total Expenses	2,065,191	2,588,239	4,653,430	5,067,491
Special Item				
(Loss) on disposal of property	(4,602)	-	(4,602)	-
<i>Increase in Net Position</i>	\$ 1,468,235	\$ 252,537	\$ 1,720,772	\$ 813,228

City of Willard

Management's Discussion and Analysis

December 31, 2020

Governmental Activities

Governmental activities increased the net position of the City by \$1,468,235. Tax revenues for the City were \$2,450,421, which represents 69% of the funding of these activities. Program and other revenues for the functions totaled \$1,000,659, or 28% of the funding. The following table shows the cost of the City's programs as well as each program's net cost (total cost less revenues generated by the activities). The net cost shows the financial burden that was placed on the taxpayers by each of these functions.

Net Cost of the City of Willard's Governmental Activities

	Total Cost of Services	Net Cost of Services
Administrative	\$ 142,283	\$ 23,810
Public safety	751,399	736,210
Court	73,756	19,566
Streets	259,658	(372,384)
Planning and development	107,437	69,232
Emergency management	16,709	8,354
Parks and recreation	615,082	480,877
Debt service	98,867	98,867
	<u>\$ 2,065,191</u>	<u>\$ 1,064,532</u>

Business-Type Activities

Business-type activities increased the City's net position by \$252,537.

Financial Analysis of the City's Funds

The combined fund balances of the City's governmental funds as of December 31, 2020, were \$3,077,785. The General Fund increased by \$646,939. The Park Fund increased by \$25,334.

General Fund Budgetary Highlights

Differences between the original and the final amended budget can be summarized as follows:

The original revenue budget of \$2,929,452 was amended to \$2,914,644 during the year.

The original expenditures budget of \$2,544,597 was amended to \$2,448,941 during the year.

City of Willard

Management's Discussion and Analysis

December 31, 2020

Capital Assets and Debt Administration

Capital Assets

Capital assets of the governmental activities were \$6,375,276 (net of accumulated depreciation) as of December 31, 2020. This represents a \$606,968 increase from the prior year due to the current year asset additions to the governmental activities in excess of the current year provisions for depreciation. Capital assets for business-type activities were \$8,936,325 (net of accumulated depreciation) as of December 31, 2020. This represents a decrease of \$157,425. The ongoing sewer project was completed in the current year and moved to sewer system in the total amount of \$3,357,710. The current year provision for depreciation was \$220,939.

Debt

Total debt of the governmental activities as of December 31, 2020, was \$3,138,187, which is down from \$3,336,922 in the prior year, primarily due to principal payments on outstanding debt.

Total debt of the business-type activities as of December 31, 2020, was \$4,920,103, which is down from \$5,170,502 in the prior year, primarily due to principal payments on outstanding debt.

Economic Factors and Next Year's Budget

The City is located approximately 7 miles from Springfield, Missouri and is within the Springfield Metropolitan Statistical area. The proximity to the Springfield-Branson Airport, local medical facilities, universities, and businesses make it a premier area for growth. The FY2021 Budget was projected with the ongoing growth of the City in mind and how to address it through planning of the infrastructure to accommodate future growth in the community as well as maintain the current infrastructure and services. The respective action to accomplish these needs is street, water, and sewer infrastructure improvements.

Although growth was considered, a conservative approach was used to estimate the revenues for 2021. Revenues were based on the following factors: (1) the ongoing Covid-19 pandemic; (2) review of revenue history; (3) economic trends; and (4) fee increases for services provided by the City.

The General Fund revenues for the FY2021 Budget are projected to be \$2,125,013. Grant funds will be received for 80 percent of the expense to complete the Miller Road project. New commercial and residential development continues to occur in the community. New development includes the development of several residential and commercial projects that are scheduled for 2021. General Fund expenses are projected to be \$1,653,396 with an additional \$220,000 to be transferred to the Parks Fund. The completion of the widening and improvements to Miller Road project will be in 2021. Capital improvements approved include a new vehicle and new computers for several departments.

The Water and Sewer Fund revenue for the FY2021 Budget is projected to be \$3,013,625 with an additional \$519,500 from reserves. The budget includes a Utility rate increase plus the continued growth of new homes and business is projected to increase the utility revenue. Water and Sewer Fund expenses are projected to be \$3,532,045. There are Capital improvement projects for the water and sewer infrastructure to upgrade some of the older water and sewer systems currently in use.

The Parks Fund revenue for 2021 is projected to be \$927,542. An additional \$220,000 will be transferred from the General Fund and \$5,000 will be used from reserves to fund projects. Park Fund expenses are projected to be \$1,149,220. The Pool parking lot pavement will be sealed and two mowers replaced.

City of Willard

Management's Discussion and Analysis

December 31, 2020

The City accounted for increases in salaries, health insurance, and retirement expense. All employee wages are a Step and Scale Grade system with increases set at 2.5%. The property and liability insurance increased 2% and worker's compensation insurance decreased with the number of full-time employees less than in the previous year.

The City strives to maintain a cumulative reserve fund to protect the City from unforeseen contingencies such as the Covid-19 pandemic that disrupted the country this past year as well as allow resources to finance projected general government capital projects. The City's goal is to maintain a reserve fund balance of 30% (3 ½ months) of operating expenditures in the General, Parks, and Water and Sewer Funds commensurate with maintaining core services and personnel levels as specified by budgeted expenses.

The goal of the City is to have a comprehensive plan in place so the City will be prepared for future growth and be able to provide services at a reasonable cost.

Contacting the City's Financial Management

For additional information or questions, please contact any of the following officers at:

City of Willard
224 W. Jackson
Willard, MO 65781
(417) 742-3033

Samuel Snider, Mayor
Bradley Gray, City Administrator
Carolyn Halverson, Chief Financial Officer
Jennifer Rowe, City Clerk

City of Willard

Statement of Net Position

December 31, 2020

	Governmental Activities	Business-Type Activities	Total
Assets			
Current			
Cash and cash equivalents - unrestricted	\$ 2,531,712	\$ 3,185,329	\$ 5,717,041
Taxes receivable	466,476	-	466,476
Utilities receivable	-	226,999	226,999
Intergovernmental receivable	133,017	-	133,017
Court fines receivable, net	12,365	-	12,365
Other receivable	63	-	63
Prepaid expenses	80,200	57,081	137,281
Noncurrent			
Restricted cash and cash equivalents	28,149	363,553	391,702
Capital Assets			
Non-depreciable	1,215,466	308,794	1,524,260
Depreciable, net	5,159,810	8,627,531	13,787,341
Total Assets	9,627,258	12,769,287	22,396,545
Deferred Outflows of Resources			
Deferred pension outflows	96,426	91,386	187,812
Liabilities			
Current			
Accounts payable	127,456	84,538	211,994
Accrued expenses	27,851	25,816	53,667
Developer's escrow	3,623	-	3,623
Deposits payable	1,841	260,320	262,161
Court bonds payable	1,061	-	1,061
Accrued interest payable	8,121	39,743	47,864
Current portion of long-term debt	200,000	255,000	455,000
	369,953	665,417	1,035,370
Noncurrent			
Compensated absences payable	46,870	10,103	56,973
Certificates of participation payable, net	2,891,317	4,655,000	7,546,317
Net pension liability	4,527	28,431	32,958
	2,942,714	4,693,534	7,636,248
Total Liabilities	3,312,667	5,358,951	8,671,618
Deferred Inflows of Resources			
Deferred pension inflows	29,307	26,636	55,943
Net Position			
Net investment in capital assets	3,283,959	4,129,558	7,413,517
Restricted	21,624	-	21,624
Unrestricted	3,076,127	3,345,528	6,421,655
Total Net Position	\$ 6,381,710	\$ 7,475,086	\$ 13,856,796

See accompanying notes to the financial statements.

