

Recreation Comprehensive Assessment Recommendation Status

	Completed	In Progress	Future	Notes
Recommendations				
City Council				
Create a pricing policy and procedure—eliminate the need for the Council to approve all program fees annually.	Ord 23-017 Approved 8/15/23 CC			
Develop a cost recovery percentage policy to guide staff on setting fee levels in alignment with desired cost recovery levels.	Ord 23-017 Approved 8/15/23 CC			
Evaluate the relationship with Sanibel Sports, Inc. and consider taking over all youth sports.	Evaluated by Park & Rec Advisory Committee. One year contract (through December 2024) approved by City Council. Second contract Jan 1, 2025 through June 30, 2026 approved.			Ballfields reopened May 23, 2024. Then closed again post-hurricanes Helene & Milton due to sod damage. Field restoration has been ongoing & scheduled to reopen Oct 2025. The City has been partnering with Sanibel Sports to offer alternative youth sports activities during field closures. Park & Rec Committee to evaluate and make contract recommendation prior to June 2026 expiration.
Eliminate the Council appointed Financial Assistance Committee and create a system for the Director of Recreation to efficiently determine need and award program scholarships.	Financial Assistance Committee was sunset by Resolution 23-018 at the March 21st City Council mtg. Application updated			
Create a new Parks and Recreation Advisory Committee by City ordinance.	Ord 23-009 Approved 7/18/23 CC			
Council needs to determine a solution for meeting the social needs of the island senior population by evaluating options.	One year letter of agreement between the City and Santiva Islanders for kayaking program approved at 11/7/23 City Council. This agreement was never utilized and Santiva Islanders have relocated their kayaks & equipment to new FISH location 2422 Palm Ridge			Santiva Islanders operate their own programming under FISH at their 2422 Palm Ridge Rd location. However, they utilize the Rec Center for \$0 as needed for larger event needs (Ex: Book Sale Fundraisers Nov 2023, March 2024, Nov 2024, Apr 2025). The Recreation Dept has expanded their community & fitness program offerings to meet the needs of our island senior population.

Recreation Comprehensive Assessment Recommendation Status Matrix

Recommendations				
Staff (Adminstration)	Completed	In Progress	Future	Notes
Renegotiate the agreements with the Sanibel School and the Lee County to better define roles and responsibilities.			TBD - Current efforts remain focused on rebuilding & repairing shared use facilities post Hurricanes Ian, Helene & Milton	<i>Moved from Council goal (p.1) to staff goal (p2).</i> The City has a positive working relationship with Board of Lee Co Commissioners (Lee Co P&R) as well as with School District of Lee Co (Sanibel School Administration)
City Manager convenes summit with key island nonprofits currently providing services to the senior population to develop a community-wide collaborative partnership for meeting the needs of the island senior population in the most cost effective manner.			If deemed necessary, could be held Winter 2025/Spring 2026	<i>Moved from Council goal (p.1) to staff goal (p2).</i> A wide variety of senior programming is offered island wide by multiple organizations - City, FISH/Santiva Islanders, Community House, Library, etc.
Staff (Recreation Programming)				
Hiring	Completed	In Progress	Future	Notes
Reduce the obstacles to hiring new part-time staff and contractors (including instructors) to make it more attractive to work for the Department.	X			Fitness Contractor pay increased from \$55 per class to \$65 per class. Commute continues to be a barrier for recruiting of PT staff and contractors. Continue to revise and simplify contract process where appropriate.
Establish benefits for part-time staff to attract new employees.			X	
Create an effective onboarding process for fulltime and part-time staff that prepares new hires overview of the City and Department.	X			Each Rec division (front desk, youth, aquatics) has it's own onboarding/training process. HR Dept has implemented NeoGov for onboarding.
Budget	Completed	In Progress	Future	Notes
Create a system where programming staff can track the revenue and expenses for each program area by season.		X		Ongoing with each program.
Provide staff financial information monthly so they can manage each program area effectively.	X			Staff is learning and actively involved in the development of the FY24 budget
Allow staff the ability to create new programs to increase revenue and provide flexibility with the City Council budget limit for part-time staff expenses.	X			Staff has been given the flexibility to already bring on new contractors & add programs. Will continue to grow this in the future.

