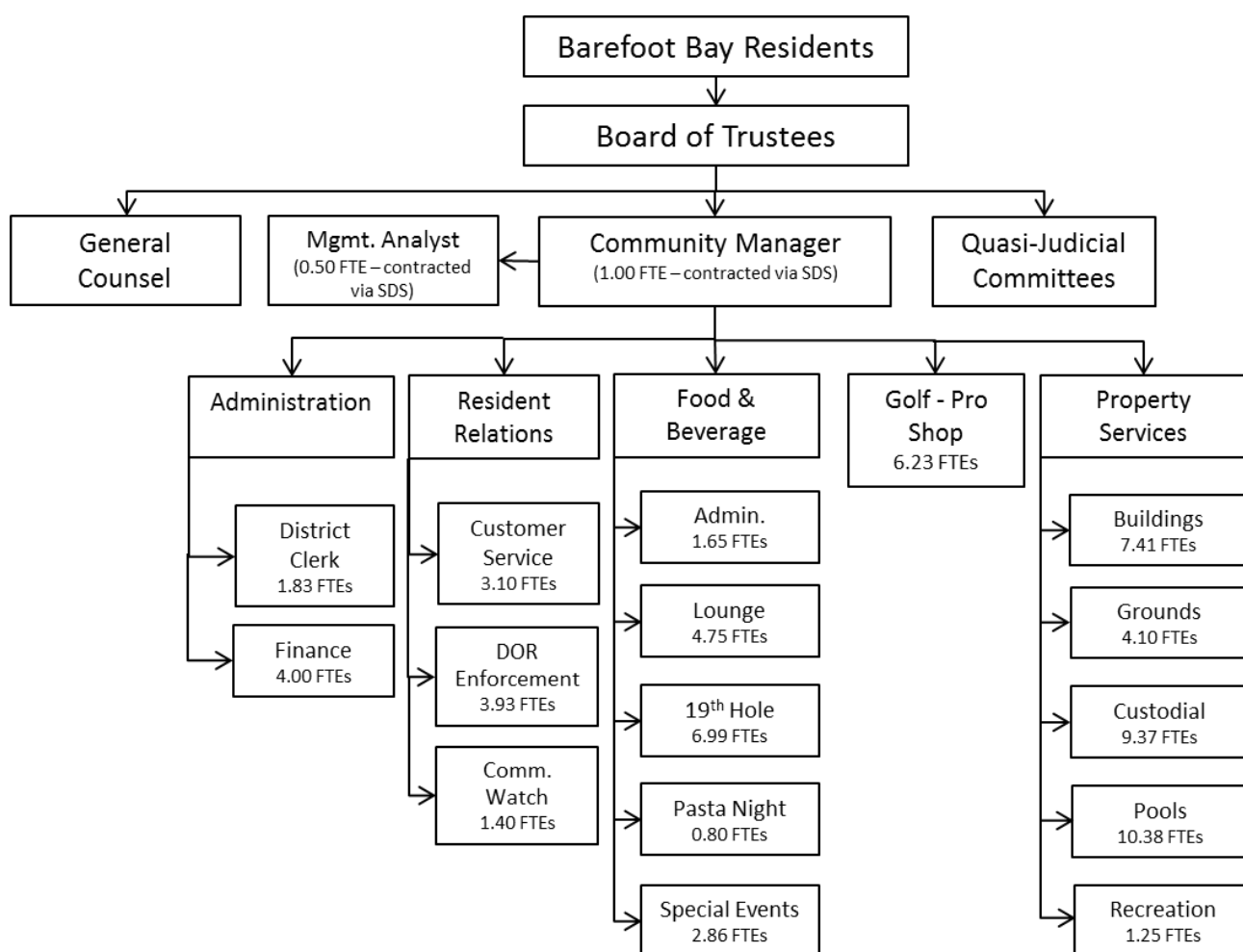


Departmental Summaries

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 Analyses and Five-year Financial Model & 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.