City of Willard

Balance Sheet – Governmental Funds

December 31, 2020

		<u>Special Revenue Fund</u>	
	<u>General Fund</u>	<u>Park Fund</u>	<u>Total Governmental Funds</u>
Assets			
Cash and cash equivalents - unrestricted	\$ 2,446,831	\$ 84,881	\$ 2,531,712
Taxes receivable	363,952	102,524	466,476
Intergovernmental receivable	133,017	-	133,017
Court fines receivable, net	12,365	-	12,365
Other receivable	-	63	63
Prepaid expenses	51,824	28,376	80,200
Restricted cash and cash equivalents	23,990	4,159	28,149
Total Assets	<u>\$ 3,031,979</u>	<u>\$ 220,003</u>	<u>\$ 3,251,982</u>
Liabilities, Deferred Inflows of Resources and Fund Balances			
Liabilities			
Accounts payable	\$ 122,584	\$ 4,872	\$ 127,456
Accrued expenses	18,587	9,264	27,851
Developer's escrow	3,623	-	3,623
Court bonds payable	1,061	-	1,061
Deposits payable	-	1,841	1,841
Total Liabilities	<u>145,855</u>	<u>15,977</u>	<u>161,832</u>
Deferred Inflows of Resources			
Deferred court fines	12,365	-	12,365
Fund Balances			
Nonspendable			
Prepaid items	51,824	28,376	80,200
Restricted for			
Judicial facility fund	16,857	-	16,857
Judicial education fund	2,448	-	2,448
Police forfeiture funds	1	-	1
Youth scholarships	-	2,318	2,318
Assigned to			
Road improvements	50,000	-	50,000
Parks and recreation	-	173,332	173,332
Unassigned	2,752,629	-	2,752,629
Total Fund Balances	<u>2,873,759</u>	<u>204,026</u>	<u>3,077,785</u>
Total Liabilities, Deferred Inflow of Resources and Fund Balances	<u>\$ 3,031,979</u>	<u>\$ 220,003</u>	<u>\$ 3,251,982</u>

See accompanying notes to the financial statements.

City of Willard

Reconciliation of the Governmental Funds Balance Sheet to the Statement of Net Position

December 31, 2020

Fund balance - total governmental funds	\$ 3,077,785
Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds:	
Governmental capital assets	9,284,807
Less accumulated depreciation	<u>(2,909,531)</u>
	6,375,276
The net pension liability and deferred costs are not available to pay for current period expenditures and, therefore, are not reported in the funds:	
Net pension liability	(4,527)
Deferred outflows due to pensions	96,426
Deferred inflows due to pensions	<u>(29,307)</u>
	62,592
Adjustment of deferred court fines	12,365
Interest on long-term debt is not accrued in governmental funds, but rather is recognized as an expenditure when due	(8,121)
Long-term liabilities are not due and payable in the current period and therefore are not reported in the funds	<u>(3,138,187)</u>
Net Position of Governmental Activities	<u><u>\$ 6,381,710</u></u>

See accompanying notes to the financial statements.

City of Willard

Statement of Revenues, Expenditures, and Changes in Fund Balances – Governmental Funds

Year Ended December 31, 2020

	General Fund	Special Revenue Fund Park Fund	Total Governmental Funds
Revenues			
Taxes	\$ 1,875,137	\$ 575,284	\$ 2,450,421
Licenses and permits	35,551	-	35,551
Intergovernmental revenues	675,341	-	675,341
Charges for services	100,472	134,205	234,677
Fines and forfeitures	54,190	-	54,190
Miscellaneous	57,426	30,862	88,288
Total Revenues	2,798,117	740,351	3,538,468
Expenditures			
Current			
Administrative	132,194	-	132,194
Public safety	733,277	-	733,277
Court	73,535	-	73,535
Streets	989,009	-	989,009
Planning and development	106,454	-	106,454
Emergency management	16,709	-	16,709
Parks and recreation	-	518,136	518,136
Debt service			
Principal and interest	-	296,881	296,881
Total Expenditures	2,051,178	815,017	2,866,195
<i>Excess (Deficit) of Revenues Over Expenditures</i>	746,939	(74,666)	672,273
Other Financing Sources (Uses)			
Operating transfers in (out)	(100,000)	100,000	-
<i>Excess of Revenues and Other Sources Over Expenditures and Other (Uses)</i>	646,939	25,334	672,273
Fund Balance, January 1	2,226,820	178,692	2,405,512
Fund Balance, December 31	\$ 2,873,759	\$ 204,026	\$ 3,077,785

See accompanying notes to the financial statements.

City of Willard

Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities

Year Ended December 31, 2020

Net change in fund balances - total governmental funds	\$ 672,273
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Amounts reported for governmental activities in the Statement of Activities are different because:

Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of these assets is allocated over their estimated useful lives on a straight line basis and reported as depreciation expense. The following is the detail of the amount by which depreciation exceeded capital outlays for the year.

Capital outlay	802,727
Depreciation	(187,217)
Disposal of capital assets, net	(8,542)
	<u>606,968</u>

Some expenditures reported in the governmental funds represent the use of current financial resources and were recognized in the Statement of Activities when incurred.

Change in pension related costs	(10,229)
Change in compensated absences	1,209
	<u>(9,020)</u>

The issuance of long-term debt provides current financial resources to governmental funds. The repayment on the principal on long-term debt is a use of current financial resources of governmental funds. In the Statement of Activities, interest is accrued on outstanding debt, whereas in the governmental funds, an interest expenditure is reported when due. The following is the detail of the net effect of these differences.

Repayment of principal on leases	197,526
Accrued interest payable	488
	<u>198,014</u>
Change in Net Position of Governmental Activities	<u><u>\$ 1,468,235</u></u>

See accompanying notes to the financial statements.

City of Willard

Statement of Net Position – Proprietary Fund

December 31, 2020

	Water and Sewer Fund
Assets	
Current Assets	
Cash and cash equivalents	\$ 3,185,329
Utilities receivable	226,999
Prepaid expenses	57,081
Total Current Assets	3,469,409
Restricted Assets	
Cash and cash equivalents	363,553
Total Restricted Assets	363,553
Property, Plant and Equipment,	
Non-depreciable	308,794
Depreciable	14,249,700
Accumulated depreciation	(5,622,169)
Total Property, Plant, Equipment	8,936,325
Total Assets	12,769,287
Deferred Outflow of Resources	
Deferred pension outflows	91,386
Liabilities	
Current Liabilities	
Accounts payable	84,538
Accrued expenses	25,816
Accrued interest payable	39,743
Utility deposits	260,320
Current maturities of long-term debt	255,000
Total Current Liabilities	665,417
Long-Term Liabilities	
Compensated absences payable	10,103
Certificates of participation payable	4,655,000
Net pension liability	28,431
Total Long-Term Liabilities	4,693,534
Total Liabilities	5,358,951
Deferred Inflow of Resources	
Deferred pension inflows	26,636
Net Position	
Net investment in capital assets	4,129,558
Unrestricted	3,345,528
Total Net Position	\$ 7,475,086

See accompanying notes to the financial statements.

City of Willard

Statement of Revenues, Expenses, and Changes in Net Position – Proprietary Fund

Year Ended December 31, 2020

	Water and Sewer Fund
Operating Revenues	
Charges for services	
Water	\$ 1,054,639
Sewer	1,487,061
Trash	293,609
Total Operating Revenues	2,835,309
Operating Expenses	
Water Services	
Wages and benefits	436,840
Professional services	31,537
Utilities	104,696
Insurance	35,096
Supplies	37,320
Travel, meetings, and dues	8,169
Vehicle expense	9,105
Repairs and maintenance	36,846
Depreciation	100,330
Rent	4,718
Advertising	857
Miscellaneous	14,641
Sewer Services	
Wages and benefits	408,663
Professional services	35,592
Sewer charges	564,914
Utilities	71,778
Insurance	36,774
Supplies	34,426
Travel, meetings, and dues	445
Vehicle expense	12,361
Repairs and maintenance	20,879
Depreciation	120,609
Rent	4,818
Advertising	423
Miscellaneous	11,201
Trash Services	
Trash	270,318
Total Operating Expenses	2,413,356
<i>Operating Income</i>	421,953
Nonoperating Revenues (Expenses)	
Interest income	5,467
Interest and fees expense	(174,883)
Total Nonoperating Revenues (Expenses)	(169,416)
<i>Net Income</i>	252,537
Net Position, January 1	7,222,549
Net Position, December 31	\$ 7,475,086

See accompanying notes to the financial statements.

