

## Five-Year Financial Model and Capital Improvement Plan

### INTRODUCTION

Starting two years ago, staff developed and the BOT annually reviewed and endorsed a five-year financial model and capital improvement plan (5yrFM&CIP). This interactive model allows the BOT the ability to make changes to assumptions and/or projects and immediately see the impact on the ending fund balance of each fiscal year (FY17-22). The interactivity, however, adds a complexity to the model that is not easily understood and utilized by first time decision makers.

Of note to the reader, projects listed as being funded by grants not yet approved are listed within the plan along with corresponding reimbursements. If a specific grant is not awarded, subsequent years' 5yrFM&CIP will have the projects and corresponding revenues removed. To not list anticipated grant funded projects would have resulted in an incomplete forecast of projects and anticipated revenues. As with all multi-year financial documents, the level of uncertainty increases as the reader views the data from left to right (next proposed fiscal year to out years). The 5yrFM&CIP, therefore is not a detailed road map of future revenues and expenditures, but a planning tool to enable residents, staff and other interested parties (i.e. grant program reviewers, potential bonding agents, insurance companies, etc.) to understand the planned direction in which BBRD will move into the next few years.

Staff initially proposed, within the FY18 Working Draft Proposed Budget, a financially feasible FY18-22 5yrFM&CIP (based on the 30Jan17 BOT endorsed version) with the following revenue enhancements (FY18 financial impact is listed where appropriate):

- \$241,996 FY18 Use of fund balance for one time projects (goal of using excess fund balance for projects while maintaining sufficient monies to exceed BBRD minimum fund balance policy)
- \$58,548 FY18 \$1.00 a month increase in the assessment to \$61.00 a month or \$732 a year
- \$14,240 FY18 10% increase in Vehicle Storage fees
- \$23,067 FY18 and FY20 10% increase in golf membership fees
- \$7,385 FY18 10% increase in private golf cart fees
- N/A Annual 2.5% increases in Food and Beverage prices (annual increase not shown separately but comingled with growth of sales within the respective base budget columns)

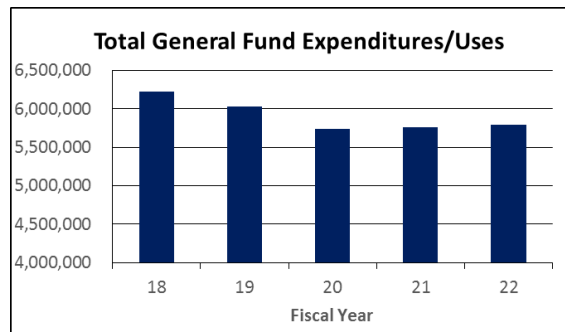
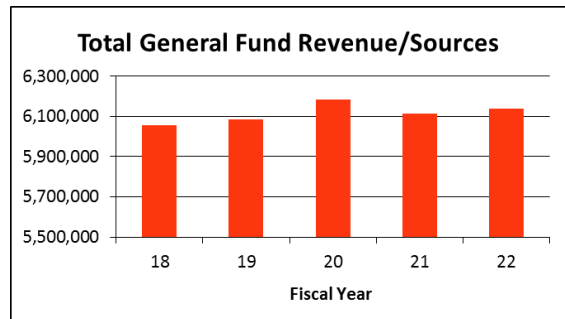
During the budget workshops, the BOT added the following enhancements (FY18 financial impact is listed where appropriate):

- <\$74,688> FY18 Use of fund balance for one time projects (decreased due to the addition of other revenue enhancements)
- \$29,274 FY18 additional \$0.50 a month increase in the assessment bring the FY18 total assessment increase to \$1.50 or \$61.50 a month or \$738 a year
- \$3,500 Increase Seasonal Monthly Renter Social Membership Fee by \$5
- \$1,500 Increase Adult Annual Renter Social Membership Renewal Fee by \$25
- \$122,400 Increase New Homeowner Social Membership Fee by \$255

Combined with recurring revenues/sources and anticipated one time funds, BBRD continues the historic stability of revenue/sources with only 1.68% variability expected over the 5-year period. FY18 is expected to be the low point for revenues/sources with only \$6,056,399 in total receipts (excluding use

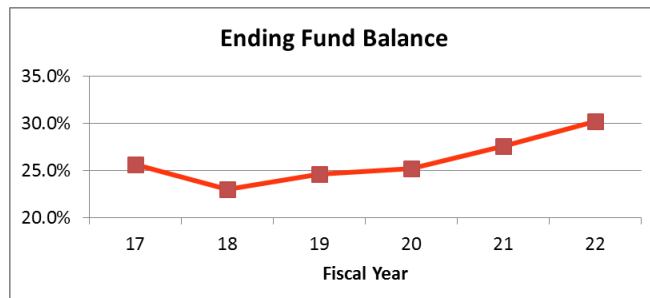
of fund balance) while FY20 will be the peak year with \$6,185,592 in receipts. A graphical illustration of total annual receipts is provided to the left.