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



Administration

Department Description

Administration is comprised of two sub-departments: District Clerk and Finance, 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 District Clerk's Office is the official records custodian of BBRD, support function to the BOT, risk manager, and IT contract manager. Specific functions include agenda preparation for the Board of Trustees meetings and workshops, minutes recording and trustee liaison activities. The sub-department coordinates with all advisory committees (when they exist) 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 the RV Storage Lots and Shopping Center lease billing services, accounts payable processing and general financial inquiries. In mid-FY18, the management of the Shopping Center was transferred to the Finance Department from the Resident Relations Department. 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 BOT, 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.

FY17 Objectives:

- A. Transition stored files to onsite storage.

Results: Due to unforeseen circumstances this objective was not accomplished in FY17 but is scheduled for completion in FY18.

- B. Update inventory no later than 30 days after delivery of storage unit and setup.

Results: Due to unforeseen circumstances this objective was not accomplished in FY17 but is scheduled for completion in FY18.

FY18 Objectives:

- A. Roll-out new website format to increase ease of use by 30Sep18.

Status: In progress.

- B. Revise records storage and purging system by requiring records of a department with the same retention period to be stored in unique packages.

Status: To be accomplished by 30Sep18.

FY19 Objectives:

- A. Provide online public records request form via BBRD website for resident convenience.
- B. Provide increased visibility and ease of access to BBRD Board meetings via the website.

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

FY17 Objectives:

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

Results: IT inventory records are maintained as an initial stage for long term maintenance plan.

- B. Centralized informational self-service station (or kiosk) which would enable residents to check the status/balance on their RV accounts, social fees, kayak storage 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.

Results: Due to unforeseen circumstances this objective was not accomplished in FY17 but will be re-evaluated for possible inclusion in future years.

FY18 Objectives:

- A. Upgrade BBRD Website to become more visually appealing and user friendly.

Status: In process of discussing options with web design team.

FY19 Objectives:

- A. Refine the current IT inventory into a comprehensive 10-year plan for maintenance and replacement of IT equipment and technology to keep up District productivity and efficiency.

- B. Develop a proposal for consideration in the FY20 Budget process for a centralized informational self-service station (or kiosk) which would enable residents to check the status/balance on their RV accounts, social fees, kayak storage fees and status on the restriction list.

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.

FY17 Objectives:

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

Results: Completed.

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

Results: Completed.

FY18 Objectives:

- A. Incentives for employees that provide ideas or identify safety hazards

Status: Development of Policy Manual and/or Employee Handbook enabling language was assigned to BBRD's General Counsel in early December 2017 and anticipated to be approved by the BOT by 30Jun18.

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

Status: Currently working with new insurance company to identify applicable opportunities for line employees, supervisors and managers. Additionally, assisting Department Managers in researching training opportunities as requested.

FY19 Objectives:

- A. Implement and maintain a new safety training program for staff and managers.

- B. Develop safety training material to be provided to new employees.

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

FY17 Objectives:

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

Results: Completed, however due to employee turnover this is an on-going task.

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

Results: Due to unforeseen circumstances and employee turnover this was not accomplished.

FY18 Objectives:

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

Results: In progress. A customized training needs plan is currently being developed for each employee.

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

Results: Due to turnover in staff and other training needs, this objective is not possible to complete at this time.

FY19 Objectives:

- A. Develop long-term plan to accomplish this task for the audit of FY20.
- B. TBD after new Finance Manager finalizes his departmental needs assessment (NLT 31Aug18).

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

FY17 Objectives:

- A. Present to the finance committee, at year end, the finance department's collections and overall performance.

Results: N/A as the BOT abolished the Finance Committee in January 2017.

- B. Post monthly summary financial to BBRD website no later than the 15th of the following month.

Results: Completed and on-going.

FY18 Objectives:

- A. Present to the BOT, at year end, the finance department's collections and overall performance.

Results: Due to turnover in staff and other training needs, this objective was not possible to complete in FY18.

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

Status: In Process. Staff is currently evaluating existing software for potential process improvements.

FY19 Objectives:

- A. Reevaluate financial and operational interface with Resident Relations Department once both departments are housed within the New Administration Building.
- B. TBD after new Finance Manager finalizes his departmental needs assessment (NLT 31Aug18).