City of Willard

Statement of Cash Flows – Proprietary Fund

Year Ended December 31, 2020

	Water and Sewer Fund
Cash Flows from Operating Activities	
Cash received from customers	\$ 2,843,700
Cash paid to suppliers	(1,369,549)
Cash paid to employees	(851,056)
Net Cash Provided by Operating Activities	623,095
Cash Flows from Capital and Related Financing Activities	
Acquisition and construction of capital assets	(63,514)
Payment of principal on debt	(250,000)
Payment of interest expense	(177,773)
Net Cash (Used) by Capital and Related Financing Activities	(491,287)
Cash Flows from Investing Activities	
Interest received	5,467
Net Cash Provided by Investing Activities	5,467
<i>Net Increase in Cash and Cash Equivalents</i>	137,275
Cash and Cash Equivalents, Beginning of year	3,411,607
Cash and Cash Equivalents, End of year	3,548,882
Less Restricted Cash and Cash Equivalents	363,553
Unrestricted Cash and Cash Equivalents	\$ 3,185,329
Reconciliation of Operating Income to Net Cash Provided by Operating Activities	
Operating income	\$ 421,953
Adjustments to reconcile operating income to net cash provided by operating activities:	
Depreciation	220,939
(Increase) decrease in	
Utilities receivable	(3,639)
Prepaid expenses	3,055
Net pension asset	36,451
Deferred pension outflows	(20,115)
Increase (decrease) in	
Accounts payable	(25,690)
Accrued expenses	(9,886)
Meter deposits payable	12,030
Compensated absences payable	(399)
Net pension liability	28,431
Deferred pension inflows	(40,035)
Net Cash Provided by Operating Activities	\$ 623,095

See accompanying notes to the financial statements.

City of Willard

Notes to the Financial Statements

December 31, 2020

1. Summary of Significant Accounting Policies

The City of Willard, Missouri, (the City) operates under a Mayor - Board of Aldermen form of government and provides the following services: public safety, streets, parks and recreation, planning and development, emergency management, and general administrative services. Other services include water, sewer, and trash operations.

The accounting policies of the City conform to accounting principles generally accepted in the United States of America as applicable to governments. The following is a summary of the more significant policies.

Financial Reporting Entity

The City of Willard, Missouri, is a primary government that is governed by an elected Board of Aldermen. As required by accounting principles generally accepted in the United States of America, the City has evaluated the criteria to determine whether any other entity meets the definition of a component unit and must be included in these financial statements. The City has determined that no other outside entity meets the criteria and, therefore, no other entity has been included as a component unit in the City's basic financial statements. In addition, the City is not aware of any entity for which the City would be considered as a component unit of that entity.

Basis of Presentation

The basic financial statements include both the government-wide (the Statement of Net Position and the Statement of Activities) and fund financial statements.

Government-Wide Financial Statements

The government-wide statements display information about the government as a whole. Interfund activity has been eliminated from these statements to minimize the duplication of internal activities. Governmental activities, which are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely on fees and charges for services for support.

In the government-wide Statement of Net Position, both the governmental and business-type activities are consolidated and presented on the full accrual, economic resources basis of accounting. The consolidated presentation incorporates long-term assets and receivables as well as long-term debt and obligations, and it provides information to improve analysis and comparability.

The government-wide Statement of Activities presents a comparison between direct expenses and program revenues for each function of the City's governmental and business-type activities. Direct expenses are those that are specifically associated with a program or a function. Program revenues include charges for goods or services offered by the programs and grants and contributions that are restricted to meet operating and capital expenses of a particular program. Revenues that are not classified as program revenues, including all taxes, are presented as general revenues.

Fund Financial Statements

Separate fund financial statements report information on the City's governmental and proprietary funds. The emphasis of fund financial statements is on major governmental and enterprise funds, each displayed in a separate column.

City of Willard

Notes to the Financial Statements

December 31, 2020

Governmental fund financial statements use the current financial resources measurement focus and the modified accrual basis of accounting. Consequently, the emphasis on near-term inflows and outflows of resources do not present the long-term impact of transactions. Conversely, the proprietary fund statements incorporate the accrual basis of accounting and focus on the change in total economic resources. This presentation records long-term assets and liabilities, and recognizes revenues and expenses when transactions occur, regardless of their impact on the flow of cash. Since the accounting differs significantly between the governmental funds and the proprietary funds, it is necessary to convert the governmental fund data to arrive at the government-wide financial statements. Therefore, reconciliations have been provided following the Governmental Funds Balance Sheet and the Statement of Revenues, Expenditures and Changes in Fund Balance identifying categories that required conversion from the fund statements.

The City reports the following major governmental funds:

General Fund: The General Fund is the general operating fund of the City. It is used to account for all financial resources not accounted for in other funds.

Park Fund: The Park Fund is used to account for the proceeds of specific revenue sources that are restricted, committed, or assigned to expenditures for parks and recreation.

The City reports the following major proprietary fund:

Water and Sewer Fund: The Water and Sewer Fund is used to account for the activities and capital improvements of the City's water and sewer operations.

Capital Assets

Capital assets include land, buildings, improvements, equipment, and infrastructure assets (e.g., roads, bridges, storm sewers, and similar items) and are included in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets, excluding land, are defined by the City as assets with a cost of \$5,000 or greater and an estimated useful life of at least five years. All land purchases are capitalized regardless of cost. All purchased fixed assets are valued at cost where historical records are available and at an estimated historical cost where no historical records exist. Donated fixed assets are valued at their estimated fair market value on the date received. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Historically, governmental infrastructure assets have not been capitalized and reported in the financial statements. In conformity with GASB 34, infrastructure, such as streets and storm sewers, has been capitalized. Additionally, the City elected not to go back 20 years and record estimated costs of streets less depreciation but began recording and depreciating its infrastructure assets in 2004. Depreciation is provided in amounts sufficient to relate the cost of the depreciable assets to operations over their estimated service lives on the straight-line basis. The service lives by type of asset are as follows:

City of Willard

Notes to the Financial Statements

December 31, 2020

Land improvements	20 years
Buildings and improvements	50 years
Major moveable equipment	5-15 years
Infrastructure	50 years
Water and sewer systems	20-50 years

Expenses for maintenance and repairs are charged to expense; renewals and betterments are capitalized.

Pooled Cash and Cash Equivalents

The City pools cash resources of its various funds in order to facilitate the management of cash. Cash applicable to a particular fund is readily identifiable. The balance in the pooled cash account is available to meet current operating requirements. For purposes of the statement of cash flows, cash equivalents are deposits available on demand or with an original maturity of less than three months at the time of purchase.

Compensated Absences

Employees earn vacation time based on their years of service to the City. Outstanding vacation leave is payable upon termination of employment. Compensated absences are recorded as a liability in the Statement of Net Position.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Revenue Recognition – Property Taxes

Property taxes attach as an enforceable lien on property as of January 1. Taxes are levied on November 1 and are due and payable at that time. All unpaid taxes levied November 1 become delinquent after December 31 of that year.

Fund Balance Classification

In the fund financial statements, governmental funds report aggregate amounts for five classifications of fund balances based on constraints imposed on the use of these resources as follows:

Nonspendable Fund Balance: This classification includes amounts that cannot be spent because they are either a) not in spendable form or b) legally or contractually required to be maintained intact.

Restricted Fund Balance: This classification reflects the constraints imposed on resources either a) externally by creditors, grantors, contributors, or laws or regulations of other governments; or b) imposed by law through constitutional provisions or enabling legislation.

City of Willard

Notes to the Financial Statements

December 31, 2020

Committed Fund Balance: These amounts can only be used for specific purposes pursuant to constraints imposed by formal resolutions of the Board of Aldermen – the government’s highest level of decision making authority. Those committed amounts cannot be used for any other purpose unless the Board removes the specified use by taking the same type of action imposing the commitment.

Assigned Fund Balance: This classification reflects the amounts constrained by the City’s “intent” to be used for specific purposes, but are neither restricted nor committed. Assigned fund balances include all remaining amounts (except negative balances) that are reported in the governmental funds, other than the General Fund, that are not classified as nonspendable and are neither restricted nor committed.

Unassigned Fund Balance: This fund balance is the residual classification for the General Fund. It is also used to report negative fund balances in other governmental funds.

In circumstances when a disbursement is made for a purpose for which amounts are available in multiple fund balance classifications, fund balance is depleted in the order of restricted, committed, assigned, and unassigned.

The Board of Alderman has formally adopted a minimum fund balance policy of 30% (3½ months) of operating expenditures in the General Fund.

Net Position

In the government-wide and proprietary fund financial statements, equity is displayed in three components as follows:

Net Investment in Capital Assets: This consists of capital assets, net of accumulated depreciation, less the outstanding balances of any bonds, notes or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.

Restricted Net Position: Consists of the net position with constraints placed on the use either by (1) external groups such as creditors, grantors, contributors, or laws and regulations of other governments; or (2) law through constitutional provisions or enabling legislation.

Unrestricted Net Position: Consists of the financial position that does not meet the definition of “restricted.”

When an expense is incurred for purposes for which both restricted and unrestricted net position are available, the City first applies restricted net position.

