

FORWARD THINKING.  
**FUTURE FOCUSED.**

*Golden*  
**BEACH**

2021-22 BUDGET GUIDE









TOWN OF GOLDEN BEACH, FLORIDA  
1 GOLDEN BEACH DRIVE  
GOLDEN BEACH, FL 33160

# 2021-2022 PROPOSED OPERATING AND CAPITAL BUDGET

---

“A TOWN OF EXCELLENCE”

---



## **TOWN COUNCIL**

Mayor Glenn Singer

Vice Mayor Judy Lusskin

Council Member Bernard Einstein, Esq.

Council Member Jaime Mendal

Council Member Kenneth Bernstein, Esq.

## **TOWN MANAGER**

Alexander Diaz

## **FINANCE DIRECTOR**

Maria D. Camacho



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Golden Beach  
Florida**

For the Fiscal Year Beginning

**October 01, 2020**

*Christopher P. Morill*

**Executive Director**

# WELCOME TO THE TOWN OF GOLDEN BEACH

## FISCAL YEAR 2021-2022 BUDGET GUIDE

In response to the COVID-19 pandemic, the Town has taken measures to modify the typical budget presentation to effectively disseminate information in a time where safety protocols and socially distancing requirements limit in-person gatherings. This Budget Overview provides residents with an easily accessible look at this year's proposed budget. This guide should be considered a broad topic approach to the budget, for those choosing a more in-depth perspective, the entire budget is available for review on the Town's website at [www.goldenbeach.us](http://www.goldenbeach.us).

Please note, the budget will be open for public comment until 5 p.m. September 13<sup>th</sup>, 2021. The Town Administration asks Residents to review all documents and submit any comments to Town Clerk Lissette Perez at [lperez@goldenbeach.us](mailto:lperez@goldenbeach.us) or call (305) 932-0744 extension 238.

Also, please be aware that the Council meetings listed in this leaflet are both in-person and virtual, however due to COVID-19 safety measures seating is extremely limited. Residents can participate in the meetings live via zoom, however we ask that any comments to the Council or Administration be submitted in advance. Zoom log-in details for the meetings listed below will be available on the Town's website at [www.goldenbeach.us](http://www.goldenbeach.us).

### Budget Meeting Schedule

DATE	RESPONSIBIITY	TIME	DETAILS
Tuesday, August 31, 2021	Town Clerk Town Manager	6:00 PM	Special Town Council Meeting to Ratify the Maximum Proposed Millage. Adopt resolution setting proposed millage rate for 2021-2022 and setting public hearing dates. (TRIM Notice)
Monday, September 13, 2021	Town Council Town Manager	6:00 PM	First Budget Hearing to adopt the Tentative Millage & Tentative Budget/Final Proposed Budget Presented at Regular Town Council Meeting.
Monday, September 27, 2021	Town Council Town Manager	6:00 PM	Final Special Town Council Meeting and Adoption of Final Millage & Final Budget.



# MESSAGE FROM THE MAYOR



## **To the Honorable Town Council and my fellow Residents of Golden Beach:**

Each year, the Administration prepares the Town's Operating and Capital Budget which serves as our strategic and business plan. This allows us to work diligently in a manner that we can all be proud of.

This past year, we have continued to be impacted by the COVID-19 pandemic. Although we have been open for business, it has not been business as usual. We have had to modify and revise our guidelines as put forth by the CDC and Miami-Dade County. In addition to past testing events, the Town also provided a COVID vaccine event for our residents and staff.

In spite of the economic impact of COVID-19, not only have we been able to maintain our real estate values in Golden Beach, but we have also seen an increase in the Town's assessed values from \$1.180-billion to \$1.195 billion. The Town Council, myself and the Administration are committed to protecting and helping to grow the investment you made in Golden Beach when you chose to make this your home.

We certainly welcome all of our new residents who have chosen to invest in Golden Beach in the past year. Currently we have 23 new homes under construction and 24 homes that are being remodeled or are adding additions. This also contributes to the increase in the values of the Town of Golden Beach.

I am once again delighted to announce that because of the increase in assessed values and fiscal restraints by the Administration, the Town of Golden Beach has been able to keep the millage rate this year at 8.4 mils. We are able to do so while expanding services, improving activities and amenities, and maintaining our Town's infrastructure.

This year we broke ground on our new Civic Center. Gerrits Construction, Inc., under the watchful eye of our Town Manager, has begun the work on a state-of-the-art facility which will include a hurricane-ready emergency operations center and bunker. It will also provide open spaces for our residents and services for mitigating any life-impacting circumstances.

This year we also started construction and will complete the pump station on Center Island to help alleviate the flooding that occurs in Golden Beach.

We awarded a 10 year contract to Hotwire Communications for high speed internet and Wi-Fi for our residents, our parks, beach and Town Hall. We will become the first city in the Nation that will offer fiber internet speeds of 1 gig upload and 1 gig download speeds with an in home managed Wi-Fi system to our residents (you may also expand your speed up to 10-gigs). We are very excited about this project which should be operational in about 12 months.

Additional projects include a bus shelter in front of the new Civic Center, a Veteran's Memorial at the Strand boat dock, and a wall along Massini Avenue.

We are really pleased at the longevity of our employees. At least 75% of all of our employees have been

with us for 10-15 years or longer. We make a concerted effort to foster a work environment which encourages our employees to stay where they are encouraged to grow professionally and personally and where they are treated like family.

Our main concerns for the coming year are security, beautification, customer service to our residents and the well-being of our employees which makes Golden Beach the preferred choice to live and work. By focusing on these areas, I believe it will continue to be so.

I want to thank you for all the support and I look forward to the future.