Financial Summary

	FY 17	FY18	FY18	FY19	FY19	FY19
	Actuals	Revised Budget	Year-end Estimate	Base Budget	Decision Points	Approved Budget
Revenues/Sources						
Assessments	3,530,317	3,600,702	3,599,982	3,600,702	109,442	3,710,144
Investment Income	16,163	6,500	18,000	12,000	-	12,000
Other Income	38,722	19,595	27,903	18,983	-	18,983
Total	3,585,202	3,626,797	3,645,885	3,631,685	109,442	3,741,127
Exp./Uses by Sub-Department						
District Clerk	576,347	568,129	532,915	572,278	17,055	589,333
Finance	1,039,463	611,797	537,968	625,089	700,000	1,325,089
Total	1,615,811	1,179,926	1,070,883	1,197,367	717,055	1,914,422
Exp./Uses by Category						
Personnel	271,283	334,892	292,754	307,543	-	307,543
Operating	819,100	845,034	778,129	889,824	17,055	906,879
Other	525,428	-	-	-	700,000	700,000
Total	1,615,811	1,179,926	1,070,883	1,197,367	717,055	1,914,422

Personnel Summary (FTEs)

	FY 17	FY18	FY18	FY19	FY19	FY19
	Actuals	Revised Budget	Year-end Estimate	Base Budget	Decision Points	Approved Budget
District Clerk	1.77	2.08	2.08	1.83	-	1.83
Finance	4.00	4.00	4.00	4.00	-	4.00
Total	5.77	6.08	6.08	5.83	-	5.83

Performance Measures

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Approved Budget
<u>Efficiency</u>				
Average response time for IT service				
1 requests to be resolved	1-2 days	1 day	1 day	1 day
Average time for Record Request				
2 turnaround	2 days	2 days	2 days	2 days
3 Invoices processed per week	97	98	99	99
4 Checks cut per week	53	55	56	57
5 Days taken to complete monthly bank rec.	8	8	8	7
<u>Effectiveness</u>				
1 IT service costs	28,059	16,682	25,871	25,236
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	92%	100%	100%	100%
<u>Outputs</u>				
1 Number of WC claims filed	3	1	2	1
2 Number of Liability claims filed	2	1	2	1
3 Board Minutes Without Error	94%	95%	93%	95%
4 No. of Estoppels processed	455	415	423	415
5 No. of closings	484	420	410	410
6 No. of liens placed/satisfied	64/54	30/60	35/55	30/62
7 Proceeds from sale of surplus items	-	2,850	12,000	5,000

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/H.R. Coordinator is responsible for the overall management of the sub-departments, the Vehicle Storage Department and the coordination of BBRD's human resources function. The management of the Shopping Center was transferred to Administration: Finance mid-FY18.

Customer Service 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, vehicle storage lessees, and administration of social membership needs of BBRD property owners, renters and guests.

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

Community Watch, 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: District Clerk) became a function of this sub-department.

Goals and Objectives

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

FY17 Objectives:

- A. Investigate the feasibility and cost-effective needs 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.

Results: Conversion of BBRD onsite server to cloud storage changed the needs of other departments. Customer Service notes are available to Administration. The Resident Relations Manager/H.R. Coordinator can view resident's information on Sage (data management system). Further information is need for all departments to be able to share information.

- B. Use bulk e-mail groups of residents' emails (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.).

Results: Completed and on-going. This function was transferred to Administration: District Clerk.

FY18 Objectives:

- A. Research options for residents to electronically view meeting room availability and request meeting room reservations by 30Sep18.

Status: Due to the turnover of the Resident Relations Manager/H. R. Coordinator position, this objective was not accomplished and will be re-evaluated by the new Resident Relations Manager/H.R. Coordinator 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.

Status: Due to the turnover of the Resident Relations Manager/H. R. Coordinator position, this objective will be re-evaluated and updated in the FY20 WDPB.

FY19 Objectives:

- A. To be determined by the new Resident Relations Manager/H.R. Coordinator and provided within the FY20 WDPB.
- B. To be determined by the new Resident Relations Manager/H.R. Coordinator and provided within the FY20 WDPB.

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

FY17 Objectives:

- A. Increase voluntary compliance by improving resident awareness of the DOR thru releasing information in *Peek at the Week*, the *Tattler*, bulk e-mail distribution and resident meetings.

Results: Articles regarding DOR have appeared in the Tattler, staff now attends BFBHOA new homeowner meetings to inform residents of the DOR. CitizenServe (DOR management system) information is available through the portal on the BBRD website.

