

FINAL AS APPROVED BY CITY COUNCIL  
City of Sanibel, Florida  
Request for Proposals



Legal Notice is hereby given that sealed proposals will be received at the Office of the City Manager, City of Sanibel, Florida, at City Hall, 800 Dunlop Road, Sanibel, until 1:00 P.M., Monday, September 27<sup>th</sup>, 2021. Any proposal offered later than the above time will be returned unopened. Please note the mailing address is 800 Dunlop Road, Sanibel, FL 33957.

The work for which proposals are to be received consists of the following:

**CITY OF SANIBEL RECREATION DEPARTMENT COMPREHENSIVE ASSESSMENT,  
ANALYSIS, EVALUATION STUDY & PREPERATION OF A DETAILED REPORT OF  
OPTIONS & ALTERNATIVES FOR CITY COUNCIL CONSIDERATION**

Said proposal should conform to the specifications outlined in the request for proposal documentation. Questions on instructions, preparation and submission of a proposal may be directed to the City Manager of Sanibel, City of Sanibel, 800 Dunlop Road, Sanibel, Florida 33957, (239) 472-3700 or by email to [Citymanager@mysanibel.com](mailto:Citymanager@mysanibel.com).

No submittal may be withdrawn within a period of ninety (90) days following the date set for receiving proposals. The City of Sanibel reserves the right to hold all bids for a period of not more than ninety (90) days, during which time said bids shall remain valid and in full force and effect. The City of Sanibel reserves the right to reject all proposals and to waive informalities.



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Judith Ann Zimomra  
City Manager

AFFIDAVIT REQUESTED  
PUBLISH ONE TIME  
Fort Myers News-Press

Monday August 30, 2021

### **SUBMISSION REQUIREMENTS**

The complete original proposal must be submitted in a sealed package and received in accordance with the instructions detailed in the cover letter. All proposals shall be marked "CITY OF SANIBEL RECREATION DEPARTMENT COMPREHENSIVE ASSESSMENT, ANALYSIS, EVALUATION STUDY & PREPARATION OF A DETAILED REPORT OF OPTIONS & ALTERNATIVES FOR CITY COUNCIL CONSIDERATION".

Proposers shall file all documents necessary to support their proposal and include them with their proposal. Proposers shall be responsible for the actual delivery of proposals during business hours to the address indicated on the RFP. It shall not be sufficient to show that the proposal was mailed in time to be received before scheduled closing time.

The Request for Proposal Document must be signed by responsible party.

### **RIGHT OF REJECTION AND FOR ADDITIONAL INFORMATION**

- a. Respondents to this solicitation or persons acting on their behalf may not contact, between the release of the solicitation and the end of the 72-hour period following the agency posting the notice of intended award, excluding Saturdays, Sundays, and state holidays, any employee or officer of the executive or legislative branch concerning any aspect of this solicitation, except in writing to the procurement officer or as provided in the solicitation documents. Violation of this provision may be grounds for rejecting a response.
- b. Proposals received that fail to comply with these submittal requirements may not be considered for award. Further, the City of Sanibel reserves the right to reject all proposals from any proposer. There is no obligation for the City of Sanibel to enter a contract based on any proposal submitted in response to this document.

- c. Prior to the final selection, proposers may be required to submit additional information, to provide clarification of information, or to make oral presentations which the City may deem necessary to further evaluate the proposer's qualifications.

#### **REQUESTS FOR CLARIFICATION**

All questions of proposers regarding this RFP, whether technical, procedural, or otherwise, must be submitted in writing to the attention of the City Manager at the address designated in "CONTACTS," below. Only the interpretation or correction provided in writing by the City Attorney shall be binding.

#### **DENIAL OF REIMBURSEMENT**

The City of Sanibel will not reimburse Proposers for any cost associated with the preparation and submittal of any proposal, or for any travel and/or per diem costs that are incurred.

#### **RIGHT OF WITHDRAWAL**

A proposal may not be withdrawn before the expiration of ninety (90) days from the proposal due date.

#### **RIGHT OF NEGOTIATION**

The City of Sanibel reserves the right to negotiate with the selected Proposer the exact terms and conditions of the contract.

#### **EXCEPTIONS TO THE RFP**

Proposers may find instances where they must take exception with certain requirements or specifications of the RFP. All exceptions shall be clearly identified, and written explanations shall include the scope of the exceptions, the ramifications of the exceptions for the City of Sanibel and a description of the advantage to be gained or disadvantages to be incurred by the City because of these exceptions.

#### **RIGHTS TO SUBMITTED MATERIALS**

All proposals, responses, inquiries, or correspondence relating to or in reference to this RFP, and all reports, charts, and other documentation submitted by proposers shall become the property of the City of Sanibel when received.

#### **COPIES**

An original and five (5) copies of the proposal and supporting documents must be submitted in response to the RFP.

