

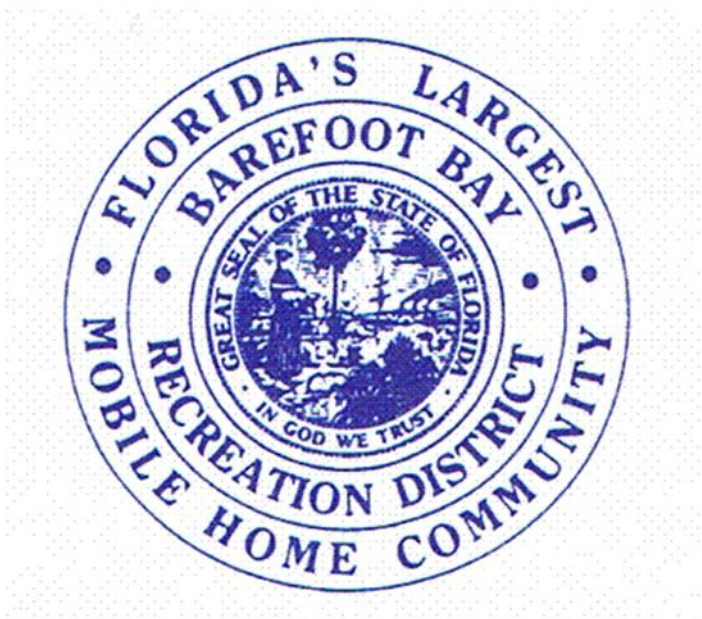
Departmental Summaries

Introduction

This section of the annual budget is designed to enhance the reader's understanding of the purpose, goals, objectives, financial inputs and expected results of the BOT's expenditures per specific departments. This section coupled with the traditional line-items and overview sections (fund analysis and Five Year Financial Model and Capital Improvement Plan) provides a comprehensive conveyance of information regarding the BBRD annual budget as compared to past years' budgets that were limited to current budget and proposed budget numbers. Information and data is presented as originally submitted to the BOT as part of the FY18 Working Draft Proposed Budget on 31Mar17 unless adjusted by the BOT during one of the budget workshops. In said case, the information and data is updated as of 27Jun17 (date of FY18 Approved Budget adoption).

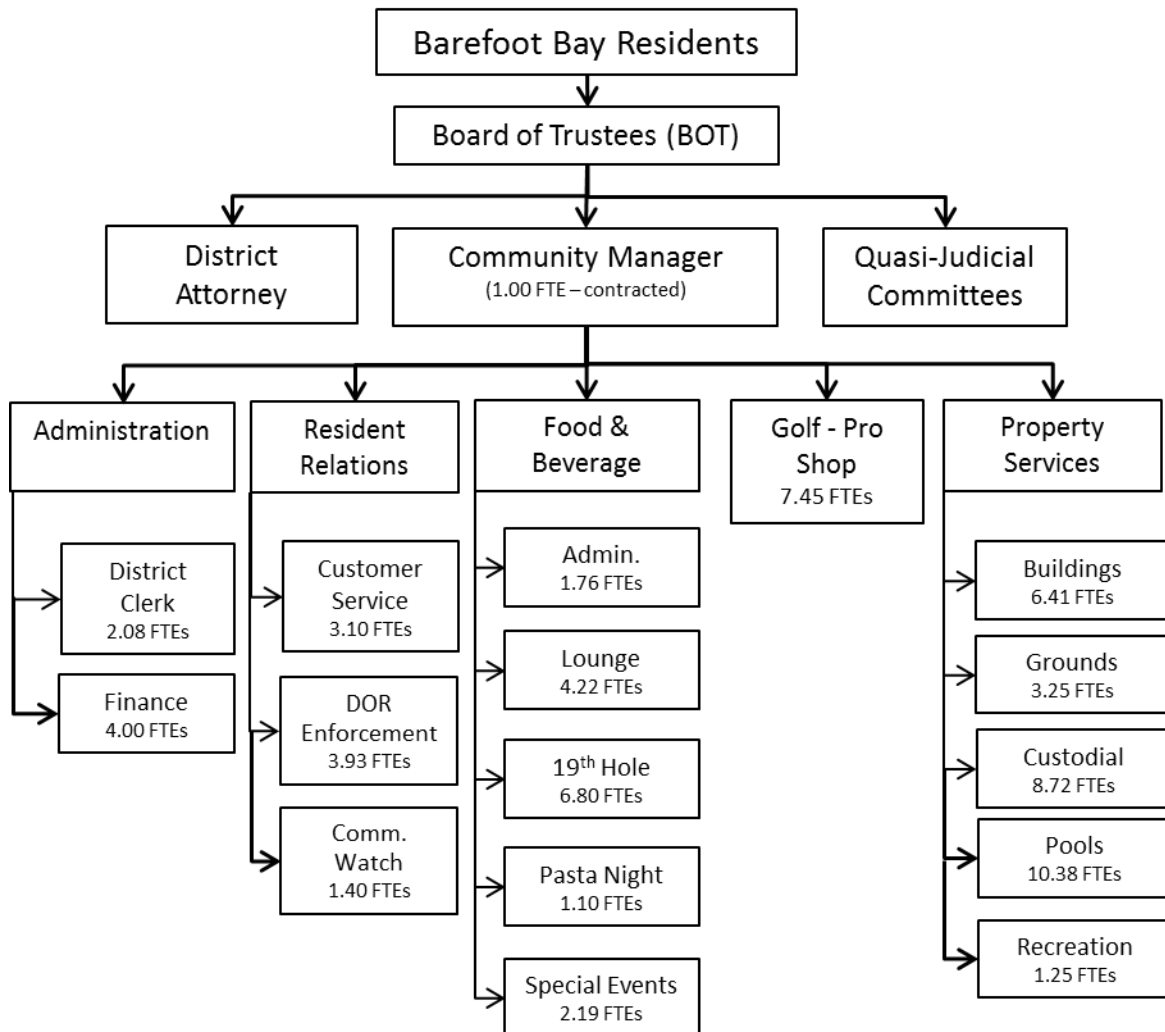
Changes from FY 17

Approved in FY17 was the renaming of the formerly known "Capital" Department to the "R&M/Capital" Department to address concerns of the auditors regarding the comingling of R&M and capital projects under the former title of "Capital" Department. Within the new R&M/Capital Department, R&M and Capital projects are listed separately under their respective titles. Additionally, the Grant Department is now discontinued and projects previously listed within said department are listed under the R&M/Capital Department. Previous rationale for the separate department was for tracking purposes for grant reimbursement. However, the Finance Office does not rely on the department where the projects are expensed but on a separate tracking form specific to each grant program.