Program Revenues

In the Statement of Activities, revenues that are derived directly from each activity or from parties outside the City’s taxpayers are reported as program revenues. These include 1) charges for city court fines, licenses and permits, planning and zoning services, parks and recreation services or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions. All other governmental revenues are reported as general. All taxes are classified as general revenues, even if restricted for a specific purpose.

City of Willard

Notes to the Financial Statements

December 31, 2020

Deferred Outflows/Inflows of Resources

In addition to assets, the Statement of Net Position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense) until then. Currently, the City has one item that qualifies for reporting in this category, deferred amounts relating to employer contributions to the retirement plan.

In addition to liabilities, the Statement of Net Position and Balance Sheet will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position/fund balance that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. Currently, the City has two items that qualify for reporting in this category, deferred amounts relating to court fines on the Balance Sheet and deferred amounts relating to employer contributions to the retirement plan on the Statement of Net Position. These amounts are recognized as an inflow of resources in the period that the amounts become available.

Pensions

For purposes of measuring the net pension asset, deferred outflow of resources and deferred inflow of resources related to pensions, and pension expense, information about the fiduciary net position of the Missouri Local Government Employees Retirement System (LAGERS) and additions to/deductions from LAGERS fiduciary net position have been determined on the same basis as they are reported by LAGERS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Operating Revenues and Expenses

Operating revenues and expenses for proprietary funds are those that result from providing services and producing and delivering goods and services. All other revenues and expenses are considered nonoperating.

2. Risks & Uncertainties

During 2020, a strain of Coronavirus (COVID-19) was identified as a global pandemic and began affecting the health of large portions of the global population. The detrimental impact of this virus is not yet determinable, but will likely be significant for both the local and global economy. The effects of COVID-19 on the City are also not determinable, however COVID-19 has been identified as a significant risk and uncertainty that could impact future operations and result in changes in estimates and assumptions made in the financial statements.

3. Cash & Cash Equivalents

State statutes require that the City's deposits be insured or collateralized in the name of the City by the trust department of a bank that does not hold the collateralized deposits. As of December 31, 2020, all bank balances on deposit are entirely insured or collateralized.

City of Willard

Notes to the Financial Statements

December 31, 2020

4. Restricted Assets

Cash and cash equivalents, fund balance, and net position have been restricted as follows:

	Restricted Cash and Cash Equivalents	Restricted Fund Balance/ Net Position
General Fund		
Court bonds	\$ 1,061	\$ -
Developer's escrow	3,623	-
Judicial facility fund	16,857	16,857
Judicial education fund	2,448	2,448
Police forfeiture funds	1	1
	<u>\$ 23,990</u>	<u>\$ 19,306</u>
Park Fund		
Youth scholarships	\$ 2,318	\$ 2,318
Park deposits	1,841	-
	<u>\$ 4,159</u>	<u>\$ 2,318</u>
Water and Sewer Fund		
2018 Certificates of Participation		
Construction fund	\$ 103,233	\$ -
Customer utility deposits	260,320	-
	<u>\$ 363,553</u>	<u>\$ -</u>

5. Assessed Valuation, Tax Levy, & Legal Debt Margin

Property taxes attach as an enforceable lien on property as of January 1. Taxes are levied on November 1 and are payable December 31. The county collects the property taxes and remits them to the City.

City of Willard

Notes to the Financial Statements

December 31, 2020

The assessed valuation of the tangible property and the tax levies per \$100 assessed valuation of that property were as follows:

	2020
Assessed Valuation	
Real estate	\$ 58,937,379
Personal property	10,992,240
	\$ 69,929,619
 Tax Rates Per \$100 of Assessed Valuation	
General Fund	\$.3677
Park Fund	.1125
	\$.4802

The legal debt margin at December 31, 2020, was computed as follows:

	General Obligation Bonds		
	Ordinary (1)	Additional (2)	Total
Constitutional Debt Limit	\$ 6,992,962	\$ 6,992,962	\$ 13,985,924
General Obligation Bonds Payable	-	-	-
Legal Debt Margin	\$ 6,992,962	\$ 6,992,962	\$ 13,985,924

Under Article VI, Section 26(b) and (c), Missouri Constitution, the City, by vote of its qualified electors voting therein, may incur an indebtedness for any purpose authorized in the charter of the City or by any general law of the State of Missouri. The borrowings authorized by this section shall not exceed ten percent of the value of the taxable tangible property in the City.

Under Article VI, Section 26(d) and (e), Missouri Constitution, the City, by vote of its qualified electors voting therein, may become indebted not exceeding in the aggregate an additional ten percent for the purpose of acquiring rights of way, constructing, extending, and improving streets and avenues, and/or sanitary or storm sewer systems; and purchasing or constructing waterworks, electric or other light plants, provided that the total general obligation indebtedness of the City does not exceed twenty percent of the value of the taxable tangible property in the City.

City of Willard

Notes to the Financial Statements

December 31, 2020

6. Accounts Receivable

Accounts receivable are presented net of an allowance for doubtful accounts as follows:

	Accounts Receivable	Allowance	Net Accounts Receivable
Court Fines Receivable			
General Fund	\$ 23,365	\$ (11,000)	\$ 12,365
Utilities Receivable			
Water and Sewer Fund	\$ 226,999	\$ -	\$ 226,999

7. Long-Term Liabilities – Governmental Activities

Long-term liabilities for governmental activities at December 31, 2020, consists of the 2015 Refunding Certificates of Participation and compensated absences.

Certificates of Participation

On June 1, 2015, the City issued \$3,995,000 in Series 2015 Refunding Certificates of Participation for the purpose of refunding the 2006 and 2008 Certificates of Participation, which were originally issued for acquiring, constructing, and installing certain additions to the City's parks and recreation system, being in particular a new aquatics facility for the City. In the event of default on the lease agreement, the Trustee may cause all amounts payable, with respect to the Certificates for the remainder of the current term of the lease to become due and payable, or may take whatever action at law or in equity that may appear necessary or appropriate to collect the amounts then due and thereafter to become due, or to enforce performance and observance of any obligations, agreements or covenants of the City under the lease. The Certificates of Participation bear interest from 2.0% to 3.5% with principal payments due May 15 and interest payments due May 15 and November 15 each year. The annual debt service requirements to amortize the principal on the Certificates of Participation outstanding at December 31, 2020, are as follows:

Year Ending December 31,	Principal	Interest	Total
2021	\$ 200,000	\$ 94,456	\$ 294,456
2022	205,000	88,381	293,381
2023	230,000	81,856	311,856
2024	235,000	74,881	309,881
2025	245,000	67,681	312,681
2026	250,000	60,256	310,256
2027	260,000	52,476	312,476
2028	265,000	44,140	309,140
2029	280,000	35,214	315,214
2030	285,000	25,784	310,784
2031	300,000	15,913	315,913
2032	310,000	5,425	315,425
	\$ 3,065,000	\$ 646,463	\$ 3,711,463

City of Willard

Notes to the Financial Statements

December 31, 2020

The following table is a summary of the changes in the long-term liabilities of the governmental activities:

	Balance December 31, 2019	Additions	Retirements	Balance December 31, 2020	Amounts Due Within One Year
2015 Refunding Certificates of Participation	\$ 3,260,000	\$ -	\$ 195,000	\$ 3,065,000	\$ 200,000
Premium on Certificates of Participation	28,843	-	2,526	26,317	-
	<u>3,288,843</u>	<u>-</u>	<u>197,526</u>	<u>3,091,317</u>	<u>200,000</u>
Compensated absences	48,079	-	1,209	46,870	-
	<u>\$ 3,336,922</u>	<u>\$ -</u>	<u>\$ 198,735</u>	<u>\$ 3,138,187</u>	<u>\$ 200,000</u>

8. Long-Term Liabilities – Business-Type Activities

Long-term liabilities for business-type activities at December 31, 2020, consists of the 2018 Certificates of Participation, the 2014 Refunding Certificates of Participation and compensated absences.

