

## Resources

From the inception of BBRD until FY15, the annual budget consisted of a 5 column line-item budget with extremely little detail. Beginning four years ago, staff began to expand the detail within the budget to increase transparency and understanding of what BBRD residents' assessment and fees provide. This section provides the detail of personnel, computer and vehicular resources within the organization. The following sections provide a listing of each type of resource with particular emphasis given to the personnel due to the magnitude of cost of said resources.

### Personnel

#### Introduction

Historically, BBRD counted personnel the old fashion way: by head count. Although technically correct as far as number of employees, the use of head count for a personnel summary or talking point is vague in terms of actual staff hours worked as the reader is left to her/his own imagination to figure out the average number of hours worked by part-time staff. Beginning with the FY16 WDPB, BBRD uses full-time equivalents (FTEs) to count and describe the number of personnel. One FTE is understood as the number of employees needed to work 40 hours per week. Hence, 1.0 FTE can either be one of the following\*:

- One full-time employee scheduled to work 40 hours per week
- Two part-time employees each scheduled to work 20 hours per week
- Four part-time employees each scheduled to work 10 hours per week
- 3 part-time employees, one scheduled to work 20 hours per week while the other two each work 10 hours per week
- Any combination of part-time employees scheduled to work a combined 40 hours per week

\* Indicates all full-time employees are assumed to be 1.0 FTE since BBRD Policy allows an employee to work a minimum of 30 hours per week and be classified as a full-time.

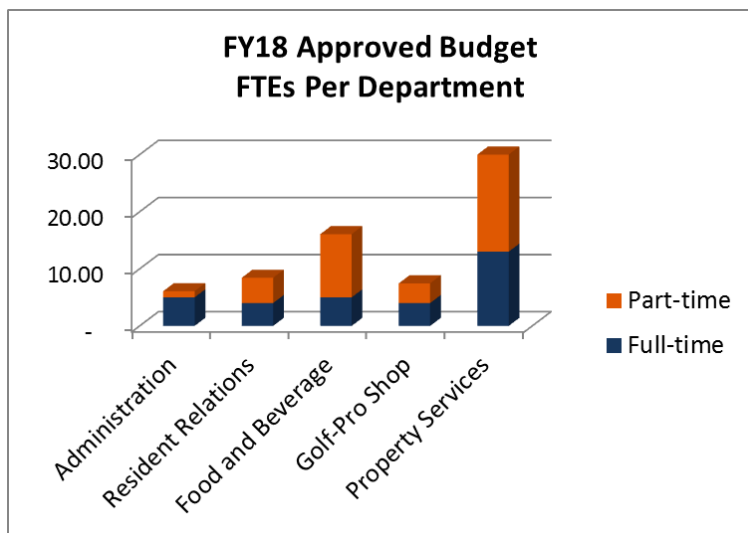
#### FY18 Approved Budget FTEs

Approved for FY18 are 68.04 FTEs, an increase of 0.08 FTEs from the FY17 Approved Budget. This increase is the result of the following actions:

- Addition of a full-time Associate Golf Professional position (included a decrease of 0.25 FTE Golf Clerk hours)
- 0.90 FTE fewer part-time positions in Food & Beverage Department
- Addition of 0.23 FTE seasonal Administrative Assistant (intern) in Administration: District Clerk.

Furthermore, upon closer examination, 45.56% of FY18 FTEs are full-time employees demonstrating a fairly even

distribution of full-time to part-time staffing hours worked. The following pages list the specific positions



per department adding granularity to the chart on the previous page showing how the Property Services Department contains 30.01 FTEs or 44.11% of all BBRD positions approved for FY18.

#### Pay Plan

Inaugurated in FY17 was the adoption of a formal pay plan. Prior to FY17, BBRD did not have a formal pay plan where positions are ranked from lowest to highest paying nor did most positions have an established minimum to maximum pay range. New employees typically were hired at starting points loosely based on what the previous employee was paid. Secondly, the previous range between minimum and maximum varied from low 20% to over 70% for different jobs. Third, low skilled positions originally hired slightly above minimum wage were losing ground to annual Florida minimum wage increases as the historic BBRD 3% annual increase was often smaller than the increase in minimum wage.

To address these deficiencies, the BOT adopted a formal pay plan as part of the FY17 Approved Budget and then later by resolution adopted the pay grade and classification plan (see page G – 5 for the FY18 plan which will be formally adopted in December 2017 after the 2018 Florida minimum wage increases are announced). Each position is listed per a compatible worth analysis within a system based on 2.5% increases between grades. Beginning in FY17 the customary 3% capped employee incentive was split into a cost of living increase (COLA) and the remainder into a merit based increase. The use of a COLA will move the minimum point of each step upward based on an increase equal to or greater than the annual state of Florida minimum wage increase.