*Glenn Singer*

Glenn Singer, Mayor





# TOWN GOVERNMENT

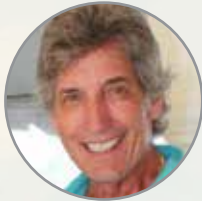
## TOWN COUNCIL



**Mayor**  
Glenn Singer



**Vice Mayor**  
Judy Lusskin



**Councilmember**  
Bernard Einstein, Esq.



**Councilmember**  
Jaime Mendal



**Councilmember**  
Kenneth Bernstein, Esq.

## CHARTER OFFICERS



**Lissette Perez**  
Town Clerk



**Alexander Diaz**  
Town Manager



**Steve Helfman**  
Town Attorney

## ADMINISTRATIVE PERSONNEL

Maria D. Camacho, *Finance Director*

Lissette Perez, *Town Clerk / H.R. Director / Asst. to the Town Manager*

Dario Gonzalez, *Building Official*

Linda Epperson, *Building Director*

Rodolfo Herbello, *Police Chief*

Kirk McKoy, *Public Works Director*

Ken Jones, *Facilities & General Maintenance Director*

Michael Glidden, *Resident Services Director*

Lissett Rovira, *Director of Capital Improvement Projects*



# A MESSAGE FROM THE TOWN MANAGER

---

September 27, 2021



**Residents of the Town, Honorable Mayor Glenn Singer,  
Members of the Town Council**

**Town of Golden Beach  
1 Golden Beach Drive  
Golden Beach, FL 33160**

## **RE: PROPOSED FISCAL YEAR 2021-2022 OPERATING AND CAPITAL BUDGET**

In accordance with the requirements of Section 5.01(d) of the Charter of the Town of Golden Beach, it is my privilege to present the Residents, Mayor and members of the Town Council with the Proposed Budget for the fiscal year beginning October 1, 2021 and ending September 30, 2022.

As I reflect on a fiscal year unlike any I have had to contend with as your Town Manager, a bevy of words come to mind: change, distance, unpredictable, unprecedented, and unintended. In a year, we have changed the way we do business, we have gone the distance to meet the needs of this community in the most unpredictable and unprecedented of circumstances, and now look to overcome the unintended consequences of the COVID-19 global pandemic on the Town of Golden Beach. One of the unintended consequences of the pandemic has been the great demand placed on the labor market. The budget you are about to read, is the first step in allowing the Town to retain quality employees and compete with private sector demands.

As such, beginning with this budget year, no hourly employee will make less than \$17.00 an hour. This is building upon the steps that we took in 2017, when we made our minimum base starting salary \$32,000 a year for all employees. In order to ensure that we are being fair to our long-term employees, we have taken the unprecedented step of adjusting salaries to ensure that if those employees would have started at that base pay, their current salary would be in line with that base rate of pay. Within this budget, there is not a single employee that is not within \$1.50 (hourly pay) of where they would be, had they started at that rate.

In addition, a goal of next year's budget (F/Y 2022-2023) is to make sure that our salaried employees, mostly our directors, are receiving competitive salaries to that of our neighboring communities. As we continue to make investments into our community, we cannot lose sight that it is equally important to invest in the wages of our workforce. We need to ensure that their rates are in-line with the commitment and work output they provide to the community. In the almost 15 years that I have served as your Manager we have made significant investments into our infrastructure, and we believe that making significant investments into our workforce will increase the value of service provided to the community and continue the Town's vision of making Golden Beach the premier community to work, play and live. Now that we know where we are going, let me tell you how we are going to get there.

In the last 10 years, Golden Beach has experienced some of the highest home appreciation rates of any community in the nation. Golden Beach real estate appreciated at one of the fastest rates in the State; two examples being homes that sold in 2010 for \$1.9-Million recently sold for over \$14-Million. This is an indication that the real estate market gives high value to the efforts we have made to become the most sought after single-family community, with world class amenities and service.

Although the Town's assessed values did not grow at the pace we had anticipated, the Town's total taxable assessed value grew to \$1,195,352,529. The Miami-Dade Property Appraisers Office has yet to record most of the significant transactions that have taken place this past year.

In preparing the proposed Fiscal Year 2021-2022 Operating and Capital Budget, we have been able to utilize the Debt Service Fund reserves to offset the slower than expected growth to our assessed values. While the proposed budget calls to HOLD the Town's millage at a combined 8.4 mills, we did adjust the manner in which the tax dollars will be allocated. Mainly we are decreasing the Debt Service Fund millage for one year from .6280 to .2637, which will allow us to increase the General Fund millage from 7.772 to 8.1363. This is a one-year intentional manipulation of the millage rates to increase revenues to the General Fund. This was always planned as part of our debt restructuring that we completed in December of 2016.

Our financial discipline has helped in a number of ways including: maintaining the Town's Aa2 credit rating; maintaining the necessary funds to enable our response to and recovery from hurricanes: a global health crisis and other significant events; and to maintain and enhance the Town's infrastructure.

On March 15, 2021, President Biden signed into law the American Rescue Plan (ARP) Act of 2021. That COVID-19 stimulus package, provided approximately \$1.9 trillion in spending to address the continued impact of the pandemic. Within the ARP, the Coronavirus Local Fiscal Recovery Fund provided the Town of Golden Beach \$350,000. The Administration is proposing that the federal funds be used to replace lost revenue, if any, and to fund our growing Capital needs.

Other challenges that will likely impact recurring operating expenditures sometime in the future include rising health and liability insurance costs. The outbreak of COVID-19 led health services spending to drop 8.6% in the second quarter of 2020 compared to the second quarter of 2019. This was largely due to social distancing and many Americans delaying or canceling their elective procedures. Despite this historic drop, economists expect the pandemic's effects to be short term, with health spending projected to grow at an average annual rate of 5.4% and reach \$6.2 trillion by 2028. With no end in sight to rising healthcare costs, it is important to anticipate the rising health insurance costs in future forecasts. For that reason, the Town has budgeted approximately \$150,000 as a "buffer" to attenuate the negative effects on employee premiums caused by anticipated future increases.