City of Willard

Notes to the Financial Statements

December 31, 2020

On April 12, 2018, the City issued \$3,600,000 in Series 2018 Certificates of Participation for the purpose of providing funds to acquire and install improvements to the City’s combined waterworks and sewerage system including equipment for the City. In the event of default, the Trustee may, and upon the written request of the owners of not less than a majority in aggregate stated principal amount of certificates then outstanding shall, by notice in writing delivered to the City, declare the stated principal component of the base rentals represented by all certificates then outstanding and amounts representing the interest component of the base rentals accrued with respect thereto immediately due and payable. The certificates bear interest between 3.0% to 5.0%. Interest payments are due semi-annually on May 1 and November 1 of each year with annual principal payments due May 1 of each year. Annual debt service requirements to amortize the principal on the Certificates of Participation outstanding at December 31, 2020, are as follows:

Year Ending December 31,	Principal	Interest	Total
2021	\$ 100,000	\$ 121,800	\$ 221,800
2022	105,000	116,675	221,675
2023	110,000	111,300	221,300
2024	115,000	106,825	221,825
2025	120,000	103,300	223,300
2026	125,000	99,625	224,625
2027	125,000	95,875	220,875
2028	130,000	92,050	222,050
2029	135,000	88,075	223,075
2030	140,000	83,862	223,862
2031	145,000	79,319	224,319
2032	145,000	74,606	219,606
2033	150,000	69,719	219,719
2034	155,000	64,572	219,572
2035	165,000	59,069	224,069
2036	170,000	53,206	223,206
2037	175,000	47,169	222,169
2038	180,000	40,844	220,844
2039	190,000	34,138	224,138
2040	195,000	27,159	222,159
2041	200,000	19,875	219,875
2042	210,000	12,187	222,187
2043	220,000	4,125	224,125
	<u>\$ 3,505,000</u>	<u>\$ 1,605,375</u>	<u>\$ 5,110,375</u>

City of Willard

Notes to the Financial Statements

December 31, 2020

On November 4, 2014, the City issued \$2,295,000 in Series 2014 Refunding Certificates of Participation for the purpose of providing funds to refinance the Series 2005 Certificates of Participation and 2008 Certificates of Participation. In the event of default, the Trustee may, and upon written request of the owners of not less than a majority in aggregate stated principal amount of certificates then outstanding shall, by written notice given to the City, declare the principal of all the certificates then outstanding to be due and payable immediately. The certificates bear interest of 3.25%. Interest payments are due semi-annually on February 1 and August 1 of each year with annual principal payments due February 1 of each year. Annual debt service requirements to amortize the principal on the Certificates of Participation outstanding at December 31, 2020, are as follows:

<u>Year Ending December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	\$ 155,000	\$ 43,144	\$ 198,144
2022	165,000	37,944	202,944
2023	165,000	32,581	197,581
2024	175,000	27,056	202,056
2025	180,000	21,287	201,287
2026	185,000	15,356	200,356
2027	190,000	9,263	199,263
2028	190,000	3,088	193,088
	<u>\$ 1,405,000</u>	<u>\$ 189,719</u>	<u>\$ 1,594,719</u>

The following table is a summary of the changes in the long-term liabilities of the business-type activities:

	<u>Balance December 31, 2019</u>	<u>Additions</u>	<u>Retirements</u>	<u>Balance December 31, 2020</u>	<u>Amounts Due Within One Year</u>
2014 Refunding Certificates of Participation	\$ 1,560,000	\$ -	\$ 155,000	\$ 1,405,000	\$ 155,000
2018 Certificates of Participation	3,600,000	-	95,000	3,505,000	100,000
Compensated absences	10,502	-	399	10,103	-
	<u>\$ 5,170,502</u>	<u>\$ -</u>	<u>\$ 250,399</u>	<u>\$ 4,920,103</u>	<u>\$ 255,000</u>

City of Willard

Notes to the Financial Statements

December 31, 2020

9. Capital Assets

Capital asset activity for the year ended December 31, 2020, was as follows:

	Balance December 31, 2019	Additions	Deletions	Balance December 31, 2020
Governmental Activities				
Non-depreciable Capital Assets				
Land	\$ 451,674	\$ -	\$ -	\$ 451,674
Construction in progress	289,284	760,401	285,893	763,792
Total Non-depreciable Capital Assets	<u>740,958</u>	<u>\$ 760,401</u>	<u>\$ 285,893</u>	1,215,466
 Depreciable Capital Assets				
Building and improvements	5,050,758	\$ 15,300	\$ -	5,066,058
Major moveable equipment	1,213,198	27,025	44,053	1,196,170
Infrastructure	1,521,219	285,894	-	1,807,113
Total Depreciable Capital Assets	<u>7,785,175</u>	<u>\$ 328,219</u>	<u>\$ 44,053</u>	8,069,341
 Less Accumulated Depreciation				
Building and improvements	1,399,584	\$ 105,351	\$ -	1,504,935
Major moveable equipment	860,321	43,236	35,511	868,046
Infrastructure	497,920	38,630	-	536,550
Total Accumulated Depreciation	<u>2,757,825</u>	<u>\$ 187,217</u>	<u>\$ 35,511</u>	2,909,531
Total Depreciable Capital Assets, net	<u>5,027,350</u>			<u>5,159,810</u>
Total Governmental Activities Capital Assets, net	<u>\$ 5,768,308</u>			<u>\$ 6,375,276</u>

Depreciation expense for governmental activities was charged to functions as follows:

Administrative	\$ 10,407
Planning and development	864
Public safety	34,183
Parks and recreation	111,214
Streets	30,549
	<u>\$ 187,217</u>

City of Willard

Notes to the Financial Statements

December 31, 2020

	Balance December 31, 2019	Additions	Deletions	Balance December 31, 2020
Business-Type Activities				
Water and Sewer Fund				
Non-depreciable Capital Assets				
Land	\$ 273,273	\$ -	\$ -	\$ 273,273
Construction in progress	3,329,717	63,514	3,357,710	35,521
Total Non-depreciable Capital Assets	3,602,990	<u>\$ 63,514</u>	<u>\$ 3,357,710</u>	308,794
Depreciable Capital Assets				
Sewer system	5,553,790	\$ 3,357,710	\$ -	8,911,500
Water system	4,541,213	-	-	4,541,213
Buildings and improvements	17,140	-	-	17,140
Major moveable equipment	779,847	-	-	779,847
Total Depreciable Capital Assets	10,891,990	<u>\$ 3,357,710</u>	<u>\$ -</u>	14,249,700
Less Accumulated Depreciation				
Sewer system	2,776,446	\$ 111,011	\$ -	2,887,457
Water system	1,987,498	90,733	-	2,078,231
Buildings and improvements	1,142	343	-	1,485
Major moveable equipment	636,144	18,852	-	654,996
Total Accumulated Depreciation	5,401,230	<u>\$ 220,939</u>	<u>\$ -</u>	5,622,169
Total Depreciable Capital Assets, net	5,490,760			8,627,531
Total Business-Type Activities Capital Assets, net	<u>\$ 9,093,750</u>			<u>\$ 8,936,325</u>

Depreciation expense for business-type activities was charged as follows:

Water	\$ 100,330
Sewer	120,609
	<u>\$ 220,939</u>

City of Willard

Notes to the Financial Statements

December 31, 2020

10. Employee Pension Plan

General Information about the Pension Plan

Plan Description. The City's defined benefit pension plan provides certain retirement, disability and death benefits to plan members and beneficiaries. The City participates in the Missouri Local Government Employees Retirement System (LAGERS). LAGERS is an agent multiple-employer, statewide public employee pension plan established in 1967 and administered in accordance with RSMo. 70.600-70.755. As such, it is LAGERS responsibility to administer the law in accordance with the expressed intent of the General Assembly. The plan is qualified under the Internal Revenue Code Section 401(a) and is tax exempt. The responsibility for the operations and administration of LAGERS is vested in the LAGERS Board of Trustees consisting of seven persons. LAGERS issues a publicly available financial report that includes financial statements and required supplementary information. This report may be obtained by accessing the LAGERS website at www.molagers.org.

Benefits Provided. LAGERS provides retirement, death and disability benefits. Benefit provisions are adopted by the governing body of the employer, within the options available in the state statutes governing LAGERS. All benefits vest after 5 years of credited service. Employees who retire on or after age 60 (55 for police) with 5 or more years of service are entitled to an allowance for life based upon the benefit program information provided below. Employees may retire with an early retirement benefit with a minimum of 5 years of credited service and after attaining age 55 (50 for police) and receive a reduced allowance.

	<u>2020 Valuation</u>
Benefit Multiplier	1.50% for life
Final Average Salary	5 years
Member Contributions	4%

Benefit terms provide for annual post retirement adjustments to each member's retirement allowance subsequent to the member's retirement date. The annual adjustment is based on the increase in the Consumer Price Index and is limited to 4% per year.