Listed immediately below is the approved organization chart of BBRD as related to departments with budgeted personnel.

FY18 Approved Budget Organizational Chart*



* Only departments and sub-departments with personnel are shown.

Administration

Department Description

Administration is comprised of two Sub-Departments: Office of the District Clerk and the Finance Office, which provides the overall administrative direction for BBRD operations via the Community Manager. The Community Manager works through a contract between BBRD and Special District Services, Inc. and is confirmed by the BOT. The Community Manager is BBRD's chief appointed official and provides the overall administrative direction for BBRD.

The Office of the District Clerk is the official records custodian of BBRD, support function to the BOT, risk manager, and IT contract manager. Specific functions include BOT meeting and workshop agenda preparation, minutes recording and trustee liaison activities. The sub-department coordinates with all advisory committees (when in existence) to ensure meetings are properly advertised, minutes recorded and records retained and published on BBRD's website. As records custodian, the District Clerk is the point of contact for all records requests and responsible for ensuring records are properly retained and then destroyed according to state law.

The Finance Office is primarily an internal service provider; however, external services are provided to the public for RV lot rent and shopping center lease billing services, accounts payable processing and general financial inquiries. Other activities include: cash management, accounts receivable, payroll disbursements, capital asset control, general ledger maintenance, purchasing services, budget monitoring and financial analysis and forecasting. Additionally, Finance provides monthly statements to department managers and the Board of Trustees, cooperates with independent auditors to conduct the annual audit, develops and implements financial management policies and procedures while maintaining internal accounting controls.

Goals and Objectives

Goal #1: Trustees, residents and staff can easily access public information while the integrity of public records is ensured.

FY16 Objectives:

- A. Explore feasibility of web-based indexing system to enable residents to key word search minutes and agenda packages by 31Jan16 for consideration in FY 17 Budget preparation process.

Result: Proposal was submitted as part of FY17 Proposed Budget, was approved by BOT and implemented on October 1, 2016.

- B. Refine proposal for permanent on-site records retention facility in lieu of current rented facility by 31Jan16 for consideration in FY 17 Budget preparation process.

Result: Proposal was submitted as part of FY17 Proposed Budget, was approved by BOT. Quotes will be solicited and unit procured in FY17.

FY17 Objectives:

- A. Transition stored files to onsite storage.

Status: Scheduled for summer 2017 within 60 days of .final customization by Property Services staff.

- B. Update inventory no later than 30 days after delivery of storage unit and setup.
Status: Scheduled to be completed by 30Sep17

FY18 Objectives:

- A. Roll-out new website format to increase ease of use by 30Sep18.
- B. Revise records storage and purging system by requiring records of a department with the same retention period to be stored in unique packages.

Goal #2: BBRD uses the most cost-effective and reliable information technology services in the provision of services to internal and external customers.

FY16 Objectives:

- A. Research options for telephone and data systems for replacement building F project by 31Dec16.

Result: This task was postponed due to the Guinther lawsuit delaying the project.

- B. Develop IT 5-year plan for infrastructure and software needs by 31Jan16.

Result: Development of a five-year plan was not accomplished due to higher priority assignments. Major improvements to IT system include switching to Cloud based server storage by December 1, 2016 for all BBRD and improvements to the point of sale (POS) systems for Food and Beverage and Golf-Pro Shop Departments.

FY17 Objectives:

- A. Establish a 10-year plan for maintenance and replacement of IT equipment and technology in order to keep up District productivity and efficiency.

Status: Objective will probably be postponed as refinement of 5-year plan needs to be accomplished first.

- B. Centralized informational self-service station (or kiosk) which would enable residents to check the status/balance on their RV and/or kayak storage accounts, social fees, and status on the restriction list. This feature would instill a sense of independence to the residents and at the same time increase employee productivity. Employees will have saved time researching basic account questions and gain additional time to work on other projects. Additionally, residents will be better informed which enhances District operations overall.

Status: Researching options for possible submittal as part of FY19-23 5yrFM&CIP and/or FY19 WDPB.

FY18 Objectives: Upgrade BBRD Website to become more visually appealing and user friendly.

Goal #3: BBRD risk management program enables an organizational culture of safety in the workplace and encourages employees to identify proactive responses to incidents thereby limiting financial costs to property owners.

FY16 Objectives:

- A. Coordinate internal safety meetings, quarterly work site inspections and track incidences to identify and abate exposures.

Result: Safety video classes requirement implemented for all employees.

- B. Coordinate with Human Resources to ensure all employees complete required annual safety training by 30Aug16.

Result: Employees had their annual training completed by August 30, 2016.

FY17 Objectives:

- A. Coordinate meeting with department managers to update annual safety training program by 30Sep17.

Status: Meeting to be held before 30Sep17.

- B. Evaluate and communicate needs within BBRD organization which would facilitate reimbursement from the TIPS program by 31May17.

Status: Implement departmental incentives to help motivate ideas for TIPS

FY18 Objectives:

- A. Identify incentives for employees that provide ideas or spot safety hazards

- B. Identify safety education i.e., seminars and workshops for managers

Goal #4: Receive Certificate Achievement for Excellence in Financial Reporting Program issued by the Government Finance Officers Association (GFOA).

FY16 Objectives:

- A. Perform annual audit by the end of January after the end of fiscal year 2015.

Result: Fiscal year 2015 audit fieldwork was completed in December 2015 and the FY15 Audit Report was represented to the Board by MSL on January 26, 2016 Board meeting.

- B. Prepare Comprehensive Annual Financial Reports (CAFR) and submit the report to GFOA within six months after the end of fiscal year 2016.

Result: Researched data but was not completed.

FY17 Objectives:

- A. Train accounting staff to become more conscientious of how to perform their daily duties according to audit procedures.

Status: Written procedures were updated and given to staff.

- B. Prepare Comprehensive Annual Financial Reports (CAFR) and submit the report to GFOA within six months after the end of fiscal year 2017.

Status: Researching more information for completion in fiscal year 2018.

FY18 Objectives:

- A. Prepare Comprehensive Annual Financial Reports (CAFR) and submit the report to GFOA within six months after the end of fiscal year 2018.