Total annual expenditures/uses has greater variability (8.51%) due to the BOT decision last year to spend down fund balance to slightly above BBRD's minimum fund balance policy of 20% (excluding committed for capital, pre-pays, projects and transfers) and the additional recurring revenues added by the BOT during this year's budget workshops. FY20 is projected to be the low year with expenditures/uses of only \$5,735,381 while FY18 is projected to be the high year with \$6,223,707 in expenditures/uses. The declining level of expenditures/uses is logical given the BOT's desire to address a large number of R&M/Capital projects in FY18 and FY19.

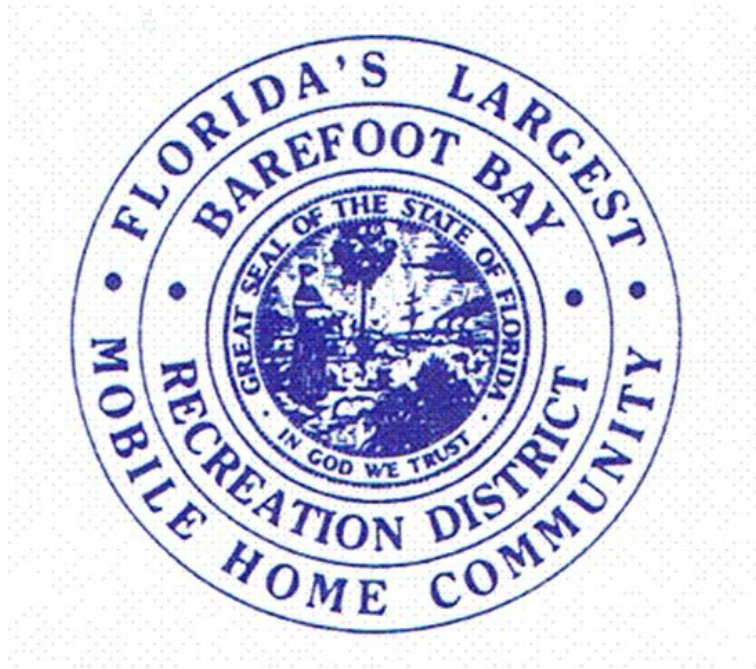


#### FINANCIAL OUTLOOK

FY17 began the year with a fund balance of \$1,939,912 and is projected to end with \$1,365,098. Year-end estimates are presented as of 30Jun17 to allow the reader to view the context of budget preparations by staff and modifications made by the BOT. Contained within this presentation is the assumption of the completion of all current R&M/capital projects (the BOT added \$400,000 of kitchen renovation projects mid-year that will probably not be completed by 30Sep17). The reader should not be alarmed at the diminishing level of fund balance as FY18 is projected to end 1.22% higher than BBRD's minimum fund balance policy of 20% (excluding committed for capital, pre-pays projects and transfers). Additionally, the reader is reminded that the BOT adopted the FY17 Budget originally last year with use of \$287,000 in fund balance and FY18 continues the drawdown of excess fund balance (to fund one-time R&M/capital projects). Staff anticipates the out year fund balance numbers to remain within a 2-3% over minimum fund balance policy level as staff will propose in next year's 5yrFM&CIP the inclusion of some currently non-funded projects as a result of the BOT's last minute increases in recurring revenues this year. The chart to the right illustrates the changing nature of fund balance as projected to end each fiscal year as of 27Jun17.



The five-year financial model summary (beginning fund balance, major revenue/sources, expenditures/uses, and ending fund balances) is presented on the following pages.



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<b>Five-Year Financial Model</b>	<b>FY16 Actual</b>	<b>FY17 Revised Budget</b>	<b>FY17 Year-end Estimate</b>
<b>Beginning Fund Balance</b>	<b>1,579,507</b>	<b>1,939,912</b>	<b>1,939,912</b>
Revenues/Sources			
Assessment	3,511,560	3,516,480	3,514,320
Recreation Fees	257,845	260,000	249,500
Guest Passes	59,139	74,000	68,200
DOR Enforcement Fees	19,414	8,000	14,800
Food & Beverage Sales	923,538	903,779	970,849
Golf Fees & Income	629,506	826,306	616,338
Shopping Center Income	124,797	114,435	92,024
Vehicle Storage Income	126,636	147,590	145,790
Misc. Revenue	98,544	31,864	53,238
Bond/loan Proceeds	165,000	-	-
Grant Revenue	-	-	198,222
<b>Revenues/Sources</b>	<b>5,915,978</b>	<b>5,882,454</b>	<b>5,923,281</b>
(Dollar change from previous year)	422,184	387,896	7,303
(Percent change from previous year)	12.54%	7.06%	0.12%
<b>Total Resources</b>	<b>7,495,485</b>	<b>7,822,366</b>	<b>7,863,193</b>
Expenditures/Uses			
Personnel	1,970,920	2,186,288	2,085,209
Operating	2,701,258	2,818,611	2,977,076
Capital & Grants	313,395	656,529	1,005,810
Transfers	570,000	430,000	430,000
Contingency	-	122,055	-
(Year-end Rev. over Exp.)	N/A	N/A	N/A
<b>Total Expenditures/Uses</b>	<b>5,555,573</b>	<b>6,213,483</b>	<b>6,498,095</b>
(Dollar change from previous year)	117,736	633,142	942,522
(Percent change from previous year)	2.17%	11.35%	16.97%
Rev./Sources minus Exp./Uses	360,405	(331,029)	(574,814)
Ending Fund Balance			
Undesignated Fund Balance	1,836,788	1,608,883	1,305,098
Committed Fund Balance			
Non-spendable for inventory & prepaids	70,902	-	45,000
Committed for CIP	32,222	-	15,000
Committed for Reserves	-	-	-
<b>Total Ending Fund Balance</b>	<b>1,939,912</b>	<b>1,608,883</b>	<b>1,365,098</b>
<b>Fund Balance (excluding Committed for Capital, prepaids, projects &amp; Trfs.) % of subsequent Year Bud. (Pers. &amp; Op.)*</b>			
<b>FY22 based on FY22 Budget numbers)</b>	<b>36.70%</b>	<b>31.65%</b>	<b>25.68%</b>