- B. Due to residents' education with the DOR requirements, decrease the number of annual violations processed by a minimum of 25% over 2015 cases by 30Sep17.

Results: Violations increased significantly this year due to both Hurricanes Irma and Matthew, therefore this objective was unable to be accomplished.

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

Results: The DOR enforcement ride along program is ongoing. Participants have enjoyed the experience of seeing how the DOR process works and have increased their understanding of the DOR process.

FY18 Objectives:

- A. Develop a Power Point presentation to be presented at the new homeowners' orientation to raise awareness of the DOR by 30Nov18. 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.

Status: Scheduled for completion by 30Sep18.

- 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 Administration: District Clerk) by 30Jun18.

Status: DOR and Community Watch staff meet bi-monthly, and as needed, to discuss properties and issues that cross jurisdictions. Community Watch and DOR contact the Sheriff's office, by email or telephone, whenever assistance is needed. DOR staff maintains a watch list of homes to monitor and shares information regularly with the Sheriff's Office.

FY19 Objectives:

- A. To be determined by the new Resident Relations Manager/H.R. Coordinator and provided within the FY20 WDPB.
- B. To be determined by the new Resident Relations Manager/H.R. Coordinator and provided within the FY20 WDPB.

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

FY17 Objectives:

- A. Work with advisory committee and review value of home removal program instituted in FY16 and submit funding request for the FY18 Budget by 31Jan17.

Results: The Neighborhood Revitalization Program (NRP) BOT Sub-committee was established. Per adopted rules of the sub-committee staff is working to acquire distressed properties to remove homes thereby revitalizing the surrounding neighborhoods and making the newly vacant lots marketable for sale to new owners.

- B. Prepare a list identifying top 15 target homes for removal by 31Mar17.

Results: Completed, although the list contains more than 15 properties.

- C. Establish a derelict home removal strategy document for committee review by 31Mar17.

Results: The BOT amended the Rules for the BOT to reflect recommendations of the NRP Sub-committee regarding how the program should function.

FY18 Objectives:

- A. Monitor the Brevard County Tax Sale list for 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.

Status: The Tax Sale list is monitored on an annual basis now. Most Barefoot Bay properties are sold prior to the tax deed sale.

- B. Research the possibility of purchasing the adjoining lot to Micco storage for additional storage and income and if feasible submit a proposal by Dec2017 for the FY19-23 5yrFM&CIP.

Status: Submitted as part of the BOT's discussion on identifying projects to be financed. This project was ultimately deleted from the financing list and is now shown on the 5yrFM&CIP as an unfunded project.

FY19 Objectives:

- A. To be determined by the new Resident Relations Manager/H.R. Coordinator and provided within the FY20 WDPB.
- B. To be determined by the new Resident Relations Manager/H.R. Coordinator and provided within the FY20 WDPB.

Financial Summary

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Base Budget	FY19 Decision Points	FY19 Approved Budget
Revenues/Sources						
Charges for Services	98,732	83,500	79,300	79,800	-	79,800
Other Income	16,170	3,600	4,200	4,215	-	4,215
Total	114,902	87,100	83,500	84,015	-	84,015
Exp./Uses by Sub-Department						
Customer Service	134,658	141,151	132,926	138,682	-	138,682
DOR Enforcement	213,274	201,587	211,186	217,658	-	217,658
Community Watch	27,834	81,669	70,965	79,657	-	79,657
Total	375,766	424,407	415,077	435,997	-	435,997
Exp./Uses by Category						
Personnel	284,855	318,258	314,819	323,731	-	323,731
Operating	90,911	106,149	100,258	112,266	-	112,266
Total	375,766	424,407	415,077	435,997	-	435,997

Personnel Summary (FTEs)

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Base Budget	FY19 Decision Points	FY19 Approved Budget
Customer Service	3.20	3.10	3.10	3.10	-	3.10
DOR Enforcement	4.39	3.93	3.93	3.93	-	3.93
Community Watch	0.90	1.40	1.40	1.40	-	1.40
Total	8.49	8.43	8.43	8.43	-	8.43