Goals #5: Financial operations are transparent so the BOT, the residents, guests, and other interested parties possess and maintain confidence in BBRD's financial management.

FY16 Objectives:

- A. Record all financial transactions accurately.
Result: All monthly financial reports were verified for accuracy by department managers and then emailed to the Trustees according to the timeline per BBRD Policy Manual in fiscal year 2016.
- B. Communicate clearly with anyone who requests information.
Result: Did not receive any complaints in fiscal year 2016.
- C. Evaluate and review necessary financial procedures.
Result: Staff reviewed procedures and proposed applicable policy manual revisions to BOT and was adopted in September 2016.

FY17 Objectives:

- A. Present to the finance committee, at year end, the finance department's collections and overall performance.
Status: Objective is moot since BOT dissolved the Finance Committee in February 2017.
- B. Post monthly summary financial to BBRD website no later than the 15th of the following month.
Status: Posting began in January 2017.

FY18 Objectives:

- A. Research possible electronic software and storage system for accounts payable to increase transparency and shorten invoice processing time.

Financial Summary

| | FY 16 | FY17 | FY17 | FY18 | FY18 | FY18 |
|------------------------------------|----------------|-----------------------|--------------------------|--------------------|------------------------|------------------------|
| | Actuals | Revised Budget | Year-end Estimate | Base Budget | Decision Points | Approved Budget |
| Revenues/Sources | | | | | | |
| Assessments | 3,511,560 | 3,516,480 | 3,514,320 | 3,512,880 | 87,822 | 3,600,702 |
| Investment Income | 12,155 | 3,500 | 6,500 | 6,500 | - | 6,500 |
| Other Income | 68,752 | 19,105 | 35,669 | 19,595 | - | 19,595 |
| Total | 3,592,467 | 3,539,085 | 3,556,489 | 3,538,975 | 87,822 | 3,626,797 |
| Exp./Uses by Sub-Department | | | | | | |
| District Clerk | 590,615 | 630,300 | 669,062 | 586,082 | 11,074 | 597,156 |
| Finance | 1,046,886 | 1,051,020 | 984,417 | 670,871 | - | 670,871 |
| Total | 1,637,501 | 1,681,320 | 1,653,479 | 1,256,953 | 11,074 | 1,268,027 |
| Exp./Uses by Category | | | | | | |
| Personnel | 257,890 | 311,574 | 313,175 | 332,397 | 6,802 | 339,199 |
| Operating | 809,611 | 939,746 | 910,304 | 924,556 | 4,272 | 928,828 |
| Other | 570,000 | 430,000 | 430,000 | - | - | - |
| Total | 1,637,501 | 1,681,320 | 1,653,479 | 1,256,953 | 11,074 | 1,268,027 |

Personnel Summary (FTEs)

| | FY 16 | FY17 | FY17 | FY18 | FY18 | FY18 |
|----------------|----------------|-----------------------|--------------------------|--------------------|------------------------|------------------------|
| | Actuals | Revised Budget | Year-end Estimate | Base Budget | Decision Points | Approved Budget |
| District Clerk | 1.85 | 1.85 | 1.85 | 1.85 | 0.23 | 2.08 |
| Finance | 3.73 | 4.00 | 4.00 | 4.00 | - | 4.00 |
| Total | 5.58 | 5.85 | 5.85 | 5.85 | 0.23 | 6.08 |

Performance Measures

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Approved Budget |
|---|--------------------------|------------------------------------|---------------------------------------|-------------------------------------|
| <u>Efficiency</u> | | | | |
| Average response time for IT service | | | | |
| 1 requests to be resolved | 1 day | 1-2 days | 1-2 days | 1 day |
| Average time for Record Request | | | | |
| 2 turnaround | 24hrs | 48hrs | 48hrs | 48hrs |
| 3 Invoices processed per week | 100 | 95 | 97 | 98 |
| 4 Checks cut per week | 53 | 55 | 53 | 55 |
| 5 Days taken to complete monthly bank rec. | 7 | 8 | 8 | 8 |
| <u>Effectiveness</u> | | | | |
| 1 IT service costs | 20,949 | 14,100 | 15,000 | 15,150 |
| 2 Hours of Clerk Training per year | 48 | 48 | 48 | 48 |
| 3 Unqualified Audit Report | Yes | Yes | Yes | Yes |
| 4 No. of Findings in Audit | - | - | - | - |
| Financial Report available to Trustees & | | | | |
| 5 Depts. by the 15th of the following month | 100% | 100% | 100% | 100% |
| <u>Outputs</u> | | | | |
| 1 Number of WC claims filed | 1 | 1 | 1 | 1 |
| 2 Number of Liability claims filed | 1 | 1 | 1 | 1 |
| 3 Board Minutes Without Error | 80% | 90% | 95% | 95% |
| 4 No. of Estoppels processed | 465 | 400 | 410 | 415 |
| 5 No. of closings | 469 | 430 | 435 | 420 |
| 6 No. of liens placed/satisfied | 38/64 | 40/65 | 35/60 | 30/60 |
| 7 Proceeds from sale of surplus items | 300 | 1,000 | 800 | 1,200 |

Resident Relations

Department Description

Resident Relations is comprised of three sub-departments: Customer Service, Deed of Restrictions (DOR) Enforcement and Community Watch. The Resident Relations Manager is responsible for the overall management of the sub departments plus the Shopping Center and Vehicle Storage Departments. Additionally, the coordination of BBRD's human resources function is provided by the Resident Relations Manager.

The Customer Service Sub-department provides external services to the Barefoot Bay residents and Shopping Center tenants, in addition to internal services to BBRD employees and job applicants. Specific activities performed include new homeowner orientation, scheduling facilities, management of Shopping Center and vehicle storage lessees, and administration of social membership needs of BBRD property owners, renters and guests.

The DOR Enforcement Sub-department is responsible for inspection of all BBRD properties to ensure compliance of the DOR, processing violations when necessary and the support of the Architectural Review Control and DOR Violations Committees.

The Community Watch Sub-department, as established in FY17, provides evening and night time observation of the community by unarmed employees who coordinate their efforts with the Brevard County Sheriff's Office and various neighborhood watch groups. Starting in FY18, the administration of BBRD's Off-Duty Sheriff Deputy Program (previously administered by Administration: Office of the District Clerk) will be a function of this sub-department.

Goals and Objectives

Goal #1: Provide superior customer service to Barefoot Bay residents and guests.