We have also taken a conservative approach to the Town's Pension by generating a "buffer" of close to 5% of all salaries as we finalize our negotiations with the General Employees and the Police Union who have been seeking Pension reform for over five years now. This year the Town's required Pension Contributions decreased from 28.23% to 24.91%. The Town funds our Pension at a rate of 30% to off-set any potential unfunded liabilities.



## THIS BUDGET CALLS FOR ONE-TIME REVENUES AS FOLLOWS:

\$404,000 from the Debt Service Millage (will not be available again)

\$1,870,000 from the Fund Balance to fund Capital Projects (all from prior year's allocations)

As we proposed last year, we have budgeted \$600,000 in this year's budget and are carrying forward \$650,000 in the F/Y 2022 budget to meet our expansive Capital Projects. These investments in the Town enhance the quality of lives of our residents and secure the value of our Town. It is important to remind the community that we originally pledged \$1.2 million for these projects from our reserves; this funding will maintain our commitment to grow the Fund Balance. This funding strategy will continue to place a burden on our staffing needs as we recognize the importance of these projects.

## EXPENDITURE ASSUMPTIONS:

Although the trend in most South Florida Cities has been to grant all full-time and part-time, non-union employees with a 5% salary increase that represents a 4% Cost of Living Adjustment and a 1% merit increase. The proposed budget calls for a 2.5% Cost Of Living Adjustment to all General Employees and an increase of 2.5% to the current Police Steps, including top out pay.

It calls for a new minimum pay of \$17 per hour for all employees and adjusted long-term hourly employees to ensure fairness for their years of service.

It provides for the costs associated with the new integration of the CCTV with Hotwire

It provides for \$150,000 for new Curbs and Gutters

It calls for our Pension to be funded at a rate of 30%, which is a very responsible manner to fund the Pension

It calls for an 8% increase to our prior year budgeted insurance budgets (we over-funded insurance by \$150,000 in the prior year)

It calls for a 1% inflation to all line items

It calls for a 3% increase for Utilities and Fuel

It calls for a 3% increase to all contracts

It calls for a 4% increase to insurance (non-employees)

The proposed F/Y 2022 Budget continues to employ conservative assumptions of growth in light of the most recent economic factors such as continued growing inflation trends across all economic indicators. We will continue to keep a close on these trends as they could stifle any increases in new taxable value in the coming year.

This Summer we took the time to prepare a **Long-Term Financial Plan (Forecast)** that looked beyond the next fiscal year. This exercise in planning for the next five-years provides a *Forward Thinking* approach to financial matters, allowing us to be more *Future Focused*. A long-term plan based on known factors, reasonable estimates and assumptions, combined with contextual analysis of risks and opportunities, is a valuable decision-making tool. Please take some time to review our assumptions as the following forecast is intended to help guide our decision-making and resource prioritization in the long-range. Scenarios have been discussed in the Budget Message that would require re-evaluation of

the forecast should they come to fruition. The table (located just after the Addendum to the Manger's Message) is the Town's five-year forecast, beginning with the 2021-2022 Fiscal Year.

After a review of all departments and programs by the Office of the Town Manager in conjunction with Department Heads, I am confident that the Town's finances will have to be managed more aggressively as more demands are placed on our limited revenues. As your Manager, I have accepted the challenge to learn how to do more with less and become creative in how we deliver the level of service our Residents have come to expect.

Last fiscal year we were able to commence a number of Capital Projects. The Veteran's Memorial, bus shelters, and Center Island Pump Station are all well underway and are expected to be completed on time and without any budget increases to their respective budget allocations. We successfully negotiated with Miami-Dade County Water and Sewer Department for the replacement of the Sewer Force Main on Golden Beach Drive from Navona Avenue to Terracina Avenue, with the County covering the expenses to install brand new asphalt, pavers, and geo grid on Golden Beach Drive; a savings to the Town of over \$1.2-million.

The proposed Fiscal Year 2022 Operating Budget and Capital Improvement Program establishes an action plan that provides the most effective and efficient use of available resources necessary to achieve the short and long-term aspirations of the Town Council. In addition, the proposed budget continues to review and analyze past, present and anticipated future financial conditions. The analytical process balances the short-term financial uncertainty caused by the pandemic that has suppressed economic growth over the last six-months, with the more optimistic, long-term financial outlook that anticipates a return to pre-pandemic trends approximately two years into the future.

## **FORWARD THINKING:**

In 2021, we brought the much-anticipated Town-wide WiFi project to fruition, with the Town signing an agreement with Hotwire Communications, Inc. to provide bulk internet and managed in-home WiFi with dedicated fiber and speeds of a minimum 1gig to each home in Town.

Golden Beach will be the first municipal community in the nation to make such an offering to its residents. Not only were we able to negotiate an extremely competitive rate for residents for WiFi services, we were also able to negotiate a very competitive cable service offering at an additional fee should residents wish to receive that service from Hotwire Communications as well.

As part of this budget, we will launch our system acquisition for a Computer Aided Dispatching and Records Management platform for our Police Department. This multi-year effort should yield a comprehensive solution for managing our calls for service and maintaining a local database of all Police business. We will also be the first city in South Florida in which EVERY patrol vehicle can generate and print reports and conduct all aspects of the police interaction electronically.

We will begin the design and evaluation for proximity sensors for all of Golden Beach. The goal is to create a dome over the jurisdictional boundaries of the Town and have "live" notifications when someone enters our City.



## **FUTURE FOCUSED:**

Last fiscal year we also broke ground on the Civic Center Complex Masterplan Project. Due to issues with supply and demand, the project costs increased by \$1.2-million. However, the Town's Administration, under the guidance of the Mayor and Town Council, successfully negotiated with Gerrits Construction, Inc. to bring those costs down by approximately \$800,000 and the Town agreed to increase the contract by an additional \$400,000. The additional funding came from non-tax revenues and will not be passed on to our Residents.