<b>FY18 Approved Budget</b>	<b>FY19 Proj. Budget</b>	<b>FY20 Proj. Budget</b>	<b>FY21 Proj. Budget</b>	<b>FY22 Proj. Budget</b>
<b>1,365,098</b>	<b>1,264,157</b>	<b>1,315,056</b>	<b>1,765,268</b>	<b>2,114,759</b>
3,600,702	3,602,055	3,602,055	3,602,055	3,602,055
372,400	372,400	372,400	372,400	372,400
68,200	68,268	68,336	68,405	68,473
9,300	9,309	9,319	9,328	9,337
995,424	1,020,310	1,045,817	1,071,963	1,098,762
648,326	648,974	675,582	676,258	676,934
115,063	115,063	115,063	115,063	115,063
161,402	161,402	161,402	161,402	161,402
35,582	35,582	35,618	35,653	35,689
-	-	-	-	-
50,000	50,000	100,000	-	-
<b>6,056,399</b>	<b>6,083,363</b>	<b>6,185,592</b>	<b>6,112,527</b>	<b>6,140,115</b>
173,945	26,964	102,229	(73,066)	27,589
2.96%	0.45%	1.68%	-1.18%	0.45%
<b>7,421,497</b>	<b>7,347,520</b>	<b>7,500,649</b>	<b>7,877,794</b>	<b>8,254,874</b>
2,300,058	2,357,862	2,423,328	2,480,838	2,551,035
2,782,537	2,866,220	2,914,053	2,937,198	2,937,463
1,062,100	862,382	385,000	396,000	359,000
-	-	-	-	-
79,012	50,000	50,000	50,000	50,000
N/A	(104,000)	(107,000)	(108,000)	(110,000)
<b>6,223,707</b>	<b>6,032,464</b>	<b>5,735,381</b>	<b>5,763,035</b>	<b>5,794,498</b>
10,224	(191,243)	(297,083)	27,654	31,463
0.16%	-3.07%	-4.92%	0.48%	0.55%
(167,308)	50,900	450,211	349,491	345,617
1,197,790	1,315,056	1,365,268	1,514,759	1,660,376
-	-	-	-	-
-	-	400,000	600,000	800,000
-	-	-	-	-
<b>1,197,790</b>	<b>1,315,056</b>	<b>1,765,268</b>	<b>2,114,759</b>	<b>2,460,376</b>
<b>22.93%</b>	<b>24.64%</b>	<b>25.20%</b>	<b>27.60%</b>	<b>30.25%</b>

## SUMMARY OF PROJECTS

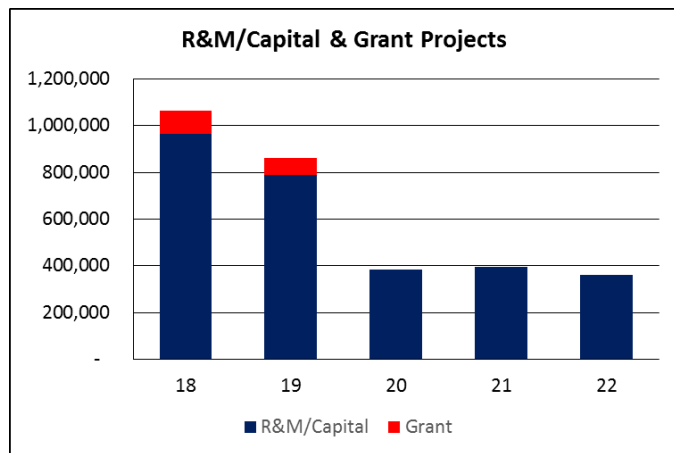
The FY18 Approved Budget's 5yrFM&CIP contains funding for 53 projects over the five-year period. This document details here and elsewhere, that FY18 and FY19 contain the final years' grant funded projects which will close out the two remaining grant funded projects (beach \$200,000 50% funded and \$50,000 no match community center programs). However, after the FY18 Budget was finalized by the BOT, they made the decision to withdraw from the Beach \$200,000 50% funded grant agreement due to residents' priorities not being in line with projects eligible for reimbursement. The overall funding of projects will not be affected as non-grant funded projects will simply take their place. However, the presentation of this document will be dated due to the changes made post finalization by the BOT. Additionally, many larger projects are broken into multiple phases and/or phased over multiple years which comprise numerous small projects. Hence, the number of projects per year added together does not match the total number of projects.