FY16 Objectives:

- A. Investigate the feasibility and cost-effectiveness of a badging system that will create professional badges instantly that would be linked to an access card system by 31Jan16.
Result: Due to higher priority responsibilities, staff continues to investigate and refine options for new badging/gate system. Goal is to have comprehensive proposal ready for FY19-23 5yrFM&CIP submittal.
- B. Investigate the feasibility of alternate software packages that could provide better service to Barefoot Bay's calendar needs by 31Jan16.
Result: Changes to the calendar procedures with the addition of Google Cloud to Outlook during FY15, have improved the calendar process. This change allows all staff needing calendar information with access to real time status regarding building reservations, and has eliminated the need for a new program.

FY17 Objectives:

- A. Investigate the feasibility and cost-effectiveness of providing a data base to all departments electronically of up-to-date resident information including current address, phone numbers

and e-mail information and status of home as a primary residence/seasonal or a rental unit to all departments electronically.

Status: Conversion of BBRD onsite server to cloud storage changed the needs of other department. Staff is currently researching options for sharing Customer Service notes, with other departments. Completion of this research is anticipated by 30Sep17.

- B. Use bulk e-mail groups of residents' email (voluntarily contributed) to send periodic and storm warning e-mail notifications about issues related to different groups (i.e. tennis, bocce ball, RV Storage Lots, Beach, etc.).

Status: Completed and on-going. Office of District Clerk is primary point of contact for outgoing bulk e-mail messages.

FY18 Objectives:

- A. Research options for residents to electronically view meeting room availability and request meeting rooms reservations by 30Sep18.
- B. Develop FY19 Budget Decision Point proposal for satellite badge renew stations and staffing so residents can renew their badges at street dances starting in 2019.

Goal #2: BBRD's DOR is adhered to by property owners and violations are quickly abated through enforcement actions.

FY16 Objectives:

- A. Increase the percentage of violation cases that come into compliance through voluntary means by 31Dec15.
Results: As of Jan 6, 2016, 32 cases remain open of the 3,949 cases in FY 2016, ending Oct 31, 2016. Less than 1% remain in violation.
- B. Increase the number of violations processed annually by a minimum of 50% over 2014 cases by 31Dec15.
Results: FY2016 violations totaled 3,949. This represents an increase of 202% over the 1,928 cases in FY2015 and an increase of 394 % over the 1,001 cases in FY2014.
- C. Provide DOR information to residents via bi-monthly articles in the Tattler starting October 2015.
Results: DOR information is now provided in the Tattler, 6 times a year.

FY17 Objectives:

- A. Increase voluntary compliance by improving resident awareness of the DOR thru releasing information in Peek of the Week, The Tattler, bulk e-mail distribution and resident meetings.
Status: Articles regarding DOR have appeared in the Tattler, DOR staff will be attending future HOA meetings at least twice a year to inform residents of the DOR. As of 2/14/2017, working to allow access to residents to Citizen Serve software, so they may enter complaints and view violations.
- B. Increase residents education regarding DOR requirements, thereby decreasing the number of violations processed annually by a minimum of 25% over 2015 cases by 30Sep17.

Status: Due to Hurricane Matthew, the number of violations have increased. The initial letter has been changed to be kinder and gentler, which has resulted in an increase in compliance after the first letter.

- C. Increase property owner understanding of DOR process, initiate a DOR Enforcement ride along program by 30Nov16.

Status: The ride along program has been offered in the Tattler, HOA and Neighborhood watch meetings. As of Feb 9, 2017, only one person has acted on the offer. Additional steps are planned to increase the knowledge of this program including additional articles in the Tattler, Peek of the Week and HOA meetings.

FY18 Objectives:

- A. Develop a Power Point presentation to be presented at the new homeowners orientation to raise awareness of the DOR by 30Sep18. This presentation can also be shown at sites in Barefoot Bay where homeowners congregate and will be made available to local realtors and on www.bbrd.org.
- B. Develop a formal strategy linking the efforts of DOR and Community Watch Sub-Department personnel and the off-duty Sheriff Deputy program (formally administered by the Office of the District Clerk) by 30Jun18.

Goal #3: BBRD is a community constantly renewing housing stock through voluntary and involuntary actions.

FY16 Objectives:

- A. Develop a program in Barefoot Bay to identify derelict homes for removal that are abandoned, are in poor repair and are nuisances to the neighborhood by 31Mar16.
Results: Program in place. In January 2016, BBRD received the title to its first derelict home under this program. Said house was removed and the lot is now for sale. Additional funding is scheduled through FY22 per the 5yrFM&CIP.
- B. Work with BOT to establish an advisory committee to implement the program (research property ownership/value ratio, identify alternatives available to home removal, and prioritize homes to be involuntary removed) by 31May16.
Results: Action on this object was tabled pending BOT discussions of advisory committees planned for FY17.

FY17 Objectives:

- A. Work with advisory committee and review value of home removal program instituted in FY 16, and submit funding request for the FY18 Budget by 31Jan17.
Status: Additional funding through FY22 was requested in December 2016.
- B. Prepare a list identifying top 15 target homes for removal by 31Mar17.
Status: The objective will move forward if the BOT decides to create an advisory committee, if not staff will accomplish the objective.

- C. Establish a derelict home removal strategy document for committee review by 31Mar17.
Status: The objective will move forward if the BOT decides to create an advisory committee, if not staff will accomplish the objective.

FY18 Objectives:

- A. Monitor the Brevard County Tax Sale list to investigate the purchase of Barefoot Bay's listed homes with the intentions of purchasing older homes, which would then be removed creating a vacant lot, which could potentially be used for a new home.
- B. Research the possibility of purchasing the adjoining lot to Micco storage for additional storage and income and if feasible submit a proposal by 31Dec17 for the FY19-23 5yrFM&CIP.