Performance Measures

	FY17 Actuals	FY18 Revised Budget	FY 18 Year-End estimate	FY 19 Approved Budget
<u>Efficiency</u>				
1 Number of DOR violations	4,071	2,433	2,400	1,500
2 Number of ARCC permits	595	695	680	497
<u>Effectiveness</u>				
1 Number of job openings filled	17	25	26	24
2 Number of DOR cases referred to Violations Committee	353	393	389	333
3 Number of DOR cases referred to the Board of Trustees	26	39	37	25
4 Number of DOR cases the Board of Trustees referred to legal counsel	7	11	9	6
<u>Outputs</u>				
1 Number of employees hired	27	29	28	27
2 Number of employees separated	19	17	16	10
3 Annual rental badges issued	82	68	71	72
4 Seasonal rental badges issued	226	275	277	279
5 Average RV storage occupancy (368 available)	345	344	360	360

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. Featured food items are also offered in the evening during scheduled entertainment activities such as Karaoke and Trivia Night.
- 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 (hours vary per season). 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, Building A or D/E bar and/or catering requests are accounted for within Special Events. A new large-scale event called Barefoot by the Lake, a music, art and food festival, was developed in FY 18 and is planned to be an annual event.

Goals and Objectives

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

FY17 Objectives:

- A. Based on the work of the focus group, evaluate suggestions, report observations and implement appropriate ideas for improvement starting 15Nov16.

Results: 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 F&B staff. The training also includes a restaurant management training component for supervisors by 30Sep17.

Results: Full staff customer service and management training was held on May 9, 2017 by Service with Style. Cook training and management follow up training was scheduled for October 2017, however, was held on January 24, 2018 due to Hurricane Irma and leadership changes.

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 to properly evaluate operations and implement systems, procedures and/or suggestions for improvement.

Status: Secret shopper visits occur once a month to evaluate service, cleanliness and preparedness of facilities. The results of visits are also used as a training tool during monthly staff meetings. All input from focus groups related to quality and type of services and entertainment is evaluated and considered for implementation on an ongoing basis.

- 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.

Status: Training opportunities for summer workshops will be identified by March 2018.

FY19 Objectives:

- A. Implement a “How did we do?” card to be placed in each customer’s check holder to encourage immediate feedback related to service and food quality. Continue to use input from focus groups to expand and/or improve services and use the secret shopper results as a training tool to develop service skills, evaluate the quality of our food and overall operations.
- B. Develop an in house culinary training program using chefs on staff to create new menu items and teach menu preparation during off season. Continue to seek training opportunities for all staff in the summer months.

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

FY17 Objectives:

- A. Collect telephone numbers to text blast daily specials to customers by 01Dec16.

Results: Telephone numbers continue to be collected and an on-line service was selected to text blast daily specials. The service was set up in December 2017 and data was entered to start text blasts.

- B. Grow repeat business by promoting special offers, coupons, ticketed events, catering, etc. through email and Facebook.

Results: Special offers and coupons are being emailed to customers monthly. Facebook is used routinely to market events and offers in addition to our house loyalty coupon program.

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

Status: The catering brochure is complete. The electronic “brochure” to promote events and feature services, specialty drinks and menu items will be developed by May 2018.

- B. Add Instagram to social media toolbox to promote food and beverage events and opportunities to our customers.

Status: Pictures have been taken and will continue to be taken to upload to Instagram by Spring 2018.

FY19 Objectives:

- A. Continue the development and update of electronic materials as services and events change. Implement a quarterly campaign to obtain emails and phone numbers to send out coupons and special offers to new customers.
- B. *Evaluate cost-effectiveness of specific programs to determine if they should continue or be altered.*

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

FY17 Objectives:

- A. Refine expansion ability for inclusion in the FY18 Proposed Budget
Results: Conceptual plans were developed and as part of 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.

Results: A sample flyer, photos and an advertisement for the Tattler was completed.

FY18 Objectives:

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

Status: Seek expert assistance to create the catering services tab on the web site by June 2018.

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

Status: Marketing materials will continue to be updated and revised on an ongoing basis as will the promotion of services through social media. A catering advertisement has been designed and will appear in print in the Tattler quarterly.

FY19 Objectives:

- A. Continue to update the web site and social media with catering news, pictures of events and updated menus
- B. Review and revise marketing plan of promoting services through social media and traditional advertising sources. Seek out any new areas of opportunity to promote catering services.