After School Program / Summer Camps	Completed	In Progress	Future	Notes
Create a Request for Proposal to partner with or contract this service to another organization to increase efficiencies, free up staff time, and continue to provide a cost-effective program for local families.	X			Staff met with local contractual youth program provider, Sports CLUB, and they were not able to provide services due to staffing challenges (also requested on-island housing options and/or additional compensation for travel).
Recreation Center Memberships	Completed	In Progress	Future	Notes
Revise the membership structure to be easy to understand for the customer and efficient to apply for the front desk staff.	X			Ord 23-017 Approved 8/15/23 CC
For tracking purposes, separate out the daily fees and punch cards from the actual memberships (monthly and annual).	X			Ord 23-017 Approved 8/15/23 CC
Evaluate the full fee schedule and confirm that the nonresident difference is consistent across the structure.	X			Ord 23-017 Approved 8/15/23 CC
Revise the fee schedule so it is more cost-effective for visitors to use the Recreation Center daily.	X			Ord 23-017 Approved 8/15/23 CC; Non-resident membership fees updated via Resolution 25-022 per Park & Rec Committee's recommendation.
Aquatics	Completed	In Progress	Future	Notes
Create a more balanced pool schedule that allows for free swim, family time, and swim lessons to create a more multigenerational experience.	X			Multi-generational programming has been added from Triathlon Training to Swim Lessons. We continue to face staffing challenges that limit pool operating hours.
Create a better system to schedule part-time staff in a more flexible manner to attract new lifeguards to the Department.	X			Management is flexible with scheduling around part-time staff's commitments (school, work, family)
Fitness	Completed	In Progress	Future	Notes
Create a more efficient system to hire part-time fitness instructors—explore hiring as employees (such as lifeguards) as opposed to contractors.	X			Contract process has been simplified. Cross training staff as fitness instructors when feasible.
Continue to add new classes, based on the public engagement input.	X			Classes (inclusive and fee based) have been expanded back on feedback received from participants and instructors.
Seniors	Completed	In Progress	Future	Notes
Acquire this program area and have all the revenue and expenses go through the City system.	X			Adult programming expenses (0017210) and revenue fall within the recreation department budget

Reduce the amount of full-time and part-time staff resources allocated for this program area by creating partnerships with local nonprofits and securing volunteers to assist in some key roles.	X			Staffing has been reduced to one full-time position that oversees Adult & Youth programming. Staff is working on redeveloping volunteer program for the recreation dept as a whole.
Eliminate the discount for City recreation programs for Island Seniors, Inc. members.	X			Ord 23-017 Approved 8/15/23 CC
Work with nonprofits to determine which organization will offer which type of service to this age group to reduce duplication and increase efficiencies across the island.	X			Currently partnering with FISH and Santiva Islanders on programs. City staff also creating new 'adult programming.
Indoor Sports	Completed	In Progress	Future	Notes
Add specific weekly timeslots for open gym by age group (youth, teens, adult) and create an easy system for payment (daily fee, punch card, part of membership).	X			Specific weekly time slots offered for activities ranging from Toddler Time to Open Gym to Pick up Pickleball, Basketball, etc.
Outdoor Sports	Completed	In Progress	Future	Notes
Open the playground and skate park evenings and weekends when families are free to recreate. If there is a way to keep them open all day, that would be ideal for those younger than school age or those who are homeschooled.	X			Skate park has exceeded it's useful life and components were removed. Playground access outside of rec center operating hours would require reconfiguration of fencing and/or access points. Park and Rec Committee is currently reviewing potential 5 year recreation capital project recommendations for Council.
Make the tennis courts and athletic fields available evenings, weekends, and holidays when the school is closed.	X			Tennis Court access outside of rec center operating hours would require reconfiguration of fencing and/or access points. Athletic fields are available for public use outside of school hours. Park and Rec Committee is currently reviewing potential 5 year recreation capital project recommendations for Council.
Other	Completed	In Progress	Future	Notes
Seek opportunities to partner with island nonprofits (FISH, BIG Arts, and the Community House) as well as private business, to provide expanded and innovative programs and services to the island residents.	X			Partnering with island non-profits during community events (Egg Hunt, 4th of July, Tree Lighting) AND running a 'Tuesday Talk' called 'Get to Know Your Island' at the recreation center.