Financial Summary

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|------------------------------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| Revenues/Sources | | | | | | |
| Charges for Services | 84,439 | 86,609 | 89,000 | 83,500 | - | 83,500 |
| Other Income | 6,764 | 3,350 | 5,019 | 3,600 | - | 3,600 |
| Total | 91,203 | 89,959 | 94,019 | 87,100 | - | 87,100 |
| Exp./Uses by Sub-Department | | | | | | |
| Customer Service | 116,065 | 134,709 | 129,598 | 138,645 | - | 138,645 |
| DOR Enforcement | 195,540 | 182,551 | 187,902 | 202,446 | (4,000) | 198,446 |
| Community Watch | N/A | 50,000 | 33,153 | 80,766 | - | 80,766 |
| Total | 311,605 | 367,260 | 350,653 | 421,857 | (4,000) | 417,857 |
| Exp./Uses by Category | | | | | | |
| Personnel | 261,982 | 297,655 | 273,805 | 311,200 | - | 311,200 |
| Operating | 49,623 | 69,605 | 76,848 | 110,657 | (4,000) | 106,657 |
| Total | 311,605 | 367,260 | 350,653 | 421,857 | (4,000) | 417,857 |

Personnel Summary (FTEs)

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|--------------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| Resident Relations | | | | | - | - |
| Customer Service | 3.88 | 3.10 | 3.10 | 3.10 | - | 3.10 |
| DOR Enforcement | 3.15 | 3.93 | 3.83 | 3.93 | - | 3.93 |
| Community Watch | N/A | 1.40 | 1.20 | 1.40 | - | 1.40 |
| Total | 7.03 | 8.43 | 8.13 | 8.43 | - | 8.43 |

Performance Measures

| | FY16 Actuals | FY17 Revised Budget | FY 17 Year-End estimate | FY 18 Approved Budget |
|--|-------------------------|------------------------------------|--|--------------------------------------|
| <u>Efficiency</u> | | | | |
| 1 Number of DOR violations | 3,745 | 1,450 | 1,992 | 1,992 |
| 2 Number of ARCC permits | 485 | 370 | 778 | 493 |
| <u>Effectiveness</u> | | | | |
| 1 Number of job openings filled | 21 | 26 | 25 | 28 |
| Number of DOR cases sent to Violations | | | | |
| 2 Committee | 406 | 135 | 330 | 216 |
| 3 Number of DOR cases sent to the Board | 41 | 13 | 29 | 22 |
| 4 Number of DOR cases sent to the attorney | 12 | 6 | 12 | 8 |
| <u>Outputs</u> | | | | |
| 1 Number of employees hired | 27 | 29 | 25 | 33 |
| 2 Number of employees separated | 19 | 17 | 8 | 18 |
| 3 Annual rental badges issued | 82 | 68 | 60 | 83 |
| 4 Seasonal rental badges issued | 226 | 275 | 218 | 245 |
| Average RV storage occupancy | | | | |
| 5 (368 available) | 345 | 318 | 321 | 335 |

Food & Beverage

Department Description

The Food & Beverage Department operates two fixed site facilities (Lounge and 19th Hole), one regularly scheduled weekly event (Pasta Night), numerous special events (street dances, holiday events, a variety of special music & food events, etc.) and caters to BBRD clubs, organizations renting the facilities and various golf tournaments as requested and contractually agreed upon.

- The Lounge is a live entertainment venue that also offers beverages, bar snacks, sandwiches and salads during the day to pool patrons and residents.
- The 19th Hole located at the Golf Course, caters to golfers and residents desiring a full bar and table side restaurant service for breakfast, lunch & light dinner. Breakfast is served 7:30-11 a.m. Monday through Friday and 7-11 a.m. on Saturday and Sunday. The menu is a limited menu of breakfast sandwiches, egg casseroles, biscuits & gravy and yogurt fruit parfaits. The lunch menu is a mix of cold and hot sandwiches, salads and daily blackboard specials.
- Pasta Night is a weekly Wednesday night event at the 19th Hole featuring Italian sub sandwiches, pasta entrees and two weekly pasta specials.
- Special Events are a variety of events held outside of regularly scheduled operations. Typically a combination of live bands, a buffet or outside grilling is planned to provide extra entertainment year round to our residents. Additionally, bars in Buildings A & D/E bar and catering requests are accounted for within Special Events.

Goals and Objectives

Goal #1: Food & Beverage facilities and events are viewed as the food and beverage destination of choice for residents and guests.

FY16 Objectives:

- A. Host quarterly focus group discussions of randomly identified customers to identify opportunities for improvement starting 01Apr16.
Result: Focus group input began in early FY16 and will continue on a regular basis to provide resident input.
- B. Create and implement a mystery shopper program to evaluate service, quality of food and beverages, cleanliness of facilities and overall customer experience by 30Sep16.
Result: Secret shopper visits began in January 2016 and will continue on a regular basis to provide objective feedback of quality of services and menu items.

FY17 Objectives:

- A. Based on the work of the focus group, evaluate suggestions, report observations and implement appropriate ideas for improvement starting 15Nov16.
Status: Input has been and continues to be received. Management has and continues to implement improvements to services based on objective input related to food quality, music, events and specials.

- B. Using a Hospitality Group offering professional training and coaching services, schedule in-house customized team training focusing on specific service techniques geared to the business for entire Food & Beverage staff. The training also includes a restaurant management training component for supervisors by 30Sep17.

Status: Management has selected training vendor and training is scheduled for the summer months of 2017

FY18 Objectives:

- A. Continue the work of the focus groups and secret shopper visits to collect information related to quality of service, food and facilities in order to properly evaluate operations and implement systems, procedures and/or suggestions for improvement.
- B. Continue to seek out training opportunities for all staff including culinary workshops for the back of the house staff and customer service training for front of the house staff. Specialized training will occur in summer months while regular customer service and food safety/quality training will continue to occur on a bi-weekly basis.

Goal #2: Create a “Barefoot Friends Connect” program to recognize and reward our customers for their loyalty.

FY16 Objectives:

- A. Build a data base of customers by 30Apr16.
Result: Staff began collecting email addresses in early FY16 that are entered into a data base. 273 emails have been collected.
- B. Send monthly emails, including coupons, to customers having an anniversary or birthday and to promote special offers/events starting 01May16.
Result: Monthly emails are sent to customers to offer BOGOS and discounts to increase traffic through our facilities.

FY17 Objectives:

- A. Collect telephone numbers to text blast daily specials to customers by 01Dec16.
Status: Due to Hurricane Matthew and staff constraints, the completion of this objective was delayed and is anticipated to be completed by 31Mar17.
- B. Grow repeat business by promoting special offers, coupons, ticketed events, catering, etc. through email and Facebook.
Status: Special offers and coupons are being emailed to customers monthly. Facebook is used routinely to market events and special offers.

FY18 Objectives:

- A. Develop an electronic “brochure” to promote Food & Beverage facilities and services that will be on the department’s website and can be e-mailed to prospective customers
- B. Add Instagram to social media toolbox to promote food and beverage events and opportunities to our customers.