Over the five year period, 84 projects were requested by staff, residents and trustees. The cost of the 53 funded projects is estimated at \$3,064,482.

### 5-Year Cost of Projects

R&M/Capital	2,891,962
Grants	172,520
Total	3,064,482

A graphical distribution of the cost and number of projects per fiscal year is to the right.



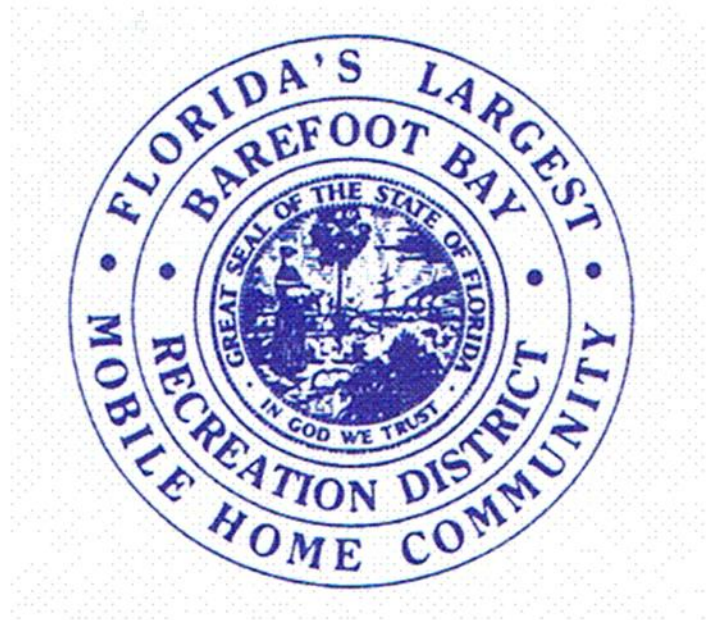
The following pages list the projects per fiscal year in an easy to read format and the actual 5yrFM&CIP.

<b>Budget</b>	<b>FY18 Projects</b>
150,000	Replace Building F (Site Prep, bldg., data/phone sys., furniture, etc.)
100,000	Neighborhood Revitalization Program (formerly known as "removal of undesirable homes")
90,000	Lake bank restoration, Ph. 6 (left of 11 tee box, right of 16 green )
75,000	Additional 4 Pickle Ball Courts
75,000	Beach Projects, LWCF (50% match) Ph. 3
70,000	Upgrade elect. infrastr. in Bldg. A
60,000	Replace pit building at Pool 1 and add salt water system
55,000	Replace concrete & pavers Lounge (west side)
44,000	Relocate heater equipment into new pit building at Pool 1
32,000	Replace roof on Lounge
31,000	Expand paver area west of Lounge by 20 feet
30,500	Replace Lawnmower
30,000	Bunker restoration, Ph. 3
25,000	Replace damaged concrete sidewalks/assembly areas (Location TBD)
22,500	Comm. Ctr. Projects: Convert west shuffle board area to miniature golf (FRDAP grant funded)
21,000	Replace sidewalks at D&E / 19th Hole
20,000	New awning and panels west of Lounge
20,000	Replace Golf cart path Ph. 3
18,000	Additional parking lights @ Shopping Ctr.
17,000	Replace P.S. truck (2002 mid-size)
15,000	Replace P.S. HD Utility Cart (2008)
13,500	D/E Emergency Backup Generator (added by staff after 5yrFM&CIP review)
10,000	Sails (sun shades) south of Lounge
10,000	Christmas decorations Ph. 1
9,200	Replace P.S. Golf Cart (2000)
9,200	Replace P.S. Golf Cart (2012)
9,200	Replace P.S. Golf Cart (2003)
<b>1,062,100</b>	<b>FY18 Sub-total</b>

<b>Budget</b>	<b>FY19 Projects</b>
499,962	Replace Building F (Site Prep, bldg., data/phone sys., furniture, etc.)
75,020	Beach Projects, LWCF (50% match) Ph. 4
65,000	Replace electrical infrastructure in Shopping Center
34,000	Beach gate access card system
30,000	Replace roof on Bldg. C
30,000	Replace P.S. truck (2005 F-250-size)
30,000	Bunker restoration, Ph. 4
25,000	Replace damaged concrete sidewalks/assembly areas (Location TBD)
21,000	Replace windows in Bldg. C
20,000	Neighborhood Revitalization Program
10,000	Marquee Sign @ Shopping Ctr.
9,400	Replace P.S. Golf Cart (2013)
9,000	Replace doors in Bldg. C
4,000	Beach Volley Ball Court (by Pool#1)
<b>862,382</b>	<b>FY19 Sub-total</b>
<b>Budget</b>	<b>FY20 Projects</b>
163,000	Repave shopping center parking lot
87,000	Lake bank restoration, Ph. 7 (between holes 10 & 12)
35,000	Replace P.S. Truck (2006 F-250 size)
25,000	Pool 2 restrooms roof replacement
25,000	Pool 3 restrooms roof replacement
25,000	Neighborhood Revitalization Program
25,000	Replace damaged concrete sidewalks/assembly areas (Location TBD)
<b>385,000</b>	<b>FY20 Sub-total</b>
<b>Budget</b>	<b>FY21 Projects</b>
100,000	Repave 19th Hole parking Lot
88,000	Lake bank restoration, Ph. 8 (right of 6, right of 2, right of 3 & behind 5)
50,000	Restroom trailer by Tennis Courts
45,000	Basketball Court upgrades & resurface
35,000	Replacement Backhoe (used)
28,000	Replace P.S. Truck (2006 full-size)
25,000	Neighborhood Revitalization Program
25,000	Replace damaged concrete sidewalks/assembly areas (Location TBD)
<b>396,000</b>	<b>FY21 Sub-total</b>