Financial Summary

	FY 17	FY18	FY18	FY19	FY19	FY19
	Actuals	Revised Budget	Year-end Estimate	Base Budget	Decision Points	Approved Budget
Revenues/Sources						
Charges for Services	1,016,363	991,206	1,084,790	1,118,963	-	1,118,963
Other Income	3,852	4,218	3,804	7,254	-	7,254
Total	1,020,215	995,424	1,088,594	1,126,217	-	1,126,217
Exp./Uses by Sub-Department						
Administration	88,971	93,100	89,962	92,518	-	92,518
Lounge	385,020	348,601	384,124	393,875	-	393,875
19th Hole	387,266	399,573	413,584	422,487	11,244	433,731
Pasta Night	39,315	44,394	48,448	49,083	-	49,083
Special Events	168,108	140,159	196,746	208,233	6,261	214,494
Total	1,068,680	1,025,827	1,132,864	1,166,196	17,505	1,183,701
Exp./Uses by Category						
Personnel	434,388	415,947	443,803	460,890	17,045	477,935
Operating	634,292	609,880	689,061	705,306	460	705,766
Total	1,068,680	1,025,827	1,132,864	1,166,196	17,505	1,183,701

Personnel Summary (FTEs)

	FY 17	FY18	FY18	FY19	FY19	FY19
	Actuals	Revised Budget	Year-end Estimate	Base Budget	Decision Points	Approved Budget
Administration	1.65	1.76	1.65	1.65	-	1.65
Lounge	5.18	4.22	4.74	4.75	-	4.75
19th Hole	7.76	6.80	6.90	6.90	0.09	6.99
Pasta Night	1.17	1.10	0.78	0.80	-	0.80
Special Events	2.28	2.19	2.72	2.72	0.14	2.86
Total	18.04	16.07	16.79	16.82	0.23	17.05

Performance Measures

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Approved Budget
<u>Efficiency</u>				
1 Labor cost-Pasta night	26%	24%	23%	24%
<u>Effectiveness</u>				
1 Mystery Shopper evaluations	16	24	25	26
2 Repeat Customers	1,458	1,085	1,634	1,685
Resident Satisfaction Rate -Street				
3 Dances*	95%	97%	96%	97%
<u>Outputs</u>				
1 Street Dance Attendance	13,356	12,250	12,314	12,322
2 No. of catered functions	96	100	125	133
3 No. of kegs drank (purchased)	622	630	655	658
No. of coupons to customers (F&B				
4 Friend Program)	4,359	7,000	6,995	7,114
5 No. of dinners served - Pasta	2,757	3,800	3,900	3,995
6 No. of regular menu items sold by dept.				
Lounge**	13,261	13,450	13,808	13,885
19th Hole	32,714	35,700	40,500	40,595

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

**6,165 Tacos

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 certified PGA professionals who also develop, operate, and oversee Tournaments and other special events.

FY17 Goals and Objectives

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

FY17 Objectives:

- A. Repair Golf Course Drainage: Standing water is currently affecting 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.

Results: Drainage repair has been accomplished on holes 1, 4, 5, 6, 9, 11, 12, 13, 15, 16, 18 and the driving range.

- 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.

Results: Completed repair of 8 bunkers using in-house staff (Golf Operations Manager, ABM Superintendent, and occasionally 1 other ABM employee) during the low play summer months as time permitted thereby greatly reducing the cost to BBRD.

FY18 Objectives:

- A. Begin Phase 3 of bunker repair. Will explore feasibility of utilizing current labor force in May and June. Will plan for outside vendor in September if project cannot be completed in-house.

Status: A minimum of 7 bunkers will be repaired starting in April to May depending on peak season wind-down.

- B. Restructure green fee, trail fee in FY18 and again in FY 20

Status: Green fees were increased in all categories: members, residents, non-residents as directed by the BOT. Overall membership continues to decline due to uncontrollable factors of death, illness, injury and members moving. Additionally, family trail fees were increased per BOT direction.

- C. Create a membership drive program to address current drop in membership and possibly restructure current membership program.

Status: Due to declining number of BBRD residents who play golf, a membership drive program has been canceled. Staff is considering a "Summer Only" member pass for the BBRD residents that live here year-round but are not currently members.