In the proposed budget, we begin to fund the modernization of our Governmental Systems by allocating approximately \$100,000 for software upgrades and new operating systems. We also call for \$400,000 in new furniture and equipment for the New Town Civic Center.

We make investments in our staff and our infrastructure and we lead the way in creative solutions to the threat of sea level rise.

Environmental challenges continue to be a pressing concern as we look to the future, which is why this past year we held our first Sustainability and Resiliency symposium. The cohort of Town consultants, engineers and professional staff laid out a plan of action to prepare the Town as a resilient community.

All of these projects are being offered to our Residents without asking for a rate increase to our millage. We continue to deliver millions in investments while HOLDING our millage rate.

## **BUDGET APPROACH**

The guiding principles for this budget incorporate policy goals that are established by listening to our residents, directed by the leadership of our Mayor and Town Council, and Achievable by our dedicated Town Employees.

We are committed to the following broad policy priorities as reflected throughout the recommended budget:

- Organizational Excellence and Financial Stability
- Commitment to the Physical and Mental Health of our Residents, Guests and Staff during these uncertain times
- Ensuring Security and Safety for our Residents and their properties
- Exceptional Oversight of all Capital Projects
- Environmental Sustainability
- Maintaining greater transparency and communication with our Residents

## **FORWARD THINKING AND FUTURE FOCUSED**

Each year, I express my sincere appreciation to the Mayor and Members of the Town Council for their continued guidance and support throughout the development of the proposed budget. This year however, that is not enough. It is important for our Residents to fully understand the complexity of our Town. We have a very limited revenue base and an overwhelming demand on our revenues. We have made over \$52-million of capital investments and have remained competitive in the treatment

of all Town staff while maintain our millage rate.

Since becoming your Manager fourteen years ago (March of 2007-WOW!), one of my top goals has been to build a high performing and resilient organization that meets the needs of the community efficiently and effectively. We have placed an emphasis on our cleanliness efforts, a key to ensuring that our public spaces remain beautiful. In addition, much like in prior years, we continue to review our systems and operations, and continue our efforts to establish appropriate controls and further improve our business processes.

The past year has definitely been unique in many ways and challenging given the uncertainties, anxiety, and issues caused by COVID-19. Our decisions and efforts during the pandemic were measured, driven by the best available recommended medical advice and guidance and in conjunction with Miami-Dade County, the Florida Department of Health, and the U.S. Centers for Disease Control (CDC). Our actions were carefully considered and implemented in order to ensure the overall safety and well-being of our residents and staff.

Although the pandemic consumed a great portion of our time over the past year, we never the less, accomplished a great deal. From a personal perspective, during this past year, I have dedicated all of my personal time to my participation as a trainee in the Basic Law Enforcement Class 368. The experience and knowledge I have gained will serve the Town and hopefully allow me to serve as an “agent of change” among my peers. I have also remained actively involved in the Miami-Dade City/County Management Association, (MDCCMA), the Florida City/County Management Association (FCCMA), I am proud of the work we have accomplished this past year and over the past fourteen years. During this time, our organization has transformed into one where accountability, professionalism and innovation remain an integral part of how we function collectively. This is made possible by the continued guidance and support from the Town Council.

Through our collective efforts, we have made significant strides in building an organization that we can all be proud. We continue to strive for excellence in how we serve the community, and the value we offer all of our stakeholders. Thank you for allowing me the opportunity to serve as your Town Manager. I look forward to continuing to lead our organization and working with all of you and our Town team on our priorities and goals this upcoming year and beyond.

I will be speaking with each of you one-on-one about what we have collectively achieved this past year and how together, we can continue working together In Building our Town of Excellence!

I want to thank everyone who assisted in the development of this year’s budget proposal; in particular, I would like to thank our Town Clerk Lissette Perez and Finance Director Maria Camacho for their efforts in completing this year’s Operating and Capital budget.