<b>Budget</b>	<b>FY22 Projects</b>
280,000	Repave Micco RV lot
25,000	Neighborhood Revitalization Program
25,000	Replace damaged concrete sidewalks/assembly areas (Location TBD)
19,000	Replacement R.R. Truck (2015 mid-size)
10,000	Replace P.S. Golf Cart (2013)
<b>359,000</b>	<b>FY22 Sub-total</b>
<b>3,064,482</b>	<b>FY18-22 Total</b>





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FY18 Approved Budget: FY18-22 BBRD 5-Year Interactive Financial Model Capital Improvement Plan

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Five-Year Financial Model	Actual	Revised Budget	Approved Budget	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget
Beginning Fund Balance	1,579,507	1,939,912	1,365,098	1,264,157	1,315,056	1,765,268	2,114,759
Revenues/Sources							
Assessment	3,511,560	3,516,480	3,600,702	3,602,055	3,602,055	3,602,055	3,602,055
Recreation Fees	257,845	260,000	372,400	372,400	372,400	372,400	372,400
Guest Passes	59,139	74,000	68,200	68,268	68,336	68,405	68,473
DOR Enforcement Fees	19,414	8,000	9,300	9,309	9,319	9,328	9,337
Food & Beverage Sales	923,538	903,779	995,424	1,020,310	1,045,817	1,071,963	1,098,762
Golf Fees & Income	629,506	826,306	648,326	648,974	675,582	676,258	676,934
Shopping Center Income	124,797	114,435	115,063	115,063	115,063	115,063	115,063
Vehicle Storage Income	126,636	147,590	161,402	161,402	161,402	161,402	161,402
Misc. Revenue	98,544	31,864	35,582	35,582	35,618	35,653	35,689
Bond/loan Proceeds	165,000	-	-	-	-	-	-
Grant Revenue	-	-	50,000	50,000	100,000	-	-
Revenues/Sources	5,915,978	5,882,454	6,056,399	6,083,363	6,185,592	6,112,527	6,140,115
(Dollar change from previous year)	422,184	387,896	173,945	26,964	102,229	(73,066)	27,589
(Percent change from previous year)	12.54%	7.06%	2.96%	0.45%	1.68%	-1.18%	0.45%
Total Resources	7,495,485	7,822,366	7,421,497	7,347,520	7,500,649	7,877,794	8,254,874
Expenditures/Uses							
Personnel							
Salaries/wages	1,659,715	1,815,237	1,842,818	1,876,948	1,914,487	1,952,777	1,991,832
Employee Incentive	-	-	52,558	56,308	57,435	58,583	59,755
Payroll Taxes	142,497	153,843	165,883	173,993	177,473	181,022	184,643
Health Insurance	145,975	189,948	205,488	221,927	239,681	258,856	279,564
Dental/life Insurance	8,496	11,055	11,960	12,319	12,688	13,069	13,461
Other	14,237	16,205	21,351	16,367	21,565	16,531	21,780
Personnel	1,970,920	2,186,288	2,300,058	2,357,862	2,423,328	2,480,838	2,551,035
Operating							
Administration	809,971	899,691	847,258	912,192	940,699	950,106	959,607
Resident Relations	49,623	69,605	106,657	107,724	108,801	109,889	110,988
Food & Beverage	591,338	566,316	615,534	621,689	627,906	634,185	640,527
Golf - Pro Shop	629,728	701,849	658,890	665,479	672,134	678,855	685,644
Property Services	460,612	451,232	452,412	456,936	461,505	466,121	470,782
Shopping Center	31,027	40,469	32,100	32,421	32,745	33,073	33,403
Stormwater	111,862	70,870	54,084	54,021	54,347	48,895	20,277
Vehicle Storage	17,097	18,579	15,602	15,758	15,916	16,075	16,236
Operating	2,701,258	2,818,611	2,782,537	2,866,220	2,914,053	2,937,198	2,937,463
New Non-Capital Proposals	-	-	-	-	70,000	7,000	7,000
R&M/Capital & Grants							
R&M/Capital	169,518	494,501	964,600	787,362	385,000	396,000	359,000
Grants	14,137	118,000	97,500	75,020	-	-	-
Prior and/or Mid-year funded projects	129,740	44,029	-	-	-	-	-
Capital & Grants	313,395	656,529	1,062,100	862,382	385,000	396,000	359,000
Transfers	570,000	430,000	-	-	-	-	-
Contingency	-	122,055	79,012	50,000	50,000	50,000	50,000
(Year-end Rev. over Exp.)	N/A	N/A	N/A	(104,000)	(107,000)	(108,000)	(110,000)
Total Expenditures/Uses	5,555,573	6,213,483	6,223,707	6,032,464	5,735,381	5,763,035	5,794,498
(Dollar change from previous year)	117,736	633,142	10,224	(191,243)	(297,083)	27,654	31,463
(Percent change from previous year)	2.17%	11.35%	0.16%	-3.07%	-4.92%	0.48%	0.55%
Rev./Sources minus Exp./Uses	360,405	(331,029)	(167,308)	50,900	450,211	349,491	345,617
Ending Fund Balance							
Undesignated Fund Balance	1,836,788	1,608,883	1,197,790	1,315,056	1,365,268	1,514,759	1,660,376
Committed Fund Balance							
Non-spendable for inventory & prepaids	70,902	-	-	-	-	-	-
Committed for CIP	32,222	-	-	-	400,000	600,000	800,000
Committed for Reserves	-	-	-	-	-	-	-
Total Ending Fund Balance	1,939,912	1,608,883	1,197,790	1,315,056	1,765,268	2,114,759	2,460,376
Fund Balance (excluding Committed for Capital, prepaids, projects & Trfs.) % of subsequent Year Bud. (Pers. & Op.)*							
FY22 based on FY22 Budget numbers)	36.70%	31.65%	22.93%	24.64%	25.20%	27.60%	30.25%
Monthly assessment rate	N/A	N/A	61.50	61.50	61.50	61.50	61.50
Food & Beverage price increase %	N/A	N/A	2.50%	2.50%	2.50%	2.50%	2.50%
Golf membership increase %	N/A	N/A	10.00%	0.00%	10.00%	0.00%	0.00%
Shopping Center increase %	N/A	N/A	0.00%	0.00%	0.00%	0.00%	0.00%
Vehicle Storage increase %	N/A	N/A	10.00%	0.00%	0.00%	0.00%	0.00%
Other revenue increase %	N/A	N/A	0.10%	0.10%	0.10%	0.10%	0.10%
Employee incentive %	N/A	N/A	3.00%	3.00%	3.00%	3.00%	3.00%
Health Insurance Change %	N/A	N/A	15.00%	8.00%	8.00%	8.00%	8.00%
Dental Insurance Change %	N/A	N/A	3.00%	3.00%	3.00%	3.00%	3.00%
Operating inflationary %	N/A	N/A	3.00%	1.00%	1.00%	1.00%	1.00%
Personnel % expended	99%	98%	98%	98%	98%	98%	98%
Operating % expended	99%	98%	98%	98%	98%	98%	98%