Historically, BBRD conducted employee evaluations in September with the pay increases being effective with the first payroll in October. Problematic with the continuance of this practice is the annual state of Florida minimum wage increase is not known until mid to late November (with increase effective the first of January). To prevent the need for a second set of increases (payroll forms processed from each department through the Finance Office and eventually being placed in employee files by Resident Relations staff), FY18 and future employee evaluations will be conducted in late November and early December with increases being effective the first of January. To compensate employees for the three months (October through December) without their normal increase, the FY18 maximum increase will be 4% comprised of a 1.5% COLA and a maximum 2.5% merit increase. Financially, the cost for a 4% increase over 9 months is the same as a 3% increase over 12 months.

Of note, some long-term employees who are outside (i.e. paid more than maximum pay for their grade) their pay grade range will not receive any merit increase in pay regardless of results of their annual performance evaluation until the COLA increases reach their current pay. However unpleasant, each job has a maximum worth to BBRD and years without a formal pay plan have placed management and the BOT in this awkward position.

The following pages provide a detail listing of positions per department over a three year period. The subsequent pages list the FY18 Employee Pay and Classification Plan.

Dept./Position Title	FY 16 Actual	FY 17 YE Est.	FY 18 Base Budget	FY 18 Decision Points	FY 18 Approved Budget
<b>Administration</b>					
Accounting Associate	1.73	-	-	-	-
Accounting Associate I	-	1.00	1.00	-	1.00
Accounting Associate II	-	1.00	1.00	-	1.00
Administrative Assistant	-	-	-	0.23	0.23
District Clerk	1.00	1.00	1.00	-	1.00
Finance Manager	1.00	1.00	1.00	-	1.00
Lead Accountant	1.00	1.00	1.00	-	1.00
Receptionist Clerk	0.85	0.85	0.85	-	0.85
Full-time positions:	4.00	5.00	5.00	-	5.00
Part-time positions:	1.58	0.85	0.85	0.23	1.08
<b>Total Admin. positions:</b>	<b>5.58</b>	<b>5.85</b>	<b>5.85</b>	<b>0.23</b>	<b>6.08</b>
<b>Resident Relations</b>					
Administrative Assistant	0.63	0.63	0.63	-	0.63
Calendar Coordinator	1.00	-	-	-	-
Calendar/RV Storage Coordinator	-	1.00	1.00	-	1.00
Community Watch Officer	N/A	1.20	1.40	-	1.40
Customer Service Clerk	1.25	1.25	1.25	-	1.25
DOR Administrative Assistant	1.00	1.00	1.00	-	1.00
DOR Enforcement Officer	2.15	2.05	-	-	-
DOR/ARCC Inspector	-	-	2.15	-	2.15
Resident Relations Manager/HR Coordinator	1.00	1.00	1.00	-	1.00
Full-time positions:	4.00	4.00	4.00	-	4.00
Part-time positions:	3.03	4.13	4.43	-	4.43
<b>Total R.R. positions:</b>	<b>7.03</b>	<b>8.13</b>	<b>8.43</b>	<b>-</b>	<b>8.43</b>
<b>Food and Beverage</b>					
Administrative Assistant	-	0.63	0.63	-	0.63
Administrative Clerk	0.63	0.13	0.13	-	0.13
Bartender	4.67	5.29	4.62	-	4.62
Catering Coordinator	-	0.35	0.35	-	0.35
Cook	4.67	4.70	4.85	-	4.85
Crowd Monitor/Bar Back	0.30	0.30	0.30	-	0.30
Dish Washer	0.25	0.14	0.25	-	0.25
F&B Team Lead (Cook)	1.00	1.00	1.00	-	1.00
Food and Beverage Manager	1.00	1.00	1.00	-	1.00
Host	0.10	-	0.10	-	0.10

Dept./Position Title	FY 16 Actual	FY 17 YE Est.	FY 18 Base Budget	FY 18 Decision Points	FY 18 Approved Budget
Lead Bartender	1.00	1.00	1.00	-	1.00
Server	2.33	1.86	1.84	-	1.84
Full-time positions:	5.00	5.00	5.00	-	5.00
Part-time positions:	10.95	11.40	11.07	-	11.07
<b>Total F&amp;B positions:</b>	<b>15.95</b>	<b>16.40</b>	<b>16.07</b>	<b>-</b>	<b>16.07</b>