FY19 Objectives:

- A. Develop and complete a comprehensive lake bank restoration project (to be funded by 2018 Bond Projects Fund) by 30Sep19.
- B. Begin replacement of raised sod areas around the bunkers and greens that have been damaged over the years due to golfers driving carts too close or stepping down and back up out of bunkers in wrong locations.

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

FY17 Objectives:

- A. Improve the Pro Shop (an aging facility with about 700 sq. ft. of retail space) using effective lighting and displays to present an inviting arrangement for individuals to selectively shop. Expect to be completed by 30Sep17.

Results: Lighting was installed, and merchandise displays were established to improve viewer efficiency while shopping.

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

Results: Staff was trained on effective sale techniques and how to close the deal. This is an on-going task.

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

Results: Staff was trained on the management functions and player enjoyment increased with reduced delays. This is an on-going task.

FY18 Objectives:

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

Status: The Pro Shop now stocks non-golfing merchandise geared toward the public. Additionally, staff attends BFBHOA orientations, certain street dances and other BBRD activities to advertise inventory and provide alternate means of sales.

- B. The completed website affords us the opportunity to market beyond our membership. We also use it as an informational platform to other associations: such as men's league, ladies league, etc.

Status: The new website is operational and used to convey a variety of information to different groups and individuals.

FY19 Objectives:

- A. Re-evaluate advertising campaign based on user feedback during the summer of 2018 to focus 2019 advertising efforts in areas with the best return on investment.
- B. Improve customer service experience by rotating "golf with the Pro and Superintendent" to other leagues and groups beginning in Spring 2019.

Financial Summary

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Base Budget	FY19 Decision Points	FY19 Approved Budget
Revenues/Sources						
Charges for Services	549,821	569,993	539,421	537,059	-	537,059
Other Income	79,883	78,220	73,990	76,550	-	76,550
Total	629,704	648,213	613,411	613,609	-	613,609
Exp./Uses by Category						
Personnel	186,910	251,415	227,802	235,506	-	235,506
Operating	630,384	689,344	686,099	649,834	-	649,834
Total	817,294	940,759	913,901	885,340	-	885,340

Personnel Summary (FTEs)

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Base Budget	FY19 Decision Points	FY19 Approved Budget
Golf - Pro Shop	6.65	7.45	6.23	6.23	-	6.23
Total	6.65	7.45	6.23	6.23	-	6.23

Performance Measures

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Approved Budget
<u>Efficiency</u>				
1 Pro Shop Sales Per Round	\$1.57	\$1.67	\$1.59	\$1.67
2 Rounds played per Player Assistant	39	40	37	39
<u>Effectiveness</u>				
1 Percentage Increase in Member Renewals*	11%	2%	-14%	-1%
2 Customer Service Level**	97%	97%	95%	97%
<u>Outputs</u>				
1 Rounds Played	43,956	45,425	41,750	44,500
2 Number of Members	325	330	279	276
3 Green Fee Receipts	139,642	133,800	145,837	149,151
4 Number of Tournaments	22	22	17	18
5 Pro Shop Sales	69,005	76,000	71,007	74,300

*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. The department is comprised of the following sub-departments:

- Buildings maintain the appearance of all BBRD buildings, both structurally and esthetically. Additional responsibilities include the video production of BBRD Board of Trustee meetings.
- 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 storm water 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 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. 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. Additionally, the Building A parking lot courtesy golf cart operations and resident sponsored events (i.e. Memorial Day parade, Veterans Day ceremony, Christmas parade, etc.) are funded here.

FY17 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.

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.

Results: Large decorative containers were placed in front of Building A which enables staff to rotate season vegetation with minimal effort and costs. Similar containers are planned for outside of other major BBRD facilities.

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

Results: Although the composting process is not yet complete, staff believes the in-house compost will be a suitable less expensive alternative to the purchase of commercial fertilizer.

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.

Status: Tables and chairs for all BBRD facilities have been added to the multi-year replacement plan within Buildings' Sub-Department R&M: Equipment line-item. The tables and chairs for Building D&E should be in place by Spring 2018.

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

Status: Investigating different avenues to properly care for vegetation on the BBRD common grounds.