Goal #3: Food & Beverage is the first choice for catering needs of clubs, organizations and the community.

FY16 Objectives:

- A. Develop a catering menu by 30Oct15.

Result: Menu completed.

- B. Develop marketing materials for distribution to Clubs and residents promoting the sub department for weddings, anniversaries, birthdays, holiday parties, etc. by 31May16.

Result: A menu was sent to clubs in January 2017. Referrals are also received through the Calendar Coordinator's office. Menus and an informational letter sent to the Calendar Coordinator in January 2017 for distribution to potential customers.

FY17 Objectives:

- A. Refine expansion ability for inclusion in the FY18 Proposed Budget

Status: Conceptual plans developed and submitted to the Community Manager in December 2016 for inclusion in the FY18-22 Five-year Financial Model and Capital Improvement Plan.

- B. Develop an advertising strategy to market catering for the website, the Tattler, email and Facebook by 30Oct17.

Status: Work is in progress to advertise catering in these areas. Sample flyers, photos and an advertisement for the Tattler are being developed. Drafts complete in March 2017. Advertising is scheduled to begin in late Spring or early Summer.

FY18 Objectives:

- A. Develop a catering services tab for the web site designed to showcase catering services, feature photos and show menus.

- B. Continue the work of creating professional marketing materials and promoting services through social media, web site, social media platforms and traditional advertising sources.

Financial Summary

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|------------------------------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| Revenues/Sources | | | | | | |
| Charges for Services | 923,538 | 903,779 | 966,930 | 991,206 | - | 991,206 |
| Other Income | 3,947 | 1,550 | 3,969 | 4,218 | - | 4,218 |
| Total | 927,485 | 905,329 | 970,899 | 995,424 | - | 995,424 |
| Exp./Uses by Sub-Department | | | | | | |
| Administration | 79,535 | 88,292 | 90,225 | 94,388 | - | 94,388 |
| Lounge | 331,218 | 278,998 | 344,067 | 350,210 | - | 350,210 |
| 19th Hole | 419,575 | 426,249 | 381,043 | 392,942 | - | 392,942 |
| Pasta Night | 52,598 | 55,436 | 42,283 | 44,712 | - | 44,712 |
| Special Events | 105,649 | 143,136 | 135,714 | 140,833 | - | 140,833 |
| Total | 988,576 | 992,111 | 993,332 | 1,023,085 | - | 1,023,085 |
| Exp./Uses by Category | | | | | | |
| Personnel | 397,238 | 425,795 | 386,141 | 407,551 | - | 407,551 |
| Operating | 591,338 | 566,316 | 607,191 | 615,534 | - | 615,534 |
| Total | 988,576 | 992,111 | 993,332 | 1,023,085 | - | 1,023,085 |

Personnel Summary (FTEs)

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|----------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| Administration | 1.63 | 1.88 | 1.76 | 1.76 | - | 1.76 |
| Lounge | 4.02 | 3.83 | 4.22 | 4.22 | - | 4.22 |
| 19th Hole | 8.33 | 8.33 | 7.44 | 6.80 | - | 6.80 |
| Pasta Night | 1.01 | 0.92 | 1.00 | 1.10 | - | 1.10 |
| Special Events | 0.96 | 2.01 | 1.98 | 2.19 | - | 2.19 |
| Total | 15.95 | 16.97 | 16.40 | 16.07 | - | 16.07 |

Performance Measures

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Approved Budget |
|---|--------------------------|------------------------------------|---------------------------------------|-------------------------------------|
| <u>Efficiency</u> | | | | |
| 1 Labor cost-Pasta night | 25% | 25% | 26% | 24% |
| <u>Effectiveness</u> | | | | |
| 1 Mystery Shopper evaluations | 5 | 24 | 16 | 24 |
| 2 Repeat Customers | 1,210 | 735 | 1,070 | 1,085 |
| Resident Satisfaction Rate -Street | | | | |
| 3 Dances* | 82% | 97% | 95% | 97% |
| <u>Outputs</u> | | | | |
| 1 Street Dance Attendance | 11,205 | 12,000 | 12,200 | 12,250 |
| 2 No. of catered functions | 81 | 80 | 90 | 100 |
| 3 No. of kegs drank (purchased) | 616 | 600 | 625 | 630 |
| No. of coupons to customers (F&B | | | | |
| 4 Friend Program) | - | 18,000 | 5,000 | 7,000 |
| 5 No. of dinners served - Pasta | 3,988 | 3,533 | 3,700 | 3,800 |
| 6 No. of regular menu items sold by dept. | | | | |
| Lounge | **11,875 | ***2,700 | 13,000 | 13,450 |
| 19th Hole | 35,454 | 35,000 | 35,600 | 35,700 |

*As reflected by informal face-to-face satisfaction during January & July

**6,165 Tacos

***FY 17 Budget data entered prior to start of Taco night

Golf - Pro Shop

Department Description

BBRD Golf Course is comprised of an executive par 60 golf course, a Pro Shop and a cart barn. The facility functions as the premier amenity of Barefoot Bay Recreation District. The membership of the course is primarily comprised of residents with a small number of non-resident members. Greens fee play (fee for play) supplements membership play throughout the year. Merchandise sales are available to all residents, guests, and non-resident golfers. Lessons and club repair are conducted by a certified PGA professional. The certified PGA Professional also creates, operates, and oversees Tournaments and other special events.

FY16 Goals and Objectives

Goal #1: Barefoot Bay Golf Course is the premier executive par 60 course in Brevard County.

FY16 Objectives:

- A. Develop a membership growth strategy by 31Oct15.

Result: Improved course conditions. Increased awareness of facility to new residents. Utilized current member word-of-mouth to increase membership numbers. Also introduced possibility of Snug Harbor membership.

- B. Develop a marketing plan by 30Nov16.

Result: Created a marketing plan that has yielded a great return on investment with advertising in the local, regional and global communities. The Pro Shop was renovated to effectively display merchandise; increasing retail space by 67%.

- C. Review current operations and develop a principles of operations document for review by the BOT by 31Dec15.

Result: Central Florida golf is seasonal. Created strategies to target different customer types. Improved non-resident relationships and increased non-resident summer play. Targeted merchandise sales to new customers as well as existing customers.

FY17 Objectives:

- A. Repair Golf Course Drainage: Standing water is currently effecting the growth of turf. The lack of drainage also increases the amount of time the golf course can remain open to our members, guests, and non-resident play.