#### Golf

Associate Golf Professional	-	-	-	1.00	1.00
(Golf) Clerk	3.20	3.00	3.00	(0.25)	2.75
Golf Operations Manager	1.00	1.00	1.00	-	1.00
Player Assistant	1.29	1.29	1.29	-	1.29
Player Assistant/Cart Tech	0.43	0.41	0.41	-	0.41
Pro Shop Coordinator	1.00	1.00	1.00	-	1.00
Full-time positions:	3.00	3.00	3.00	1.00	4.00
Part-time positions:	3.92	3.70	3.70	(0.25)	3.45
<b>Total Golf positions:</b>	<b>6.92</b>	<b>6.70</b>	<b>6.70</b>	<b>0.75</b>	<b>7.45</b>

#### Property Services

Audio-Visual	0.13	-	-	-	-
Building Tech. I	-	1.00	1.00	-	1.00
Building Tech. II	2.00	1.00	1.00	-	1.00
Building Tech. III	1.29	2.50	2.50	-	2.50
Building Tech./ Mechanic	-	-	-	-	-
Courtesy Cart Driver	1.25	1.25	1.25	-	1.25
Custodian	7.43	6.82	6.82	-	6.82
Custodian Supervisor	1.00	1.00	1.00	-	1.00
Custodian/Audio-Visual	-	0.70	0.70	-	0.70
Groundskeeper	3.32	3.00	3.00	-	3.00
Maintenance/Audio-Visual	-	0.11	0.11	-	0.11
Mechanic/Building Tech.	1.00	-	-	-	-
P.S. Crew Leader	1.00	1.00	1.00	-	1.00
Pool Host	7.08	7.13	7.13	-	7.13
Pool Host Supervisor/Admin. Clerk	1.00	1.00	1.00	-	1.00
Pool Tech.	2.50	2.50	2.50	-	2.50
Property Services Manager	1.00	1.00	1.00	-	1.00
Full-time positions:	14.00	13.00	13.00	-	13.00
Part-time positions:	16.00	17.01	17.01	-	17.01
<b>Total Property Services positions:</b>	<b>30.00</b>	<b>30.01</b>	<b>30.01</b>	<b>-</b>	<b>30.01</b>

<b>Total BBRD Positions:</b>	<b>65.48</b>	<b>67.09</b>	<b>67.06</b>	<b>0.98</b>	<b>68.04</b>
<b>Full-time positions:</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>1.00</b>	<b>31.00</b>
<b>Part-time positions:</b>	<b>35.48</b>	<b>37.09</b>	<b>37.06</b>	<b>(0.02)</b>	<b>37.04</b>

<b>FY18 Employee Pay and Classification Plan</b>					
<b><u>Position</u></b>	<b><u>Classification</u></b>	<b><u>Grade</u></b>	<b><u>Min*</u></b>	<b><u>Mid</u></b>	<b><u>Max</u></b>
Finance Manager	Mgr.	115	31.97	38.36	44.75
	Mgr.	114	31.19	37.42	43.66
	Mgr.	113	30.43	36.51	42.60
	Mgr.	112	29.68	35.62	41.56
	Mgr.	111	28.96	34.75	40.54
Food & Beverage Manager	Mgr.	110	28.25	33.90	39.55
Resident Relations Manager	Mgr.	109	27.56	33.08	38.59
	Mgr.	108	26.89	32.27	37.65
Golf Operations Manager	Mgr.	107	26.24	31.48	36.73
	Mgr.	106	25.60	30.72	35.83
	Mgr.	105	24.97	29.97	34.96
District Clerk	Mgr.	104	24.36	29.24	34.11
Property Services Manager	Mgr.	103	23.77	28.52	33.28
Lead Accountant	Exempt	38	20.50	24.59	28.69
Accounting Associate III	Non-Exempt	28	16.01	19.21	22.42
Accounting Associate II	Non-Exempt	27	15.62	18.74	21.87
Associate Golf Professional (new title)	Non-Exempt	26	15.24	18.29	21.34
Accounting Associate I	Non-Exempt	26	15.24	18.29	21.34
P.S. Crew Leader	Non-Exempt	25	14.87	17.84	20.81
Custodian Supervisor	Non-Exempt	25			
Pool Host Sup./Admin. Clerk	Non-Exempt	25			
F&B Team Lead (Cook)	Non-Exempt	24	14.51	17.41	20.31
Catering Coordinator	Non-Exempt	23	14.15	16.98	19.81
Bldg. Tech III	Non-Exempt	23			
Maintenance/Audio-Visual	Non-Exempt	22	13.81	16.57	19.33
Bldg. Tech II	Non-Exempt	22			
Bldg. Tech/Mechanic	Non-Exempt	22			
Pro-Shop Coordinator	Non-Exempt	21	13.47	16.16	18.86
Administrative Assistant	Non-Exempt	20	13.14	15.77	18.40
DOR Administrative Assistant	Non-Exempt	20			
DOR/ARCC Inspector	Non-Exempt	19	12.82	15.38	17.95
DOR Enforcement Officer	Non-Exempt	19			
Calendar/RV Coordinator	Non-Exempt	19			
	Non-Exempt	18	12.51	15.01	17.51
Community Watch Officer	Non-Exempt	17	12.20	14.64	17.08
Accounting Clerk	Non-Exempt	17			
Bldg. Tech I	Non-Exempt	17			