Youth	Completed	In Progress	Future	Notes
Add traditional youth programs such as art, dance, music, and swim lessons into the program menu.	X			FY26 new contractual offerings include dance, spanish, sewing, floral arranging, cookie decorating and more!
Offer seasonal/holiday events for young families to connect.	X			Adult/Family events offered 2x's a month October through May (trips, arts/crafts, games, etc.)
Streamline the process to schedule a birthday party at the Recreation Center so children can celebrate their day with a pool or gym party that can easily include nonmembers of the Recreation Center.		X		Facility Rentals available online through CivicRec. Refinement is ongoing.
Review the program inventory listing, and have each programmer add new programs seasonally.	X			Refer to monthly newsletters. Each month one new theme art/craft activity and trip are offered. Additional activities include health screenings, 'One Community, One Book,' 'Tuesday Talks - Get to Know Your Island,' and more!
Fund and plan for small family events to bring people together—these could involve pool parties or activities in the gym.	X			Continued to offer free Community Events in 2024 & 2025. Breaking attendance records at Egg Hunt & 4th of July with over 800 attendees. Teen Nights are also back!
Marketing and Communications	Completed	In Progress	Future	Notes
Create a seasonal program guide/brochure (possibly starting with twice a year) so that everyone is aware of new opportunities and mail to all households—a sponsor could be secured to help defray mailing costs.	X			Quarterly Newsletter has been developed. Week at a Glance (WAG) sent out every Sunday. 'Wednesday Wire' with special rec happenings sent out every Wed.
Develop a sponsorship program to generate nonprogram revenue.		X		Youth Financial Assistance Sign Sponsor program in place. Park and Rec Committee developed Donor and Naming Rights Policy that was adopted by City Council. 'Sanibel Circle' concept for donors is under review.

Enhance marketing of programs and services with a stronger social media presence.	X			Very active social media presence on Facebook AND Instagram created for recreation center
Cross-promote programs and services throughout the Department.	X			Fitness instructors announce department wide programs and events to class attendees. Signage throughout facility. Quarterly newsletter, WAG, Wednesday Wire, Facebook & Instagram
Following the adoption of the Recreation Reimagined plan, hold a Recreation Center membership drive.	X			Membership drives held in conjunction with Annual Health Fair
Allow residents to “opt in” for information they would like to receive from the Department.	X			Completed with CivicRec launch 3/25/24 (SMS texting capabilities)
Enhance the Department’s website presence highlighting current offerings, facility hours, rental opportunities, open positions, current staffing, etc.	X			Completed with CivicRec launch 3/25/24 and launch of new City Website (via CivicPlus)
Allow for online registration for all programs and services (including membership).	X			Completed with CivicRec launch 3/25/24
Establish meaningful relationships with island service clubs, nonprofits, chamber of commerce, realtor associations, and homeowner’s associations to keep them informed of Department programs and services.	X			Staff continues to establish meaningful relationships with island entities especially through 50th anniversary event planning and monthly workgroup meetings
Post the Interlocal Agreements (ILAs) on the City website to provide transparency.			X	
Technology	Completed	In Progress	Future	Notes
Improve the Wi-Fi at the Recreation Center.	X			IT has installed Wi-Fi boosters
Provide staff with the technology to attend virtual meetings and trainings (cameras).	X			Staff has been issued laptops and/or webcams for virtual opportunities.
Investigate purchasing technology for virtual programming.		X		Can offer zoom fitness/wellness classes. Looking to request additional technology capabilities in future budgets.

Review full list of staff RecTrac needs—determine if the software can provide what is needed. If the system can do what is needed, then enhance setup, and provide training. If the system cannot provide what’s needed, then find a better solution and purchase (setup and provide training).	X			3-year CivicRec Contract approved at 8/15/23 CC Mtg. CivicRec implemented 3/25/24
Financial	Completed	In Progress	Future	Notes
Work with Accounting staff to set up system to track expenses by program area so that true cost recovery can be determined for each program.		X		Working with Finance Dept on expense vs. revenue tracking. Staff completes this internally when creating pricing for programs to meet cost recovery guidelines.
Simplify the Recreation Center fee structure.	X			Ord 23-017 Approved 8/15/23 CC
Determine an appropriate nonresident fee (20% or 25% more than resident fees) and be consistent across the board.	X			Ord 23-017 Approved 8/15/23 CC
Determine what participation and financial metrics will be tracked and shared and create a schedule for sharing. Use this data to set goals for future time periods (month, quarter, annual).	X			Metrics (revenue, membership, etc.) and reports shared on a monthly basis with the Park & Rec Advisory Committee & City Manager. Program usage tracked by staff on a daily basis & maintained in a spreadsheet
Consider annual adjustments to program fees that would have the greatest impact increasing the Department’s cost recovery percentage.	X			Ord 23-017 Approved 8/15/23 CC
Monitor targeted ranges of cost recovery annually related to specific activity and program and service categories, and consider adjusting fees	X			Ord 23-017 Approved 8/15/23 CC
Establish a policy regarding fund balance targets.			X	
Consider implementing alternative pricing strategies to assist with the development of new activities and services.	X			Ord 23-017 Approved 8/15/23 CC allows for flexible pricing as long as cost recovery ranges are met
Continue to forecast revenues based on prior year actuals, as opposed to past budget figures.		X		Working with Finance Dept on forecasting methods through OpenGov implementation
Undertake a thorough fee review every two to five years.	X			Membership fees reviewed by Park and Rec Committee, recommendation made to City Council and adopted via Resolution 25-022