Respectfully Submitted,

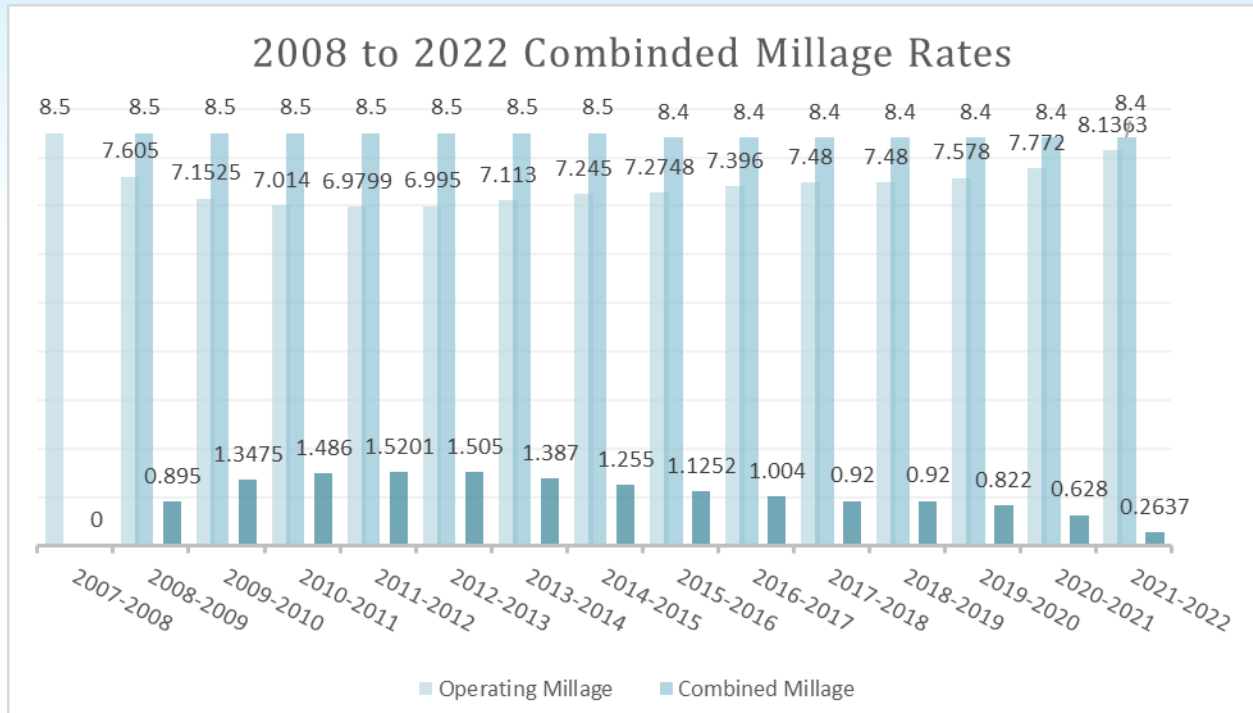


Alexander Diaz  
Town Manager



## THE TOWNS MILLAGE

I recommend that the Town's combined millage rate remain unchanged. If the Council approves my recommendation, our combined millage rate will remain at 8.400 mills, the same as the previous year.



The 8.1363 operating millage, which at 95% will generate \$9,239,459 for the General Fund Budget, is \$530,580 more than the current fiscal year, where our ad valorem portion of the operating budget was approved at \$8,708,879.

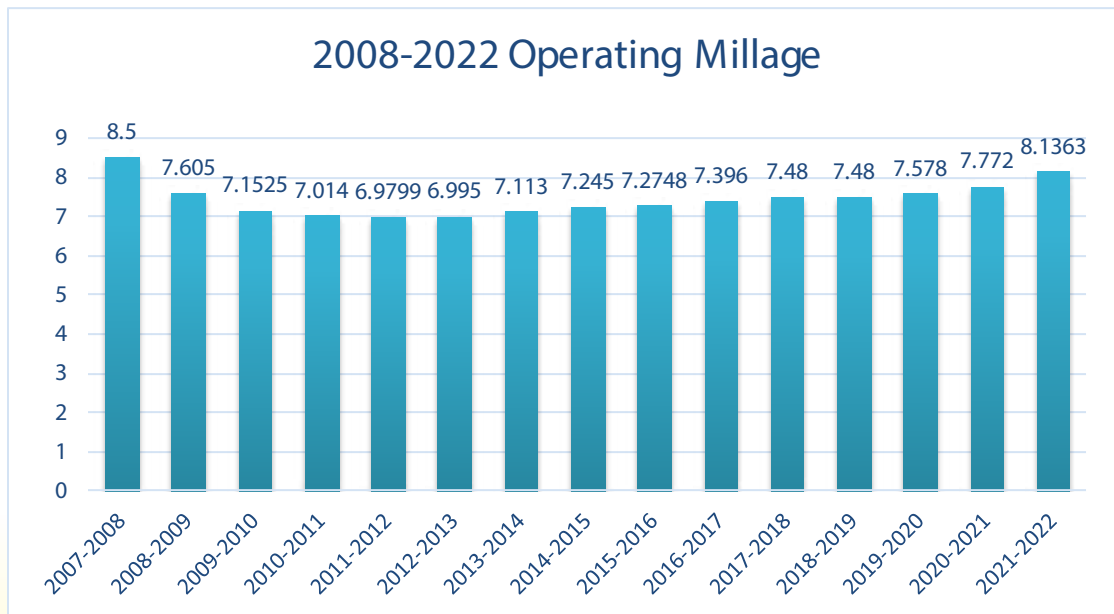
The Proposed Millage Rates for Fiscal Year 2021-2022 are:

General Operating	8.1363 (7.7720 last year, 0.3643 increase)
Voted Debt Service	.2637 (.6280 last year, 0.3643 decrease)
<b>Total</b>	<b>8.4000</b>

Year	Assessed Value	Operating Millage	Ad Valorem Revenues
2007-2008	705,403,202	8.5	\$5,995,927
2008-2009	727,052,005	7.605	\$5,529,230
2009-2010	712,373,295	7.1525	\$5,095,250
2010-2011	644,237,679	7.014	\$4,518,683
2011-2012	630,682,606	6.9799	\$4,402,101
2012-2013	633,839,127	6.995	\$4,433,704
2013-2014	688,604,864	7.113	\$4,898,046
2014-2015	760,202,266	7.245	\$5,507,665
2015-2016	848,449,766	7.2748	\$5,863,687
2016-2017	952,564,565	7.396	\$7,045,168
2017-2018	1,035,263,421	7.48	\$7,743,770
2018-2019	1,095,765,448	7.48	\$8,196,325
2019-2020	1,160,543,438	7.578	\$8,794,598
2020-2021	1,179,521,503	7.772	\$9,167,241
2021-2022	1,195,352,529	8.1363	\$9,725,747 **

\*\* State law permits that we budget only 95%, thus, \$9,239,459 is available for budgeting purposes

Although the Town's assessed values did not grow at the anticipated pace, the Town's total taxable assessed value grew to \$1,195,352,529, and is the highest it has ever been. This is still a strong indication that our community continues to be a highly sought after and solid investment for our residents.