FY18 Employee Pay and Classification Plan					
<u>Position</u>	<u>Classification</u>	<u>Grade</u>	<u>Min*</u>	<u>Mid</u>	<u>Max</u>
Customer Service Clerk	Non-Exempt	16	11.91	14.29	16.67
	Non-Exempt	15	11.61	13.94	16.26
Custodian/AV Tech	Non-Exempt	14	11.33	13.60	15.86
	Non-Exempt	13	11.05	13.27	15.48
Lead Custodian	Non-Exempt	12	10.79	12.94	15.10
	Non-Exempt	11	10.52	12.63	14.73
Administrative Clerk	Non-Exempt	10	10.27	12.32	14.37
Receptionist/Clerk	Non-Exempt	10			
(Golf) Clerk	Non-Exempt	10			
Cook	Non-Exempt	10			
	Non-Exempt	9	10.02	12.02	14.02
	Non-Exempt	8	9.77	11.73	13.68
Pool Tech	Non-Exempt	7	9.53	11.44	13.35
Pool/Tech/Grounds Keeper	Non-Exempt	7			
Grounds Keeper	Non-Exempt	6	9.30	11.16	13.02
Pool Host	Non-Exempt	6			
Player Assistant/Cart Tech	Non-Exempt	6			
	Non-Exempt	5	9.07	10.89	12.70
	Non-Exempt	4	8.85	10.62	12.39
Custodian	Non-Exempt	3	8.64	10.36	12.09
Crowd Monitor/Bar Back	Non-Exempt	3			
	Non-Exempt	2	8.43	10.11	11.80
Dish Washer	Non-Exempt	1	8.22	9.86	11.51
Courtesy Golf Cart Driver	Non-Exempt	1			
F&B Host	Non-Exempt	1			
Player Assistant	Non-Exempt	1			
Lead Bartender	Tipped Non-Exempt	H	6.13	7.36	8.59
	Tipped Non-Exempt	G	5.98	7.18	8.38
	Tipped Non-Exempt	F	5.84	7.01	8.17
	Tipped Non-Exempt	E	5.70	6.83	7.97
	Tipped Non-Exempt	D	5.56	6.67	7.78
Lead Server	Tipped Non-Exempt	C	5.42	6.51	7.59
	Tipped Non-Exempt	B	5.29	6.35	7.40
Bartender	Tipped Non-Exempt	A	5.16	6.19	7.22
Server	Tipped Non-Exempt	A			
** indicates minimum of pay scale will automatically increase with annual State of Florida Minimum Wage Increases (2018 minimum wages [tipped and non-tipped] are estimated at 1.5% increase over 2017 figures).					