Employees Covered by Benefit Terms. At June 30, 2020, which is LAGERS fiscal year end and the latest information available, the following employees were covered by the benefit terms:

	<u>General</u>	<u>Police</u>
Inactive employees or beneficiaries currently receiving benefits	10	1
Inactive employees entitled to but not yet receiving benefits	12	22
Active employees	25	8
	<u>47</u>	<u>31</u>

Contributions. The employer is required to contribute amounts at least equal to the actuarially determined rate, as established by LAGERS. The actuarially determined rate is the estimated amount necessary to finance the cost of benefits earned by employees during the year. With an additional amount to finance an unfunded accrued liability. Full-time employees of the employer contribute 4% of their gross pay to the pension plan. Employer contribution rates are 7.4% (General) and 6.4% (Police) of annual covered payroll.

City of Willard

Notes to the Financial Statements

December 31, 2020

Net Pension Liability. The employer's net pension liability was measured as of June 30, 2020, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of February 29, 2020.

Actuarial Assumptions. The total pension liability in the February 29, 2020, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	3.25% wage inflation, 2.50% price inflation
Salary increase	3.25% to 6.55% including wage inflation
Investment rate of return	7.25% net of investment expenses

The healthy retiree mortality tables, for post-retirement mortality, were the RP-2014 Healthy Annuitant mortality table for males and females. The disabled retiree mortality tables, for post-retirement mortality, were the RP-2014 disabled mortality table for males and females. The pre-retirement mortality tables used were the RP-2014 employees mortality table for males and females.

Both the post-retirement and pre-retirement tables were adjusted for mortality improvement back to the observation period base year of 2006. The base year for males was then established to be 2017. Mortality rates for a particular calendar year are determined by applying the MP-2015 mortality improvement scale to the above described tables.

The actuarial assumptions used in the February 29, 2020, valuation were based on the results of an actuarial experience study for the period March 1, 2010, through February 28, 2015.

The long-term expected rate of return on pension plan investments was determined using a model method in which the best-estimate ranges of expected future real rates of return (expected returns, net of investment expenses and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
Alpha	15.00%	3.67%
Equity	35.00%	4.78%
Fixed Income	31.00%	1.41%
Real Assets	36.00%	3.29%
Strategic Assets	8.00%	5.25%
Cash/Leverage	-25.00%	-0.29%

Discount Rate. The discount rate used to measure the total pension liability is 7.25%. The projection of cash flows used to determine the discount rate assumes that employer and employee contributions will be made at the rates agreed upon for employees and the actuarially determined rates for employers. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to pay all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payment to determine the total pension liability.

City of Willard

Notes to the Financial Statements

December 31, 2020

Changes in the Net Pension Liability (Asset)

	Increase (Decrease)		
	Total Pension Liability (a)	Plan Fiduciary Net Position (b)	Net Pension Liability (Asset) (a) - (b)
General Division			
Balances at beginning of year	\$ 1,367,508	\$ 1,421,912	\$ (54,404)
Changes for the year			
Service cost	95,998	-	95,998
Interest on total pension liability	101,079	-	101,079
Difference between expected and actual experiences	28,584	-	28,584
Contributions - employer	-	71,369	(71,369)
Contributions - employee	-	39,410	(39,410)
Net investment income	-	18,638	(18,638)
Benefits paid, including refunds	(41,677)	(41,677)	-
Pension plan administrative expenses	-	(5,650)	5,650
Other (net transfer)	-	1,633	(1,633)
<i>Net Changes</i>	<u>183,984</u>	<u>83,723</u>	<u>100,261</u>
Balances at end of year	1,551,492	1,505,635	45,857
Police Division			
Balances at beginning of year	<u>727,340</u>	<u>777,463</u>	<u>(50,123)</u>
Changes for the year			
Service cost	39,666	-	39,666
Interest on total pension liability	54,008	-	54,008
Difference between expected and actual experiences	(17,968)	-	(17,968)
Contributions - employer	-	20,761	(20,761)
Contributions - employee	-	13,076	(13,076)
Net investment income	-	10,167	(10,167)
Benefits paid, including refunds	(3,833)	(3,833)	-
Pension plan administrative expenses	-	(2,019)	2,019
Other (net transfer)	-	(3,503)	3,503
<i>Net Changes</i>	<u>71,873</u>	<u>34,649</u>	<u>37,224</u>
Balances at end of year	<u>799,213</u>	<u>812,112</u>	<u>(12,899)</u>
Total Plan Balances at End of Year	<u><u>\$ 2,350,705</u></u>	<u><u>\$ 2,317,747</u></u>	<u><u>\$ 32,958</u></u>

City of Willard

Notes to the Financial Statements

December 31, 2020

The Net Pension Liability is allocated as follows:

	Net Pension Liability
Governmental Activities	\$ 4,527
Business-Type Activities	28,431
	\$ 32,958

Sensitivity of the Net Pension Liability to Changes in the Discount Rate. The following present the Net Pension Liability (Asset) of the employer, calculated using the discount rate of 7.25%, as well as what the employer's Net Pension Liability (Asset) would be using a discount rate that is one percentage point lower (6.25%) or one percentage point higher (8.25%) than the current rate.

	1% Decrease 6.25%	Current Single Discount Rate Assumption 7.25%	1% Increase 8.25%
General Division			
Total Pension Liability	\$ 1,797,381	\$ 1,551,492	\$ 1,353,731
Fiduciary Net Position	1,505,635	1,505,635	1,505,635
Net Pension Liability (Asset)	291,746	45,857	(151,904)
Police Division			
Total Pension Liability	957,369	799,213	675,010
Fiduciary Net Position	812,112	812,112	812,112
Net Pension Liability (Asset)	145,257	(12,899)	(137,102)
Total Net Pension Liability (Asset)	\$ 437,003	\$ 32,958	\$ (289,006)

City of Willard

Notes to the Financial Statements

December 31, 2020

Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

For the year ended December 31, 2020, the employer recognized pension expense of \$77,984 in the general division and \$31,785 in the police division. The employer reported deferred outflows and inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred (Inflows) of Resources	Net Deferred Outflows (Inflows) of Resources
General Division			
Differences in experiences	\$ 60,896	\$ (40,179)	\$ 20,717
Differences in assumptions	6,656	(2,782)	3,874
Net difference between projected and actual earnings on investments	41,947	-	41,947
Contributions subsequent to the measurement date*	37,897	-	37,897
	<u>147,396</u>	<u>(42,961)</u>	<u>104,435</u>
Police Division			
Differences in experiences	5,688	(12,982)	(7,294)
Net difference between projected and actual earnings on investments	23,408	-	23,408
Contributions subsequent to the measurement date*	11,320	-	11,320
	<u>40,416</u>	<u>(12,982)</u>	<u>27,434</u>
	<u>\$ 187,812</u>	<u>\$ (55,943)</u>	<u>\$ 131,869</u>

Deferred outflows and inflows have been allocated as follows:

	Deferred Outflows of Resources	Deferred (Inflows) of Resources	Net Deferred Outflows of Resources
Governmental Activities	\$ 96,426	\$ (29,307)	\$ 67,119
Business-Type Activities	91,386	(26,636)	64,750
	<u>\$ 187,812</u>	<u>\$ (55,943)</u>	<u>\$ 131,869</u>

*The amount reported as deferred outflows of resources resulting from contributions subsequent to the measurement date will be recognized as a reduction to the net pension liability for the year ending December 31, 2021.

City of Willard

Notes to the Financial Statements

December 31, 2020

Amounts reported as deferred outflows and inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ending December 31,	Net Deferred Outflows (Inflows) of Resources		
	General	Police	Total
2021	\$ 7,956	\$ (972)	\$ 6,984
2022	22,152	450	22,602
2023	18,086	7,221	25,307
2024	18,344	9,415	27,759
	<u>\$ 66,538</u>	<u>\$ 16,114</u>	<u>\$ 82,652</u>

Payable to the Pension Plan

The City had \$10,171 outstanding contributions to the pension plan required for the year ended December 31, 2020.

11. Claims, Judgments, & Contingencies

Federal and State Grants

The City participates in a number of programs that are fully or partially funded by grants received from other governmental units. Expenditures financed by grants are subject to audit by the appropriate grantor government. If expenditures are disallowed due to noncompliance with grant program regulation, the City may be required to reimburse the grantor government. As of December 31, 2020, expenditures have not been audited by grantor governments, but the City believes that disallowed expenditures, if any, based on subsequent audits, will not have a material effect on any of the individual government funds or the overall financial position of the City.

Risk Management

The City is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The City has transferred its risk by obtaining coverage from commercial insurance companies. In addition, it has effectively managed risk through various employee education and prevention programs. There has been no significant reduction in insurance coverage from the previous year.

Legal Matters

Subsequent to year end, the City has agreed to pay a settlement in the amount of \$350,000 out of the Water and Sewer Fund.