## **CONTACTS**

Proposers must submit proposals in accordance with the instructions contained in this RFP. All requested information must be submitted with the proposal. Instructions for preparation and submission of proposals are contained in this package. Questions regarding this request for proposal should be directed to:

City of Sanibel  
City Manager  
800 Dunlop Road  
Sanibel, FL 33957  
Phone (239) 472-3700  
Email: [Citymanager@mysanibel.com](mailto:Citymanager@mysanibel.com)

## **CONTRACT**

Final fee for services will be negotiated with the selected Proposer (hereinafter "Provider"), and the Provider will be required to enter a formal contract with the City of Sanibel, as approved by the Sanibel City Council.

## **CONTRACT TERM**

The initial term of the contract shall be for a period of four (4) months. An extension of time may be granted upon mutual agreement between the City and Contractor. A request for extension must be submitted in writing to the City Manager no later than 14 days prior to the expiration of the project completion date established at time of award. The City reserves the right to extend the contract or enter a new contract under mutually agreeable terms, in the event the Study and Report is not completed within the contractual timeline.

## **PURPOSE**

The City of Sanibel seeks the services of a qualified firm or individual (hereafter "consultant" to prepare a comprehensive assessment, analysis, evaluation study & preparation of a detailed report and presentation of options & alternatives for City Council consideration.

## **PROJECT BACKGROUND**

The City of Sanibel is located on the Gulf of Mexico in Southwest Florida and was incorporated on November 5, 1974. Sanibel is a barrier island connected to the Lee County mainland by the Sanibel Causeway. The city is approximately 17.2 square miles in area, with a year-round population of approximately 7,000, increasing to over 36,000 during the winter months. Sanibel provides full-service City police, sewer collection & treatment, reclaimed water, parks & recreation,

beaches, streets, stormwater, and natural resources operations under the Council-Manager form of government. As a community Sanibel is renowned as a community and a destination that provides excellent opportunities for healthy living and healthy aging. The City of Sanibel is also known for providing very high-quality municipal services efficiently.

The City of Sanibel Recreation Department operations currently includes a well-maintained Recreation Center Facility at 3880 Sanibel Captiva Road. The Recreation Center includes a Weight Room, Lap Pool, Tennis Courts, a Gymnasium, an Exercise Pool, a Kiddie Pool, a Water Slide, a Game/Teen Room, and a playground. The City's Youth Programs include a Summer Day Camp Program and an After-School Program that operate from the facility. The City of Sanibel Recreation Center and the ballfields are located on school properties and are located adjacent to the K thru 8<sup>th</sup> grade on-island public school. The city and the school, through an inter-local agreement, have decades of positive partnership which includes facility sharing. Since 2013 the city has maintained a contractual relationship with the non-profit Sanibel Youth Sports to operate the Sanibel Ballfields at 3840 Sanibel Captive Road and offer youth sports including Youth Baseball and Softball, Flag Football and Soccer. The city also operates Adult League and pick-up play on the fields.

In addition to the Recreation Center and the city ballfields, the City of Sanibel Department of Recreation has historically also operated a "Center 4 Life" (focusing on Senior Programming) in a separate free-standing building located at 2401 Library Way. The City of Sanibel recently purchased a former bank building with the plan to relocate the existing Senior Programming (known as the "Center 4 Life") into the facility after renovations. The city has secured a \$5 million loan to complete these renovations. An architect has been selected to complete the design.

Since the "Center 4 Life" opened in 1993 the city has partnered with a non-profit, the Sanibel Island Seniors Inc., to provide social, physical, and off-site Senior focused programming. Over 90% of the cost of the operation has historically been city funded. Activities offered in the facility have included aerobics, gentle yoga, chair yoga, line-dancing, bridge, mahjong, kayaking, meditation, book discussions, a variety of card games, potlucks, socials theatre and shopping outings. Prior to the pandemic the membership of the "Center 4 Life" has been increasing on an upward trajectory. In response to the Pandemic the facility has been closed since March 2020. The consultant will analyze and study the historical operation including the relationship between the operation of the Recreation Center and the "Center 4 Life" and identify options and alternatives for City Council consideration, including the challenges of recovering from the current impacts of the Pandemic, for future programming, revenue, membership, and sponsorship. The options and

alternatives should recognize and address overlapping programs also offered by other on-island non-profit and private sector venues.

In 2002 the City of Sanibel completed a successful Parks and Recreation Master Plan compatible with the Sanibel Plan. The development of the plan was prepared in partnership between City Council, our engaged citizenry, City staff and a consultant. The city utilized this plan as a blueprint for the development of world-class recreation facilities that significantly enhance the quality of life for the citizens of Sanibel. The City of Sanibel Recreation Center currently offers a variety of daily, weekly semi-annual and annual individual and family memberships for residents and non-residents.