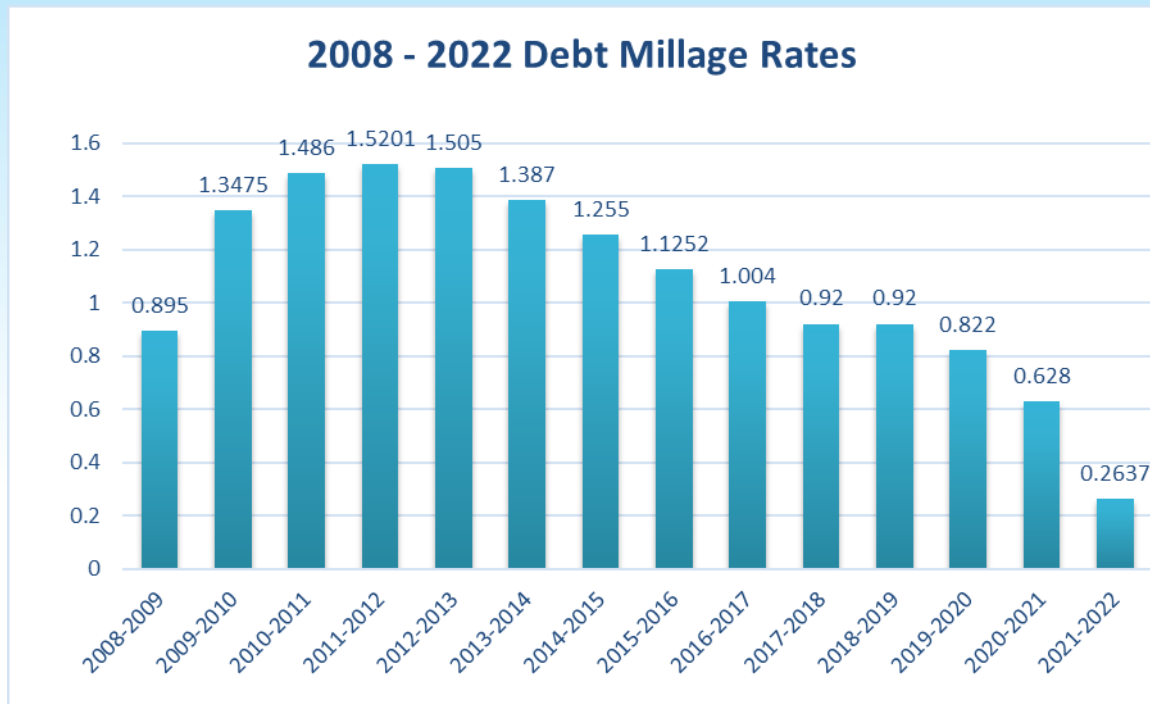


## GENERAL OBLIGATION DEBT SERVICE FUND

The Fiscal Year 2021/2022 Budget calls for the use of Debt Service Fund reserves to offset the slower than expected growth to our assessed values. Although the Town's millage will sit at a combined 8.4 mills, the manner in which the tax dollars will be allocated has been adjusted, mainly by decreasing the Debt Service Fund millage for one year from .6280 to .2637, which will allow us to increase the General Fund millage from 7.772 to 8.1363. This one year manipulation of the millage rates will increase revenues to the General Fund.

Year	Assessed Value	Debt Millage	Ad Valorem Revenues
2008-2009	727,052,005	0.895	\$618,175
2009-2010	712,373,295	1.3475	\$911,926
2010-2011	644,237,679	1.486	\$909,470
2011-2012	630,682,606	1.5201	\$910,765
2012-2013	633,839,127	1.505	\$906,231
2013-2014	688,604,864	1.387	\$907,340
2014-2015	760,202,266	1.255	\$906,351
2015-2016	848,449,766	1.1252	\$906,941
2016-2017	952,564,565	1.004	\$908,556
2017-2018	1,035,263,421	0.92	\$952,442
2018-2019	1,095,765,448	0.92	\$957,699
2019-2020	1,160,543,438	0.822	\$906,268
2020-2021	1,179,521,503	0.628	\$740,739
2021-2022	1,195,352,529	0.2637	\$315,214





The Town has maintained our combined millage at 8.4 mills since FY 2015/2016, and we are committed to continue doing so.

## STRATEGIC PRIORITIES MOVING FORWARD

While every aspect of the Town's Services is important, this coming year we will focus on some core areas: Public Safety/Security, Capital Projects and Infrastructure.

### Organizational Excellence & Financial Stability

- Maintain efficient and responsive government which embraces the highest standards of service and citizen engagement and commits to the goals of the strategic plan.

### Security and Safety

- We will continue our initiative that maintains the standard of police service and enhanced safety for all residents, employees and guests.

### Recreation and Infrastructure

- Continue to provide a high standard of parks and infrastructure to best serve the community and plan for future demands, as Golden Beach's needs change. In addition, we will continue to maintain the highest quality of resident recreational activities, by continuing to offer the most successful and highly attended events.

### Residential Character and Community Enhancement

- Maintain the appearance of the Town and the quality of life for residential living by preserving the streetscape, minimizing impacts from development, protecting the caliber of our facilities, and planning for the future needs of our community.

Our Capital Projects goals are never quite finished, and this is why we will continue to look for the necessary resources to meet future projects. Left on our list (in no particular order):

- Complete Re-Design of a new Tweddle Park
- The Wellness Center
- Renovation of the Auxiliary Building
- Wall at Massini Avenue
- Proximately Detectors and Cameras on the Intercostal and Ocean
- Increasing the crown of the road on Golden Beach Drive
- Beach Pavilion Modernization
- A-1-A Tree Lighting Replacement

We will work to identify funds for these projects without raising taxes, looking for grants, and minimizing costs.

This budget takes care of the needs and services of residents in the here and now, while looking ahead and anticipating how we will meet these requirements in the future. I continue to be enthusiastic about the Town's future. You have my personal commitment that we will make the Town proud of our continued dedication to the heritage and tradition of Golden Beach, and that we are an organization you can trust and believe in, and one you can admire for the good that we do and the future direction towards which we steer.

## OUR STRATEGIC GOALS

Our strategic goals remain the same and these four guide the Town's activities, including preparation of the annual operating budget. These goals align the financial decisions included in the annual budget and Capital Improvement Program (CIP) to the services provided by the Town.

**Goal #1: Town Services** – Ensure that town services assist in creating a superior quality of life and a safe atmosphere where people desire to work, live, and enjoy the Town's amenities.

**Goal #2: Fiscal Responsibility** – Provide exceptional value for community-provided resources and strive for long-term financial balance in the Town's operational and capital activities.

**Goal #3: Reinvestment** – Promote and support efforts to improve our island community to continue the Town's reputation as a safe and friendly community.