City of Willard

Notes to the Financial Statements

December 31, 2020

12. Interfund Transfers

Transfers between funds of the City for the year ended December 31, 2020, were as follows:

	Transfers In (Out)
General Fund	\$ (100,000)
Park Fund	100,000
	<u>\$ -</u>

Transfers are made to (1) move revenues from the fund that statute or budget requires to collect them to the fund that statute or budget requires to disburse them, (2) reimburse various funds for amounts owed from the other funds, and (3) use unrestricted revenues in the Enterprise Fund, General Fund, and Park Fund to finance various programs accounted for in the other funds in accordance with budgetary authorizations.

13. Deferred Court Fines

Revenues from receivables not expected to be collected in time to pay current operating expenses are deferred until received in the governmental funds. These deferred revenues include court fines to be collected over several years. All of the deferred revenue at December 31, 2020, is accounted for as follows:

General Fund	
Deferred court fines	<u>\$ 12,365</u>

14. Commitments

At December 31, 2020, the City had the following commitments:

- Great River Engineering in the amount of \$21,767 for engineering services related to Miller Road improvements.
- Hartman & Company, Inc., in the amount of \$295,628 for construction services related to Miller Road improvements.

Required Supplementary Information

City of Willard

Schedule of Changes in Net Pension Liability (Asset) and Related Ratios

Year Ended December 31, 2020

Missouri Local Government Employees Retirement System (LAGERS)						
	Year Ended December 31, 2020	Year Ended December 31, 2019	Year Ended December 31, 2018	Year Ended December 31, 2017	Year Ended December 31, 2016	Year Ended December 31, 2015
Total Pension Liability						
Service cost	\$ 135,664	\$ 144,040	\$ 121,935	\$ 100,422	\$ 91,794	\$ 88,438
Interest on the total pension liability	155,087	141,957	119,196	105,927	90,286	78,718
Changes of benefit terms	-	-	-	-	164,794	-
Difference between expected and actual experience	10,616	(42,157)	110,635	9,648	(130,045)	22,739
Changes of assumptions	-	-	-	(13,922)	59,410	-
Benefit payments including refunds	(45,510)	(71,287)	(26,837)	(56,488)	(48,528)	(16,022)
<i>Net Change in Total Pension Liability</i>	255,857	172,553	324,929	145,587	227,711	173,873
Total Pension Liability, Beginning	2,094,848	1,922,295	1,597,366	1,451,779	1,224,068	1,050,195
Total Pension Liability, Ending	2,350,705	2,094,848	1,922,295	1,597,366	1,451,779	1,224,068
Plan Fiduciary Net Position						
Contributions - employer	92,130	93,296	94,151	71,648	51,463	45,258
Contributions - employee	52,486	55,376	58,604	44,782	42,204	43,340
Net investment income	28,805	138,383	208,265	173,699	(2,072)	27,304
Benefit payments, including refunds	(45,510)	(71,287)	(26,837)	(56,488)	(48,528)	(16,022)
Pension plan administrative expense	(7,669)	(7,371)	(4,526)	(5,058)	(3,788)	(4,380)
Other (net transfer)	(1,870)	(2,068)	130	(6,406)	1,272	14,005
<i>Net Change in Plan Fiduciary Net Position</i>	118,372	206,329	329,787	222,177	40,551	109,505
Plan Fiduciary Net Position, Beginning	2,199,375	1,993,046	1,663,259	1,441,082	1,400,531	1,291,026
Plan Fiduciary Net Position, Ending	2,317,747	2,199,375	1,993,046	1,663,259	1,441,082	1,400,531
Employer Net Pension Liability (Asset)	\$ 32,958	\$ (104,527)	\$ (70,751)	\$ (65,893)	\$ 10,697	\$ (176,463)
Plan fiduciary net position as a percentage of the total pension liability	98.60%	104.99%	103.68%	104.13%	99.26%	114.42%
Covered employee payroll	\$ 1,317,780	\$ 1,336,347	\$ 1,470,200	\$ 1,073,678	\$ 953,319	\$ 1,194,538
Employer's net pension liability (asset) as a percentage of covered employee payroll	2.50%	-7.82%	-4.81%	-6.14%	1.12%	-14.77%

This schedule is intended to show information for ten years. Additional years will be displayed as they become available.

City of Willard

Schedule of Contributions Year Ended December 31, 2020

Year Ending December 31,	Actuarially Determined Contribution	Contribution in Relation to the Actuarially Determined Contribution	Contribution Excess (Deficiency)	Covered Employee Payroll	Contribution as a Percentage of Covered Employee Payroll
2011	\$ 52,225	\$ 52,225	\$ -	\$ 992,755	5.26%
2012	49,484	49,484	-	993,997	4.98%
2013	43,545	43,546	1	925,245	4.71%
2014	45,844	45,844	-	1,035,266	4.43%
2015	44,045	44,045	-	1,114,322	3.95%
2016	63,917	63,917	-	1,027,993	6.22%
2017	83,840	83,840	-	1,345,017	6.23%
2018	94,461	94,461	-	1,426,885	6.62%
2019	93,656	93,656	-	1,360,425	6.88%
2020	94,808	94,808	-	1,328,086	7.14%

See accompanying notes to the Schedule of Contributions.

City of Willard

Notes to the Schedule of Contributions

Year Ended December 31, 2020

Valuation Date: February 29, 2020

Notes: The roll-forward of total pension liability from February 29, 2020, to June 30, 2020, reflects expected service cost and interest reduced by actual benefit payments.

Methods and Assumptions Used to Determine Contribution Rates

Actuarial Cost Method: Entry Age Normal and Modified Terminal Funding

Amortization Method: A level percentage of payroll amortization method is used to amortize the UAAL over a closed period of years. If the UAAL (excluding the UAAL associated with benefit changes) is negative, then this amount is amortized over the greater of, (i) the remaining initial amortization period, or (ii) 15 years.

Remaining Amortization Period: 15 years

Asset Valuation Method: 5-Year smoothed market; 20% corridor

Inflation: 3.25% wage inflation; 2.50% price inflation

Salary Increases: 3.25% to 6.55% including wage inflation

Investment Rate of Return: 7.25%, net of investment expenses

Retirement Age: Experience-based table of rates that are specific to the type of eligibility condition

Mortality: The healthy retiree mortality tables, for post-retirement mortality, were the RP-2014 Healthy Annuitant mortality table for males and females. The disabled retiree mortality tables, for post-retirement mortality, were the RP-2014 disabled mortality table for males and females. The pre-retirement mortality tables used were the RP-2014 employees mortality table for males and females.

Both the post-retirement and pre-retirement tables were adjusted for mortality improvement back to the observation period base year of 2006. The base year for males was then established to be 2017. Mortality rates for a particular calendar year are determined by applying the MP-2015 mortality improvement scale to the above described tables.

Other Information: None

City of Willard

Budgetary Comparison Schedule – General Fund

Year Ended December 31, 2020

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual</u>	Variance with Final Budget Positive (Negative)
Revenues				
Taxes				
Ad valorem taxes	\$ 198,000	\$ 198,000	\$ 213,014	\$ 15,014
Sales taxes	947,239	1,005,700	1,129,851	124,151
Franchise taxes	351,750	333,500	324,704	(8,796)
Motor vehicle taxes	207,000	200,000	207,568	7,568
	<u>1,703,989</u>	<u>1,737,200</u>	<u>1,875,137</u>	<u>137,937</u>
Licenses and Permits				
Building permits	15,000	30,000	32,226	2,226
Merchants licenses	5,528	5,528	3,325	(2,203)
	<u>20,528</u>	<u>35,528</u>	<u>35,551</u>	<u>23</u>
Intergovernmental Revenues				
Grants	1,004,100	940,200	675,341	(264,859)
Charges for Services				
Planning and zoning	3,000	6,000	5,979	(21)
Rentals	82,000	93,000	94,493	1,493
	<u>85,000</u>	<u>99,000</u>	<u>100,472</u>	<u>1,472</u>
Fines and Forfeitures				
City court fines	62,375	50,556	54,190	3,634
Miscellaneous				
Donations	5,000	2,500	899	(1,601)
Interest	-	300	2,638	2,338
Other	48,460	49,360	53,889	4,529
	<u>53,460</u>	<u>52,160</u>	<u>57,426</u>	<u>5,266</u>
Total Revenues	<u>2,929,452</u>	<u>2,914,644</u>	<u>2,798,117</u>	<u>(116,527)</u>

See accompanying notes to the Budgetary Comparison Schedules.