Status: Awaiting off- season to select vendor and begin project. Expected to begin in late May 2017.

- B. Implement bunker repair: The bunker drainage system is collapsed and it affects normal and tournament play. Repairing the bunkers is a must to continue the game of golf being played as it was intended.

Status: Phase 1 complete. Phase 2 of bunker repair to be completed by 30Sep17.

FY18 Objectives:

- A. Begin Phase 3 of bunker repair (Explore feasibility of utilizing current contract maintenance crew in May and June. Plan for outside vendor in September if project cannot completed in-house).
- B. Restructure green fee, trail fee (and again in FY 20).
- C. Create a membership drive program to address current drop in membership and possibly restructure current membership program.

Goal #2: The Pro-Shop is the convenient shopping destination of choice for golf course members and non-golfing residents.

FY16 Objectives:

- A. Explore the feasibility and cost-effectiveness of converting paper tee time system to a web-based computerized system by 31Jan16 for consideration by BOT in FY17 Budget preparation.

Result: Introduced and are now utilizing Golfnow point of sale (POS) system. Program has streamlined management operations and reduced man-hours for programs by 75%.

- B. Develop a calendar of special events that will draw non-golfers to Pro-Shop to increase sales by 30Apr16.

Result: A Calendar of events is posted on our website for anyone's review of Barefoot Bay Golf Course happenings and also advertised in The Tattler, Peak at the Week and possibly through direct mailing.

FY17 Objectives:

- A. The Pro Shop has about 700 sq. ft. Improve the aging facility through the use of effective lighting and displays to present an inviting arrangement for individuals to selectively shop. Expect to complete 30Sep17.

Status: Completed walls and shelving in December 2016 to help present merchandise in a more attractive light to customers.

- B. Improve staff training on sales techniques by 31Oct16.

Status: Trained and utilized two seasonal employees to enhance customer satisfaction; efforts reduced customer wait time for checking in and live phone response has improved to answer customer questions.

- C. Improve Player Assistants job training such as pace of play and course management issues for players by 30Nov16.

Status: Pace of play has improved significantly. Customer feedback is positive. This is an ongoing training process.

FY18 Objectives:

- A. Add non-golf merchandise items to retail inventory for Barefoot Bay residents outside the golfing community.

- B. Revise department's website to market beyond members and as an informational platform to other associations: such as men's league, ladies league, etc. by 30Sep18.

Financial Summary

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|------------------------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| Revenues/Sources | | | | | | |
| Charges for Services | 549,575 | 738,176 | 543,538 | 539,541 | 30,452 | 569,993 |
| Other Income | 79,931 | 88,130 | 72,800 | 78,220 | - | 78,220 |
| Total | 629,506 | 826,306 | 616,338 | 617,761 | 30,452 | 648,213 |
| Exp./Uses by Category | | | | | | |
| Personnel | 208,098 | 226,237 | 217,776 | 208,158 | 38,055 | 246,213 |
| Operating | 629,728 | 701,849 | 693,503 | 640,804 | 18,086 | 658,890 |
| Total | 837,826 | 928,086 | 911,279 | 848,962 | 56,141 | 905,103 |

Personnel Summary (FTEs)

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|-----------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| Golf - Pro Shop | 6.92 | 6.70 | 6.70 | 6.70 | 0.75 | 7.45 |
| Total | 6.92 | 6.70 | 6.70 | 6.70 | 0.75 | 7.45 |

Performance Measures

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Approved Budget |
|--------------------------------------|--------------------------|------------------------------------|---------------------------------------|-------------------------------------|
| <u>Efficiency</u> | | | | |
| 1 Pro Shop Sales Per Round | \$1.78 | \$1.58 | \$1.57 | \$1.67 |
| 2 Rounds played per Player Assistant | 39 | 41 | 39 | 40 |
| <u>Effectiveness</u> | | | | |
| 1 % Increase Member Renewals* | 3% | 5% | 11% | 2% |
| 2 Customer Service Level** | 95% | 97% | 97% | 97% |
| <u>Outputs</u> | | | | |
| 1 Rounds Played | 43,528 | 46,882 | 44,550 | 45,425 |
| 2 # of Members | 363 | 418 | 322 | 330 |
| 3 Green Fee Receipts | 133,967 | 218,545 | 133,800 | 133,800 |
| 4 # of Tournaments | 22 | 22 | 22 | 22 |
| 5 Pro Shop Sales | 77,600 | 78,782 | 70,100 | 76,000 |

*excludes non-renewals due to death, illness or relocation

** taken from informal survey done of players in March and September

Property Services

Department Description

Property Services is responsible for the beautification and continued maintenance of BBRD's facilities, grounds and recreational areas. Services are provided by five sub-departments: Buildings, Grounds, Custodial, Pools and Recreation.

- Buildings maintain the appearance of all BBRD buildings, both structurally and esthetically. Additional responsibilities for this department include the video production of the BBRD Board of Trustee meetings and other significant events.
- Grounds provide landscaping and maintenance services to all recreation areas as well as the parks, lakes, islands and medians. Grounds also utilizes funding and equipment from stormwater for the maintenance of BBRD canals.
- Custodial provides janitorial services to all buildings and prepares assembly rooms for use by the BOT, committees, clubs, residents and the public (for a fee) for the various activities that are held in the meeting rooms as scheduled by the BBRD Calendar Coordinator.
- Pools provide the upkeep, safety, and cleanliness of BBRD's 3 pools. The Pool Technicians are licensed through the National Swimming Pool Foundation. Pool Hosts staff the pools during operating hours to check badges and ensure safety.
- Recreation provides funding for the operations, repair and maintenance of outdoor recreational amenities plus the costs of the courtesy golf cart shuttle operations at Building A parking lot.

FY16 Goals and Objectives

Goal #1: Provide cost-effective quality landscaping services to common areas and maintenance/janitorial services to all buildings, both structurally and esthetically.

FY16 Objectives:

- A. Complete development of preventative maintenance inventory and develop expected useful economic life spans for each item by 31Jan16.
Result: Due to higher priorities and limited staff this objective was not accomplished. Staff determined a web-based system would be more efficient use of staff's time rather than creating an Excel-based system in-house.
- B. Begin use of preventative maintenance system on 01Feb16.
Status: Per results of Objective #1, staff began exploring different web-based systems but did not select a vendor by 30Sep16.
- C. Increase turf density along Barefoot Blvd. by increasing organic composition of the soil during summer 2016 (third year of effort).
Result: Cutting height of the mowers was raised from the customary level resulting in increased shade to ground and healthier turf.
- D. Establish a 2 year program that will monitor the exterior esthetics of buildings by 19Oct15 and continuing quarterly.
Result: A quarterly inspection program for the outside of the buildings was developed which will focus only on the outer appearance of the buildings.