Non-Capital Projects (Decision points for FY18 are not listed below due to complexity but are included in the appropriate line-items above.)

("X" indicates project is funded)

(Shaded rows indicate project is not funded)

x	Electronic Resident Badging System	-	-	-	70,000		
		-	-	-			
	Total Non-Capital Proposals:	N/A	-	-	70,000	-	-

Capital Projects

("X" indicates project is funded)

(Shaded rows indicate project is not funded)

Resident Relations							
x	RR	Neighborhood Revitalization Program	7,531	10,000	100,000	20,000	25,000
x	RR	Marquee Sign @ Shopping Ctr.	-	-	10,000	-	-
		Additional parking lights @ Shopping					
x	RR	Ctr.	-	-	18,000	-	-

FY18 Approved Budget: FY18-22 BBRD 5-Year Interactive Financial Model Capital Improvement Plan

Five-Year Financial Model		FY16 Actual	FY17 Revised Budget	FY18 Approved Budget	FY19 Proj. Budget	FY20 Proj. Budget	FY21 Proj. Budget	FY22 Proj. Budget
Replace electrical infrastructure in Shopping Center		-	-	-	65,000	-	-	-
Concrete, Pavers & Paths								
x	PS	Replace damaged concrete sidewalks/assembly areas (Location TBD)	8,285	25,000	25,000	25,000	25,000	25,000
x	PS	Replace concrete & pavers Lounge (west side)	-	-	55,000	-	-	-
x	PS	Expand paver area west of Lounge by 20 feet	-	-	31,000	-	-	-
x	PS	Replace sidewalks at D&E / 19th Hole	-	-	21,000	-	-	-
	PS	Repave West RV lot	-	-	-	145,000		
x	RR	Repave Micco RV lot	-	-	-	-	-	280,000
x	PS	Repave 19th Hole parking Lot	-	-	-	-	100,000	-
x	PS	Repave shopping center parking lot	-	-	-	163,000	-	-
	FPC	Westside Rec. area pathways	-	-	-	-	30,000	-
	FPC	Bld F Ph. 2 - additional parking	-	-	-	128,000	-	-
	PS	Pool 2 asphalt parking lot & add retention pond	-	-	-	-	-	67,000
	PS	Pool 3 asphalt parking lot & add retention pond	-	-	-	-	-	72,000
x	Res.	Upgrade golf cart parking area (Lounge) to crushed concrete	-	11,000	-	-	-	-
	Res.	Concrete grass areas between Tennis Courts	-	-	-	-	30,000	-
Pools								
x	PS	Replace pit building at Pool 1 and add salt water system	-	-	60,000	-	-	-
x	PS	Relocate heater equipment into new pit building at Pool 1	-	-	44,000	-	-	-
x	PS	Replace pit at Pool 2	-	40,000	-	-	-	-
	PS	Pool 4 complex (pool & small mtg rooms) south of Micco Rd.	-	-	-	500,000	-	-
	Rec	Pool #2 canopy on grass	-	-	-	-	-	14,000
Buildings								
x	FPC	Replace Building F (Site Prep, bldg., data/phone sys., furniture, etc.)	50,038	-	150,000	499,962	-	-
	FPC	New D & E building & parking lot	-	-	-	250,000	2,000,000	750,000
x	PS	Replace roof on Lounge	-	-	32,000	-	-	-
x	PS	Replace roof on Bldg. A	-	60,000	-	-	-	-
x	PS	Replace roof on Bldg. C	-	-	-	30,000	-	-
x	PS	Replace windows in Bldg. C	-	-	-	21,000	-	-
x	PS	Replace doors in Bldg. C	-	-	-	9,000	-	-
x	PS	Pool 2 restrooms roof replacement	-	-	-	25,000	-	-
x	PS	Pool 3 restrooms roof replacement	-	-	-	25,000	-	-
x	PS	Upgrade elect. infrastr. in Bldg. A	23,526	70,000	70,000	-	-	-
	F&B	New outdoor kitchen & bar at Lounge	-	-	-	125,000	-	-
x	F&B	Bldg. A kitchen remodel	-	-	-	-	-	-
x	F&B	Bldg. A kitchen pass through door to hallway	-	-	-	-	-	-
x	F&B	Bldg. A kitchen/prep area/storage footprint expansion	-	-	-	-	-	-
x	F&B	Bldg. A kitchen assembly room entrance renovation	-	-	-	-	-	-
x	F&B	Bldg. A kitchen exterior walk-in cooler/freezer	-	-	-	-	-	-
x	F&B	19th Hole kitchen equipment	-	-	-	-	-	-
x	F&B	19th Hole interior renovations	-	-	-	-	-	-
x	F&B	19th Hole Exterior walk-in cooler/freezer	-	-	-	-	-	-
	Pre-16	Bldg. A canopy	-	-	-	-	-	20,000
x	DC	Long-term records storage Unit (replaces rental unit)	-	5,500	-	-	-	-
	PS	Replace sheds behind Bldg. A with site build storage facility	-	-	-	75,000	-	-
x	F&B	Misc. F&B equipment (1 new & 2 replacements)	-	9,500	-	-	-	-
x	F&B	Replace. 19th Hole tables & chairs	-	12,000	-	-	-	-
x	F&B	Sails (sun shades) south of Lounge	-	-	10,000	-	-	-
x	F&B	New awning and panels west of Lounge	-	-	20,000	-	-	-
X	PS	D/E Emergency Backup Generator (added by staff after 5yrFM&CIP review)	-	-	13,500	-	-	-
Vehicles								
x	PS	Replace P.S. truck (2002 mid-size)	-	-	17,000	-	-	-
x	PS	Replace P.S. truck (2005 F-250-size)	-	-	30,000	-	-	-
x	PS	Replace P.S. Truck (2006 F-250 size)	-	-	-	35,000	-	-