City of Willard

Budgetary Comparison Schedule – General Fund

Year Ended December 31, 2020

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual</u>	<u>Variance with Final Budget Positive (Negative)</u>
Expenditures				
Current				
Administrative	172,596	168,144	132,194	35,950
Public safety	855,330	840,440	733,277	107,163
Court	89,939	81,244	73,535	7,709
Streets	1,309,558	1,224,427	989,009	235,418
Planning and development	96,474	116,036	106,454	9,582
Emergency management	20,700	18,650	16,709	1,941
Total Expenditures	<u>2,544,597</u>	<u>2,448,941</u>	<u>2,051,178</u>	<u>397,763</u>
<i>Excess of Revenues Over Expenditures</i>	384,855	465,703	746,939	281,236
Other Financing (Uses)				
Operating transfers (out)	<u>(255,000)</u>	<u>(150,000)</u>	<u>(100,000)</u>	<u>50,000</u>
<i>Excess of Revenues Over Expenditures and Other (Uses)</i>	129,855	315,703	646,939	331,236
Fund Balance, January 1	<u>2,226,820</u>	<u>2,226,820</u>	<u>2,226,820</u>	<u>-</u>
Fund Balance, December 31	<u><u>\$ 2,356,675</u></u>	<u><u>\$ 2,542,523</u></u>	<u><u>\$ 2,873,759</u></u>	<u><u>\$ 331,236</u></u>

See accompanying notes to the Budgetary Comparison Schedules.

City of Willard

Budgetary Comparison Schedule – Park Fund

Year Ended December 31, 2020

	Original Budget	Final Budget	Actual	Variance with Final Budget Positive (Negative)
Revenues				
Taxes				
Ad valorem taxes	\$ 60,300	\$ 60,300	\$ 63,783	\$ 3,483
Sales taxes	480,000	500,000	511,501	11,501
	540,300	560,300	575,284	14,984
Charges for Services				
Rental income	13,568	13,568	14,256	688
Adult and youth programs	152,400	12,625	13,294	669
Facility	28,000	28,000	35,075	7,075
Swimming pool	75,000	32,800	32,813	13
Special events	13,500	2,750	2,905	155
Advertising	25,000	17,400	18,325	925
Concessions	40,000	11,000	10,537	(463)
Park	2,500	6,500	7,000	500
	349,968	124,643	134,205	9,562
Miscellaneous				
Interest	1,000	1,200	1,037	(163)
Other	1,500	30,100	29,825	(275)
	2,500	31,300	30,862	(438)
Total Revenues	892,768	716,243	740,351	24,108
Expenditures				
Current				
Parks and recreation	859,709	577,351	518,136	59,215
Debt service				
Principal and interest	297,500	297,500	296,881	619
Total Expenditures	1,157,209	874,851	815,017	59,834
<i>(Deficit) of Revenues Over Expenditures</i>	(264,441)	(158,608)	(74,666)	83,942
Other Financing Sources				
Operating transfers in	265,000	170,000	100,000	(70,000)
<i>Excess of Revenues and Other Sources Over Expenditures</i>	559	11,392	25,334	13,942
Fund Balance, January 1	178,692	178,692	178,692	-
Fund Balance, December 31	\$ 179,251	\$ 190,084	\$ 204,026	\$ 13,942

See accompanying notes to the Budgetary Comparison Schedules.

City of Willard

Notes to the Budgetary Comparison Schedules

Year Ended December 31, 2020

Budgets and Budgetary Accounting

The City uses the following procedures in establishing the budgetary data reflected in the Budgetary Comparison Schedules:

1. Prior to January, the Chief Financial Officer submits to the Board a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed disbursement plans and the proposed means of financing them.
2. One public hearing is conducted by the City in late December to obtain taxpayers' comments on the proposed budget.
3. Prior to January 1, the City adopts a budget.
4. Budgets for the General and Park Funds are adopted on a basis consistent with GAAP. Budgeted amounts may be amended during the year by the Board of Alderman on approved budget adjustment forms.

Other Reporting Requirements



Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

Honorable Mayor and Board of Aldermen
City of Willard
Willard, Missouri

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the governmental activities, business-type activities, and each major fund of the City of Willard, Missouri, as of and for the year ended December 31, 2020, and the related notes to the financial statements, which collectively comprise the City of Willard, Missouri's basic financial statements, and have issued our report thereon, dated May 19, 2021.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the City of Willard, Missouri's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City of Willard, Missouri's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be a material weakness. However, material weaknesses may exist that have not been identified.

Compliance and other Matters

As part of obtaining reasonable assurance about whether the City of Willard, Missouri's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City of Willard, Missouri's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City of Willard, Missouri's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

KPM CPAs, PC

KPM CPAs, PC
Springfield, Missouri
May 19, 2021



Honorable Mayor and Board of Aldermen
City of Willard
Willard, Missouri

In planning and performing our audit of the basic financial statements of the City of Willard, Missouri, for the year ended December 31, 2020, we considered the City's internal control to determine our auditing procedures for the purpose of expressing an opinion on the basic financial statements and not to provide assurance on the internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over financial reporting.

Our consideration of internal control over financial reporting was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control over financial reporting that might be significant deficiencies or material weaknesses. However, as discussed in the Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*, we did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses.

In addition to the Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*, we became aware of additional matters to bring to your attention. The following paragraphs summarize our comments and recommendations regarding these matters.

1. Water Loss

During our audit, we noted that the City's average water loss was 32% for the year. Normal loss percentages for cities range from 15% to 20%. This could indicate leaks, old unreliable meters, or undocumented City usage.

We Recommend:

The City adopt a meter replacement program, continue to investigate lines for leaks, and investigate for undocumented City usage. We further recommend the City investigate the possibility of water service to customers that are not being billed.

2. New Pronouncement

GASB Statement No. 87 – *Leases* – This Statement establishes a single model for lease accounting. It changes the definition of a lease and requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases. The effective date is for the City's year ending December 31, 2022.

We Recommend:

Management examine the new pronouncement to determine the effect this will have on future financial reporting and to ensure successful implementation on the effective date.

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3. Cybersecurity

Cybersecurity threats are increasing and government entities of all sizes are at risk for a breach of their information systems. With this increase in risk, entities should be continually evaluating risk and taking steps necessary to ensure the security of information systems. Steps include identifying critical information systems, training employees to properly identify threats received in emails or by other means, and adopting internal communication methods other than email.

It is important that entities develop a recovery plan outlining procedures that personnel should follow once a cybersecurity breach is discovered. Additionally, entities should be aware of any insurance in place to help protect them from liabilities that can occur as the result of a breach.

We Recommend:

The City continue to evaluate its cybersecurity risks and take any further steps necessary to reduce the risk of cybersecurity threats to their information systems. This evaluation should be performed frequently as technology and information systems are continually changing.

We will review the status of these comments during our next audit engagement. We have already discussed these comments and suggestions with the City's administrative personnel, and we will be pleased to discuss them in further detail at your convenience, to perform any additional studies of these matters or to assist you in implementing the recommendations.

We appreciate this opportunity to serve as City of Willard, Missouri's independent auditor and the courtesies and assistance extended to us by the City's employees.

Respectfully submitted,

KPM CPAs, PC

KPM CPAs, PC
Springfield, Missouri
May 19, 2021



To the Honorable Mayor and Board of Aldermen
City of Willard
Willard, Missouri

We have audited the financial statements of the governmental activities, the business-type activities, and each major fund of the City of Willard, Missouri, for the year ended December 31, 2020. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated January 14, 2021. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Matters

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the City of Willard, Missouri, are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended December 31, 2020. We noted no transactions entered into by the governmental unit during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate(s) affecting the City's financial statements was management's estimate of the allowance for doubtful accounts which is based on historical utility revenues, historical loss levels, and an analysis of the collectability of individual accounts. Also, management's estimate of the General Fund allowance for doubtful accounts for court fines, which is based on aged receivable balances. We evaluated the key factors and assumptions used to develop the allowance in determining that it is reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

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Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to each opinion unit's financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated May 19, 2021.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the governmental unit's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the City's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the Management's Discussion and Analysis, pension information and budgetary comparison information, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

Restriction on Use

This information is intended solely for the information and use of the Honorable Mayor and Board of Alderman and management of the City of Willard, Missouri, and is not intended to be, and should not be, used by anyone other than these specified parties.

Sincerely,

KPM CPAs, PC

KPM CPAs, PC
Springfield, Missouri
May 19, 2021