## Computer and Related Hardware Inventory

<b>Department</b>	<b>Position</b>	<b>Purchase Date</b>	<b>Anticipated Replacement</b>
<b><u>District Clerk</u></b>			
ASUS	Community Manager	1-Jan-2015	2020
Lenovo Think Pad Laptop	Community Manager	1-Jan-2017	2022
DellVostro	Receptionist Clerk	17-Feb-2015	2020
Lenovo Ideacentre	District Clerk	1-Feb-2017	2021
Lenovo Think Pad Laptop	District Clerk	1-Jan-2017	2022
(5) Dell Inspiron Laptop	Trustee	1-Feb-2017	2022
(3) Toshiba Satellite Laptop	Training*	1-Oct-2011	N/A
Computer Healthcare	Financial Server	24-Nov-2009	2019
Computer Healthcare	Domain Controller Server	23-Jul-2009	2019
<b><u>Finance</u></b>			
Lenovo Thinkcentre	Accounting Associate I	16-May-2016	2021
Lenovo Thinkcentre	Accounting Associate II	31-May-2016	2021
Lenovo Ideacentre	Lead Accountant	1-Jul-2016	2022
ASUS Laptop	Finance Manager	17-Feb-2015	2020
ASUS	Finance Manager	30-Mar-2015	2020
<b><u>Resident Relations</u></b>			
<b>Customer Service</b>			
Acer	Resident Relations Manager	17-Aug-2017	2022
Asus	Administrative Assistant	13-Dec-2014	2019
Acer	Calendar Coordinator	8-Aug-2017	2022
Lenovo	Customer Service Clerk	1-May-2016	2021
Dell	Customer Service Clerk	1-Aug-2014	2019
<b>DOR</b>			
Computer Healthcare	DOR Administrative Assistant	12-Jan-2012	2017
Acer	DOR/ARCC Inspector	1-Aug-2017	2022
Dell	DOR/ARCC Inspector	8-Aug-2014	2019
iPad	DOR/ARCC Inspector	1-Feb-2015	2020
Samsung Galaxy Tablet	DOR/ARCC Inspector	1-Feb-2015	2020
Samsung Galaxy Tablet	DOR/ARCC Inspector	1-Jul-2017	2022
<b><u>Food &amp; Bev Mgr Office</u></b>			
ASUS	Administrative Assistant	14-Nov-2015	2020
Dell	F&B Manager	1-Oct-2014	2019
(4) POS Lenovo Think Centre			
Tiny Desktop	Point of Sale	16-Oct-2015	2020
Lenovo	POS Server	16-Nov-2017	2022

### Computer and Related Hardware Inventory

Department	Position	Purchase Date	Anticipated Replacement
<b><u>Golf Pro Shop</u></b>			
ASUS	Pro Shop Coordinator	12-Nov-2014	2019
Dell Vostro	(Golf) Clerk	29-Jan-2014	2019
(2) POS Lenovo Think Center			
Tiny Desktop	POS System	15-Jul-2015	2020
<b><u>Property Services Building</u></b>			
<b><u>Falcon Drive Office</u></b>			
Computer Healthcare	TimeClock/Training	1-Aug-2012	2018
Dell Dimension	P.S. Crew Leader	29-Jan-2014	2019
ASUS	Pool Host Supervisor/Admin. Cle	13-Nov-2014	2019
Lenovo Think Pad	Property Services Manager	15-Aug-2017	2022
<b><u>Custodial Office</u></b>			
Dell Optiplex	Custodial Supervisor	10-Feb-2014	2019
Dell Optiplex	Custodian	8-Sep-2015	2021

\* indicates surplus equipment that will not be replaced when obsolete.

### Vehicle Inventory

Rank	Year	Make	Model	Mileage	Condition		Dept./Sub-Dept.	Replace. Year
					Mechanical	Body		
<b>Trucks/Vans</b>								
1	2016	Ford	Dump Truck	-	New	New	Property Services	FY26
2	2015	Nissan	Pick-up	21,852	Excellent	Excellent	Res. Relations: DOR	TBD
3	2013	Ford	E150 Van	11,000	Excellent	Excellent	Food & Beverage	FY22
4	2013	Ford	F150 pick up	16,996	Excellent	Excellent	Property Services	FY22
5	2006	Ford	F150 Pick-up	52,768	Good	Good	Property Services	FY21
6	2006	Ford	F250 Pick-up	67,017	Good	Good	Property Services	FY20
7	2005	Ford	F250 Pick-up	87,531	Good	Fair	Property Services	FY19
8	2002	Ford	Ranger Pick-up	68,570	Fair	Good	Prop. Ser.: Custodial	FY18
<b>Golf/Utility Carts</b>								
1	2016	Toro	Workman GTX	N/A	New	New	Property Services	FY23
2	2013	EZ-GO	RXV	N/A	Good	Good	Res. Relations: DOR	FY23
3	2013	Club Car	Carryall II	N/A	Good	Good	Property Services	FY22
4	2012	Club Car	Carryall II	N/A	Good	Good	Prop. Ser.: Custodial	FY18
5	2011	Club car	Carryall I	N/A	Poor	Fair	Prop. Ser.: Custodial	FY18
6	2008	John Deere	Gator TS	N/A	Fair	Good	Property Services	FY18
7	2000	EZ-GO	Workhorse	N/A	Poor	Poor	Property Services	FY18

Shaded rows indicate vehicles approved to be replaced in FY18.