Prepare an annual cost recovery and fiscal review to be presented to staff, stakeholders, City leadership, and City Council.			X	
Recommendations				
Staff (Facilities)				
Recreation Center	Completed	In Progress	Future	Notes
Create a more open and inviting lobby area by removing the signage that is unwelcoming to customers. Suggest additional staff training on creating excellent customer experience.	X			Staff continues to theme lobby monthly and self serve CivicRec kiosk installed
Continue to evaluate the usage of athletic fields - expand programming or determine a more appropriate use for the space.		X		Ballfields reopened in May 2024. Then were subsequently closed again post-hurricanes Helene & Milton due to sod damage. Fields scheduled to reopen Oct 2025.
Seek out options for additional parking either through a new partnership or by reconfiguring the existing lot.	X			Have MOUs in place with Ding Darling and CROW for use of lots for staff parking
Evaluate the attendance at all the events where the Department permits space to outside groups to determine if this is the best use of space.	X			
Other	Completed	In Progress	Future	Notes
Evaluate the possibility of adding outdoor pickleball on the island—former Center4Life site, athletic fields, or at Community Park next to the Community House.		X		Park and Rec Committee is currently reviewing potential 5 year recreation capital project recommendations for Council.
Recommendations	Completed	In Progress	Future	Notes
Staff (Operations)				
Write a Recreation Center operations manual and make it available to all Department staff electronically; review annually and update as needed.		X		Deputy Director maintains department EAP and oversaw development of front desk operations manual. FY26 continued development of department wide (across all divisions) operations manual.
Review all registration forms and processes and seek efficiencies.	X			Forms and waivers completed online through CivicRec. Refinement is ongoing.
Eliminate the need for everyone entering the facility to undergo a background check.	X			Contractors are still required to check-in at the front desk with valid gov't photo ID.

Create a preventive maintenance and replacement plan for all facility equipment.		X		Already existing via Facility Dude software, Sinking Fund and Capital Improvement budget. Refinement is ongoing.
Streamline the payroll process so that staff are entering time once.	X			Executime implemented City-wide FY24
Coordinate with the City Human Resources Department so that Recreation staff can recruit for their own open positions.	X			Recreation staff continue to attend job recruitment fairs with HR Dept.
Explore the possibility of hiring fitness instructors as employees (without requiring insurance) instead of as contractors.	X			Not feasible at this time. Cross training full time staff as fitness instructors when possible.
Determine a new process or location for the selling of beach parking passes and dog licenses.	X			Not considering relocation of these services at this time. Adding resident hurricane pass issuance at Rec Center in Sept 2024. Special Event permitting moved to recreation dept
Create an evaluation process to obtain feedback from guests regarding Department programs and services.	X			QR Codes throughout facility. Ability to create post-program surveys in CivicRec
Create a robust volunteer program and recruit volunteers to assist the Department in meaningful ways that can reduce the potential need for some part-time staff positions.		X		Deputy Director is working to re-establish volunteer program. New forms & process created. Identifying volunteer needs.
Recommendations	Completed	In Progress	Future	Notes
Staff (Training and Development)				
Designate one person on staff to oversee the Department training and development program, using the information summarized in the Recreation Department Training and Development section of this report.		X		Deputy Director oversees staff certification and training spreadsheet. Working to develop more comprehensive training plan.
Include funds in the annual budget and plan for a variety of training and development opportunities to staff at all levels in the Department.	X			Incorporated in FY26 budget and future budgets
Utilize state and national associations for low-cost online learning, schools, networking, skill development, and conference attendance.	X			Full and part time staff continue to attend in-person and remote professional trainings
Invest in national certifications such as the Certified Park and Recreation Professional (CPRP), Certified Park and Recreation Executive (CPRE), and those for job-specific skills.	X			FY25 budget includes funding for continued professional certifications