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Five-Year Financial Model			FY16	FY17	FY18	FY19	FY20	FY21	FY22
			Actual	Revised Budget	Approved Budget	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget
x	PS	Replace P.S. Dump Truck (1996)	-	55,000	-	-	-	-	-
x	PS	Replace P.S. Truck (2006 full-size)	-	-	-	-	-	28,000	-
x	PS	Replacement Backhoe (used)	-	-	-	-	-	35,000	-
x	RR	Replacement R.R. Truck (2015 mid-size)	-	-	-	-	-	-	19,000
x	PS	Replace P.S. HD Utility Cart (2008)	-	-	15,000	-	-	-	-
x	PS	Replace P.S. Golf Cart (2011)	-	9,000	-	-	-	-	-
X	PS	Replace P.S. Golf Cart (2000)	-	-	9,200	-	-	-	-
x	PS	Replace P.S. Golf Cart (2012)	-	-	9,200	-	-	-	-
x	PS	Replace P.S. Golf Cart (2013)	-	-	-	9,400	-	-	-
x	PS	Replace P.S. Golf Cart (2003)	-	-	9,200	-	-	-	-
x	PS	Replace P.S. Golf Cart (2013)	-	-	-	-	-	-	10,000
x	PS	Replace Lawnmower	18,021	-	-	-	-	-	-
x	PS	Replace Lawnmower	-	-	30,500	-	-	-	-
Amenities									
	PS	Replace shed and canopy - tennis	-	-	-	-	50,000	-	-
x	PS	Replace shed for garden club	4,010	-	-	-	-	-	-
x	PS	Lawn Bowling gutters	2,554	-	-	-	-	-	-
x	PS	Basketball Court upgrades & resurface	-	-	-	-	-	45,000	-
x	PS	Beach gate access card system	-	-	-	34,000	-	-	-
x	Rec	Bleachers for Softball Field (2 sets)	-	6,000	-	-	-	-	-
x	Res	Restroom trailer by Tennis Courts	-	-	-	-	-	50,000	-
	Rec	Land along A1A for ferry service from BBRD to Beach	-	-	-	-	2,000,000	-	-
	Rec	Ship for ferry service to Beach	-	-	-	-	100,000	-	-
x	Res.	Additional 4 Pickle Ball Courts	-	-	75,000	-	-	-	-
	Res.	Skateboard Park	-	-	-	50,000	-	-	-
x	Golf	Expansion of #12 tee box	8,769	-	-	-	-	-	-
x	Golf	Restoration of bunkers Ph. 1	27,403	-	-	-	-	-	-
x	Golf	Drainage (1,345 linear ft.)	-	16,500	-	-	-	-	-
x	Golf	Bunker restoration, Ph. 2	-	30,000	-	-	-	-	-
x	Golf	Bunker restoration, Ph. 3	-	-	30,000	-	-	-	-
x	Golf	Bunker restoration, Ph. 4	-	-	-	30,000	-	-	-
	Golf	Bunker restoration, Ph. 5	-	-	-	-	30,000	-	-
	Golf	Bunker restoration, Ph. 6	-	-	-	-	-	30,000	-
x	Golf	Pump House Building	-	60,000	-	-	-	-	-
	Golf	ABM Worksite upgrade Ph. 1 (canal fill)	-	-	-	-	-	50,000	-
	Golf	ABM Worksite upgrade Ph. 2 (consolidated new building)	-	-	-	-	-	-	350,000
x	Golf	Lake bank restoration, Ph. 6 (left of 11 tee box, right of 16 green )	-	-	90,000	-	-	-	-
x	Golf	Lake bank restoration, Ph. 7 (between holes 10 & 12)	-	-	-	-	87,000	-	-