FY19 Objectives:

- A. Close each BBRD facilities (one at a time) and refurbish the interior of the buildings to keep them in a presentable condition.
- B. Develop a working group (Custodial Supervisor, Calendar/RV Coordinator and Food & Beverage representative) to develop meeting room use criteria and to review reservation requests for the duration of the D/E Complex construction project (which will greatly reduce the availability of meeting space).

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

FY17 Objectives:

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

Result: In cooperation with the District Clerk (aka Risk Manager), obtained \$1,620.86 in reimbursement for eligible safety improvements through the TIPS program.

- B. Coordinate with Risk Manager to update annual safety training program by 30Sep17.

Result: Program was upgraded to include training modules from BBRD's insurance company, sub-department wide training sessions, and other ad hoc opportunities.

FY18 Objectives:

- A. Revise safety training material for Property Services staff by 2Apr18.

Status: Due to the unexpected switch to a new insurance company, staff is currently exploring alternate safety program enhancements and anticipates having a new program in place by 30Sep18.

- B. Increase frequency of jobsite safety inspections for all property service staff utilizing other department managers for an unbiased perspective by 7May18.

Status: Jobsite safety inspections are being conducted bi-weekly by the Property Services Crew Leader in cooperation with the Risk Manager and specific Department Managers and Supervisors. Due to unforeseen circumstances training of department managers for cross departmental inspections was postponed until FY19.

FY19 Objectives:

- A. Appoint a safety officer, by 31Oct18, to inspect all capital project work sites to ensure safety of BBRD employees, residents and guests who may be in the area
- B. Implement department manager cross-departmental bi-weekly safety inspections that alternate with Property Services Crew Leader inspections by 31Jan19.

Financial Summary

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Base Budget	FY19 Decision Points	FY19 Approved Budget
Revenues/Sources						
Charges for Services	266,746	372,400	290,000	290,000	-	290,000
Total	266,746	372,400	290,000	290,000	-	290,000
Exp./Uses by Sub-Department						
Buildings	453,024	470,064	457,769	480,156	52,116	532,272
Grounds	155,309	165,396	159,337	168,380	19,119	187,499
Custodial	278,229	283,103	278,200	286,757	14,000	300,757
Pools	380,138	379,498	394,605	411,856	-	411,856
Recreation	88,394	101,052	101,849	104,175	10,300	114,475
Total	1,355,094	1,399,113	1,391,760	1,451,324	95,535	1,546,859
Exp./Uses by Category						
Personnel	910,699	963,302	984,028	1,022,674	74,836	1,097,510
Operating	444,395	435,811	407,732	428,650	20,699	449,349
Total	1,355,094	1,399,113	1,391,760	1,451,324	95,535	1,546,859

Personnel Summary (FTEs)

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Base Budget	FY19 Decision Points	FY19 Approved Budget
Building	6.64	6.41	6.41	6.41	1.00	7.41
Grounds	2.88	3.25	3.25	3.25	0.85	4.10
Custodial	8.49	8.72	8.72	8.72	0.65	9.37
Pools	10.58	10.38	10.38	10.38	-	10.38
Recreation	0.53	1.25	1.25	1.25	-	1.25
Total	29.12	30.01	30.01	30.01	2.50	32.51

Performance Measures

	FY 17 Actuals	FY18 Revised Budget	FY18 Year-end Estimate	FY19 Approved Budget
<u>Efficiency</u>				
1 Weekly Custodial set up and tear downs*	95-35	95-35	100-40	115-45
2 Weekly number of pool users*	2,600	2,700	2,600	2,650
<u>Effectiveness</u>				
Ave. number of safety violations identified in				
1 bi-weekly inspections	7.0	8.0	7.0	5.0
2 Overall rating given to buildings**	7.7	8.5	8.1	8.4
Overall rating given to common area				
3 landscaping/turf**	7.5	8.0	7.8	8.1
<u>Outputs</u>				
1 Capital Projects managed	16	14	10	14
2 No. of after hour emergency call outs	10	10	15	15
3 No. of days pools closed due to repairs***	30	30	25	125

* 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 infrastructure plans being moved the FY18 Year-end estimate did not trend as high as planned. However in FY19 the completion of the new Administration Building will help raise the rating.

*** FY 19 anticipated pool 2 and pool 1 pit replacement