**Goal #4: Sense of Community** – Celebrate Golden Beach's heritage and history to enhance the sense of community, pride and quality of life for residents.

## FUND BALANCE/RESERVES

At the end of the 2019-2020 fiscal year the Town's General Fund Balance sat at a very strong **\$3,627,364.**

In an effort to better understand the Town's General Fund Balances and how we intend to allocate funds to the 2021-2021 Budget below is a breakdown of the allocations:

Long Term Stormwater Fund Receivable	\$2,014,710.00
Assigned to Building Department Reserve	\$420,000.00
Unassigned	\$1,192,654 .00

---

General Fund as stated in the FY' 2020 final audit	<b>\$3,627,364.00</b>
--	-----------------------

FY'2021 Budget Allocated for CIP	\$1,000,000.00
FY' 2021 Budget Savings anticipated	\$400,000.00

---

<b>Anticipated Fund Balance for the FY '2021 Audit</b>	<b>\$5,027,364.00</b>
--	-----------------------

Allocated to the FY' 2022 General Fund Budget	-\$430,000.00
Allocated to the FY' 2022 CIP Fund	-\$1,170,000.00

---

<b>Proposed Fund Balance</b>	<b>\$3,427,364.00</b>
------------------------------	-----------------------

Owed to the General Fund Due from Storm Water Fund	-\$2,014,710.00
Assigned to Building Department	-420,000.00

---

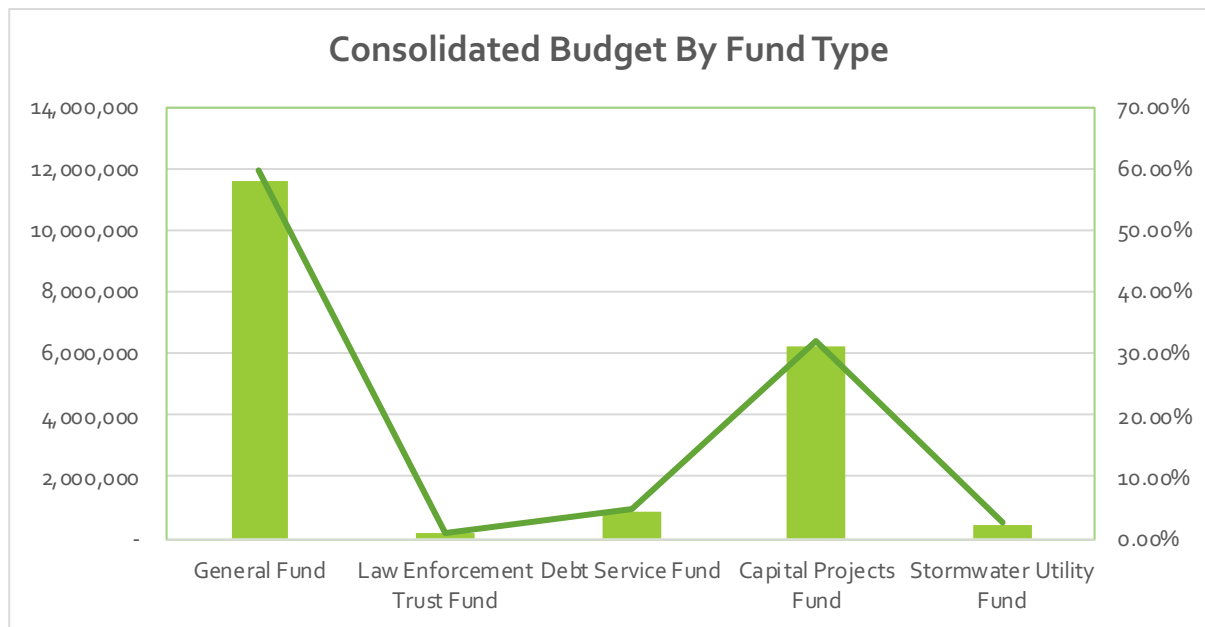
<b>Un-assigned Fund Balance Available</b>	<b>\$992,654.00</b>
---	---------------------

Note to reader: At the time of this report, these are projections based on anticipated increases and expenditures.



# CONSOLIDATED BUDGET

This budget summary presents a consolidated picture of the total revenue and expenditures of the General Fund, Stormwater Utility Fund, Capital Improvement Project Fund, Debt Service Fund, and Law Enforcement Trust Fund. The operation of each fund is accounted for through a set of self-balancing accounts comprised of each fund's revenues and expenditures, assets, liabilities, fund balances, and retained earnings.



Consolidated Budget By Fund Type	Amount	Percentage of Budget
General Fund	11,606,342	59.77%
Law Enforcement Trust Fund	207,147	1.07%
Debt Service Fund	899,382	4.63%
Capital Projects Fund	6,237,446	32.12%
Stormwater Utility Fund	468,552	2.41%
<b>Total:</b>	<b>19,418,869</b>	<b>100.00%</b>

# REVENUE & EXPENDITURE SUMMARY

## Revenue Budget Summary

	<i>COUNCIL APROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
<b>General Fund</b>			
Ad Valorem Taxes	8,112,315	8,708,879	8,835,210
Restricted (FY22 non-recurring )	242,553	-	404,249
Other Taxes	87,197	154,500	91,886
Licenses and Permits	683,200	678,800	746,374
Franchise Fees		8,800	8,800
State Shared Revenue	113,146	19,026	96,256
Charges for Services	213,500	160,900	434,495
State Grant- JPA		13,972	363,972
Fines & Forfeitures	40,100	40,600	40,600
Miscellaneous Revenues	66,800	132,264	94,500
Interfund Transfers	60,000	140,000	490,000
Total General Fund	<u>9,618,811</u>	<u>10,057,741</u>	<u>11,606,342</u>
	<i>COUNCIL APROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
<b>Law Enforcement Trust Fund</b>			
Other Revenues	207,147	199,654	207,147
Transfer From Fund Balance	-	50,000	-
Total Enforcement Trust Fund	<u>207,147</u>	<u>249,654</u>	<u>207,147</u>
	<i>COUNCIL APROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
<b>Debt Service Fund</b>			
Voted Debt Service (Ad Valorem)	904,981	703,703	299,454
Transfer From General Fund		198,779	599,928
Total Debt Service Fund	<u>904,981</u>	<u>902,482</u>	<u>899,382</u>