FY17 Objectives:

- A. Re-evaluate some of the landscaping outside of the BBRD facilities. Investigate landscaping options that are lower maintenance/higher output vegetation by 01Mar17.

Status: Planters in front of major buildings were updated with large pots being placed in front of Building A so seasonal flowers can be easily changed per season.

- B. Increase turf density along Barefoot Blvd. by increasing organic composition of the soil during summer 2017 (fourth year of effort).

Status: A composting area was developed at Faclon Drive where landscape waste can be combined with food waste from Food and Beverage and sand. Over time the carbon-based material will decompose creating low-cost organic compost that can be amended to the soil.

FY18 Objectives:

- A. Develop a replacement plan for all the tables and chairs (including all meeting rooms, game rooms and pools) no later than 31Jan18.

- B. Develop a specimen tree (i.e. queen palms, sable palms, bottle brush, etc.) care and replacement plan no later than 01May18

Goal #2: Eliminate most liability and workers compensation claims by providing clean and safe buildings and facilities.

FY16 Objectives:

- A. Conduct bi-weekly cleanliness and safety inspections of all buildings and amenities beginning 05Oct15.

Result: Developed and implemented an inspection program where the Custodial Supervisor inspects all BBRD properties each week. Significant improvements were achieved within the first 6 months of the program.

- B. Coordinate with internal safety committee findings and track safety violations observed and corrected beginning in October 2015, based on the schedule of fellow managers of BBRD as well as the Senior Risk Control Consultant.

Result: With the use of Facility Dude and internal inspections the number of reported safety issues has dropped considerably. The senior risk consultant and safety committee has helped to identify and resolve a few safety concerns in the Property Service Department.

FY17 Objectives:

- A. Identify safety projects that are eligible for reimbursement under the TIPS program by 30Apr17.

Status: Projects have been identified and will be completed in time for application of maximum reimbursement in FY17.

- B. Coordinate with Risk Manager to update annual safety training program by 30Sep17.
Status: Staff is currently drafting a department specific safety handbook that we can issue to all Property Services employees and new hires. Additionally, staff will work with safety consultant to develop a short department specific training program.

FY18 Objectives:

- A. Revise safety training material for Property Services staff by 2Apr18.
- B. Increase the frequency of jobsite safety inspection for all Property Service staff utilizing other department managers for an unbiased perspective by 7May18.

Financial Summary

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|------------------------------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| Revenues/Sources | | | | | | |
| Charges for Services | 257,845 | 260,000 | 249,500 | 245,000 | 127,400 | 372,400 |
| Total | 257,845 | 260,000 | 249,500 | 245,000 | 127,400 | 372,400 |
| Exp./Uses by Sub-Department | | | | | | |
| Buildings | 390,183 | 416,605 | 447,548 | 460,576 | 4,680 | 465,256 |
| Grounds | 167,404 | 185,297 | 170,446 | 167,187 | - | 167,187 |
| Custodial | 280,594 | 281,171 | 257,679 | 284,219 | - | 284,219 |
| Pools | 376,461 | 377,995 | 366,599 | 378,641 | - | 378,641 |
| Recreation | 91,684 | 90,822 | 97,114 | 98,246 | 2,200 | 100,446 |
| Total | 1,306,326 | 1,351,890 | 1,339,386 | 1,388,869 | 6,880 | 1,395,749 |
| Exp./Uses by Category | | | | | | |
| Personnel | 845,714 | 925,027 | 894,313 | 943,337 | - | 943,337 |
| Operating | 460,612 | 451,232 | 445,073 | 445,532 | 6,880 | 452,412 |
| Total | 1,306,326 | 1,376,259 | 1,339,386 | 1,388,869 | 6,880 | 1,395,749 |

Personnel Summary (FTEs)

| | FY 16 Actuals | FY17 Revised Budget | FY17 Year-end Estimate | FY18 Base Budget | FY18 Decision Points | FY18 Approved Budget |
|------------------|--------------------------|------------------------------------|---------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|
| P.S.: Building | 6.18 | 6.38 | 6.41 | 6.41 | - | 6.41 |
| P.S.: Grounds | 3.57 | 3.37 | 3.25 | 3.25 | - | 3.25 |
| P.S.: Custodial | 8.68 | 8.68 | 8.72 | 8.72 | - | 8.72 |
| P.S.: Pools | 10.33 | 10.33 | 10.38 | 10.38 | - | 10.38 |
| P.S.: Recreation | 1.25 | 1.25 | 1.25 | 1.25 | - | 1.25 |
| Total | 30.0 | 30.01 | 30.01 | 30.01 | - | 30.01 |

Performance Measures

| | FY 16 | FY17 | FY17 | FY18 |
|--|----------------|-----------------------|--------------------------|------------------------|
| | Actuals | Revised Budget | Year-end Estimate | Approved Budget |
| <u>Efficiency</u> | | | | |
| 1 Weekly Custodial set up and tear downs* | 81-41 | 89-28 | 95-35 | 95-35 |
| 2 Weekly number of pool users* | 2497 | 2,600 | 2,600 | 2,700 |
| <u>Effectiveness</u> | | | | |
| Ave. number of safety violations identified in | | | | |
| 1 bi-weekly inspections | 3 | 5.5 | 7.0 | 8.0 |
| 2 Overall rating given to buildings** | 7.5 | 8.0 | 8.5 | 8.5 |
| Overall rating given to common area | | | | |
| 3 landscaping/turf** | 7.5 | 6.8 | 8.0 | 8.0 |
| <u>Outputs</u> | | | | |
| 1 Capital Projects managed | 10 | 16 | 16 | 14 |
| 2 No. of after hour emergency call outs | 22 | 12 | 10 | 10 |
| 3 No. of days pools closed due to repairs*** | 38 | 30 | 30 | 30 |

* as measured the 2nd weeks of January and August

** as rated on a scale of 1-10 on the 2nd week of May

*** due to pool#1 leak repair, pool#2 resurfacing/pavers & pool#3 pit replacement



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