x	Golf	Lake bank restoration, Ph. 8 (right of 6, right of 2, right of 3 & behind 5)	-	-	-	-	-	88,000	-
	Golf	Lake bank restoration, Ph. 9 (right of 15, right of 14 & right of 14 green)	-	-	-	-	-	-	89,000
x	Golf	Replace Golf cart path Ph. 3	-	-	20,000	-	-	-	-
Other Requests									
	LW	Fountain in lake by Bldg. A	-	-	26,000	-	-	-	-
x	LW	Hi-Def. CCTV cameras	19,382	25,000	-	-	-	-	-
		Hi-Def. CCTV cameras, Ph. 3	-	-	35,000	-	-	-	-
		Hi-Def. CCTV cameras, Ph. 4	-	-	-	35,000	-	-	-
		Hi-Def. CCTV cameras, Ph. 5	-	-	-	-	35,000	-	-
		Hi-Def. CCTV cameras, Ph. 6	-	-	-	-	-	35,000	-
		Hi-Def. CCTV cameras, PH 7	-	-	-	-	-	-	35,000
x		Beach Volley Ball Court (by Pool#1)	-	-	-	4,000	-	-	-
X	Res.	Christmas decorations Ph. 1	-	-	10,000	-	-	-	-
	Res.	Christmas decorations Ph. 2	-	-	-	10,000	-	-	-
	Res.	Christmas decorations Ph. 3	-	-	-	-	10,000	-	-
	CM	Irrigation in Comm. Ctr. common areas & BFB Median Ph. 1	-	-	-	-	-	-	50,000
x	BOT	Repay use of reserves (parking lot repave)	-	50,000	-	-	-	-	-
Total Capital Projects:			169,518	494,500	964,600	787,362	385,000	396,000	359,000
Grant Projects									
("X" and shaded row indicates project is included in Budget)				43,000	20,500				
x	PS	Comm. Ctr. projects: Resurface shuffleboard concrete/curbs (13 courts) (FRDAP grant funded)	-	6,500	-	-	-	-	-
x	PS	Comm. Ctr. projects: Bocce Ball court replacement (FRDAP grant funded)	-	15,000	-	-	-	-	-
x	Rec	Comm. Ctr. Projects: Bocce Ball and Shuffle Board benches (replace.) and covers (new) (FRDAP grant funded)	-	21,500	-	-	-	-	-

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Five-Year Financial Model			FY16	FY17	FY18	FY19	FY20	FY21	FY22
			Actual	Revised Budget	Approved Budget	Proj. Budget	Proj. Budget	Proj. Budget	Proj. Budget
Comm. Ctr. Projects: Convert west shuffle board area to miniature golf (FRDAP grant funded)			-	-	22,500	-	-	-	-
x	PS								
Beach Projects, LWCF (50% match) Ph. 1			4,980	-	-	-	-	-	-
x	Rec								
Beach Projects, LWCF (50% match) Ph. 2			-	75,000	-	-	-	-	-
x	Rec								
Beach Projects, LWCF (50% match) Ph. 3			-	-	75,000	-	-	-	-
x	Rec								
Beach Projects, LWCF (50% match) Ph. 4			-	-	-	75,020	-	-	-
x	Rec								
Beach Projects, CPI (50% match [can use LWCF match])			-	-	-	-	-	-	-
x	Rec								
Rec Indoor Pool/Fitness Center (grant TBD)			-	-	-	-	-	-	3,100,000
Total Grant Projects:			4,980	118,000	97,500	75,020	-	-	-