## Revenue Budget Summary

	<i>COUNCIL APROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
<b>Capital Improvement Fund</b>			
Transfer From General Fund	100,000	650,000	1,000,000
RESTRICTED (GF) CPF TRANSFER		600,000	-
Transportation Trust		78,249	-
Restricted (GF) CPF Transfer	242,553	3,579,197	3,350,000
Inter-Fund Transfer (LETF)		600,000	717,446
General Fund Reserves		520,550	1,170,000
Total Capital Improvements Fund	<u>342,553</u>	<u>6,027,996</u>	<u>6,237,446</u>
	<i>COUNCIL APROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
<b>Stormwater Utility Fund</b>			
Stormwater Utility Fees	237,600	237,600	237,600
New Local Option Gas Tax	9,852	8,943	9,852
Franchise Fee-Electric	100,000	100,000	100,000
Utility Tax-Electric	120,000	120,000	120,000
Fema-Federal Grant	-	-	-
Interest On Investments	1,000	1,000	1,000
Interest Income	100	100	100
Stormwater Fund Balance		-	-
S.F.W.M.D. Grant Proceeds		-	-
State Revolving Loan		951,614	-
Total Stormwater Utility Fund	<u>468,552</u>	<u>1,419,257</u>	<u>468,552</u>
<b>Total Budget All Funds:</b>	<b>11,542,044</b>	<b>18,657,130</b>	<b>19,418,869</b>



## Expenditures Budget Summary

		<i>COUNCIL APPROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
<b>General Fund</b>				
Legislative				
	Personnel Services	89,621	90,746	98,005
	Operating	50,200	50,550	51,056
		<u>139,821</u>	<u>141,296</u>	<u>149,061</u>
Executive				
	Personnel Services	396,337	410,395	448,937
	Operating	57,900	58,400	58,984
		<u>454,237</u>	<u>468,795</u>	<u>507,921</u>
Town Clerk				
	Personnel Services	190,948	199,025	205,558
	Operating	35,000	90,500	81,255
		<u>225,948</u>	<u>289,525</u>	<u>286,813</u>
Finance				
	Personnel Services	249,210	200,243	248,798
	Operating	82,100	90,050	90,951
		<u>331,310</u>	<u>290,293</u>	<u>339,749</u>
Legal				
	Operating	209,500	209,500	179,500
		<u>209,500</u>	<u>209,500</u>	<u>179,500</u>
General Government				
	Operating	912,400	1,071,400	1,447,616
	Capital Outlay	342,553	650,000	1,000,000
		<u>1,254,953</u>	<u>1,721,400</u>	<u>2,447,616</u>
Public Safety				
	Personnel Services	2,694,549	2,672,062	2,969,352
	Operating	590,200	470,200	476,812
		<u>3,284,749</u>	<u>3,142,262</u>	<u>3,446,164</u>

## Expenditures Budget Summary

	<i>COUNCIL APPROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
Division of Code Compliance			
Personnel Services	89,949	89,949	89,949
Operating	53,035	53,035	53,035
	<u>142,984</u>	<u>142,984</u>	<u>142,984</u>
Building Department			
Personnel Services	310,703	342,001	356,148
Operating	287,500	287,500	292,955
	<u>598,203</u>	<u>629,501</u>	<u>649,103</u>
Public Works			
Personnel Services	901,838	816,966	937,188
Operating	369,806	328,448	323,530
	<u>1,271,644</u>	<u>1,145,414</u>	<u>1,260,718</u>
Roads and Street Facilities			
Personnel Services	109,448	109,448	112,825
Operating	545,982	566,182	657,113
	<u>655,431</u>	<u>675,630</u>	<u>769,938</u>
Recreation Department			
Personnel Services	312,227	314,513	383,524
Operating	447,000	492,000	583,150
	<u>759,227</u>	<u>806,513</u>	<u>966,674</u>
Resident Services			
Personnel Services	207,783	219,286	232,101
Operating	145,500	178,500	228,000
	<u>353,283</u>	<u>397,786</u>	<u>460,101</u>
Total General Fund Expenditures	<b>9,681,290</b>	<b>10,060,899</b>	<b>11,606,342</b>

## Expenditures Budget Summary

	<i>COUNCIL APPROVED BUDGET FY 19-20</i>	<i>CURRENT BUDGET FY 20-21</i>	<i>COUNCIL PROPOSED BUDGET FY 21-22</i>
<b>All Other Funds:</b>			
<b>Law Enforcement Trust Fund</b>			
Personnel Services	175,032	182,154	138,972
Operating	73,000	67,500	68,175
	<u>248,032</u>	<u>249,654</u>	<u>207,147</u>
<b>Debt Service Fund</b>			
Operating	<u>904,981</u>	<u>902,482</u>	<u>899,382</u>
<b>Capital Improvement Fund</b>			
Capital Outlay	<u>763,356</u>	<u>6,027,996</u>	<u>6,237,446</u>
<b>Stromwater Utility Fund</b>			
Operating	469,323	562,255	468,552
Capital Outlay	857,002	857,002	857,002
	<u>469,323</u>	<u>1,419,257</u>	<u>468,552</u>
<b>Total Budget All Funds:</b>	<b>12,066,982</b>	<b>18,660,288</b>	<b>19,418,869</b>







# *Golden* *BEACH*

For full details of the Fiscal Year 2021-2022 Budget  
please visit:

[goldenbeach.us](http://goldenbeach.us)