Prior to the Pandemic the City Council established a "cap" on the level of General Fund resources to be annually allocated to the Recreation Department. As a result of the imposed "cap" (and pre-pandemic) reductions were made in staffing, hours and days of operations and program offerings. Following these reductions memberships and revenues subsequently dropped. Early in the Pandemic the City closed all the Recreation Facilities and furloughed all but two of the Department employees. Recall of the Department's employees and contractors has been slow due to a variety of reasons (some obtained other employment or changed careers, some having relocated and some due to pandemic related concerns). Similarly, the return of the members and participants has been slow. As staff has been reduced and funding "capped" hours of operation and programs have been constricted.

Due to wide seasonal fluctuations in residency and facility utilization parking at all the City's Recreation Department participation has historically also been hindered by lack of on-site parking to meet user demands during peak seasons, days, and hours. All Department of Recreation facilities are located with connectivity to the city's nationally recognized shared-use path system for access by bicycle and pedestrians. Many users do access the facilities by bicycle but cycling and walking is not a practical option for all who want to access and use the facilities.

City Council, with input from the community, sees now as the time to evaluate the opportunities to maximize utilization of the City's Recreation Department facilities, how to maximize cost recovery including sponsorships, merchandise sales, facilities rentals, use of the facilities for league and tournament play and evaluation of the options for membership fee structures.

In addition to a detailed evaluation of a minimal of 7 years of membership data, revenues and expenditures, merchandise sale revenue, rental revenue and expenditures, sponsorships, the consultant will carefully review the existing local interlocal agreements with the Lee County and the Lee County School District.

Additionally, the consultant is to inventory all Recreation programs currently offered in the community by non-profits and the private sector as well as the opportunities to partner with the existing community non-profit organizations and private sector facilities and contractors.

The consultant will study and evaluate the demographics and population trends and forecasts of Sanibel as well as the trends of future recreation programming to develop options and alternatives that will serve the community for the next 20 years. Specific options and alternatives will be presented by the consultant for programming that will enhance Sanibel as community attractive to those choosing to raise their families in Sanibel as well as Senior programming that address physical and mental health as well social isolation. All programming should embrace the concept of fitness for all & every citizen regardless of their age, abilities, skill and or physical limitations.

The citizenry of Sanibel is historically very involved and highly engaged. The consultant will utilize a variety of means to solicit the input of our residents, seasonal residents, facility users, current and past members. All surveys will be approved by the city prior to being released.

The consultant will be required to develop recommendations that are consistent with the City of Sanibel Comprehensive Plan ("the Sanibel Plan") and other relevant City plans and projects. It is expected the identified options and alternatives will be based on National Recreation and Parks Association (NRPA) service standards (any options and/or alternatives not consistent with NRPA standards should be clearly labeled and identified as such).

The study will also include a review and analysis of other applicable Recreation Departments in Florida and through-out the county with lessons that may be applicable to Sanibel. The report will include the most applicable successful case studies (including the community, staff contact and the programs to be evaluated). The study is to include a full evaluation (including cost/benefit analysis) of the alternative methods of operating the Recreation Department including as a traditional City Department, as a facility operated contractually by a third-party non-profit or for-profit corporation, as well as the role(s) of independent contractors operating at the Recreation Center.

After a partial re-opening after the initial pandemic surge subsided the Recreation Center implemented an on-line reservation system for utilization of the weight room, lap pool and tennis courts to mixed reviews. Sanibel is a highly desirable high-end destination for seasonal residents and short-term visitors. Historically, prior to the pandemic utilization at the city's recreation facilities routinely exceeded capacity at the time the community is the most heavily visited. This resulted in frustration and high dissatisfaction from some annual

members unable to access the facilities and certain popular classes and programs during these peak hours, weeks, and months. The study and report are to provide detailed options and alternatives for state-of-the-art and best-practices for on-line membership services including payment, membership renewal, facility reservations and rental, merchandise purchase and class registration.

Based upon the demographics of the city as well as the number of extremely active and successful non-profit organizations that operate on the Island, prior to the Pandemic volunteerism was an important component and part of the community culture. The options and alternatives presented by the consultant should address the potential role of volunteers (recruiting, training, deployment, retention, and recognition) through the City's Recreation programs. Special consideration should be given to requirements for working with children and senior populations.

Finally, the study and report are to include options and alternatives for effective and targeted marketing and promotion strategies and campaigns for the programs and facilities offered by the City of Sanibel Department of Recreation.

Prior to implementation of the funding "cap" the Department offered programs such as outdoor family movies that were eliminated due to funding but provided visibility for the Department. The study and report are to include options and alternatives for programming that will increase the visibility, brand awareness, membership pride and community support of the City's Department of Recreation.

## **PROJECT TIMELINE**

The RFP will be released on Thursday, August 26, 2021. Proposals are due no later than 1 p.m., Monday September 27, 2021. It is the intent of the City to have all required assessment, analysis, the evaluation study (Part 1) completed within 160 days of the Notice to Proceed Date. Part 2 will be scheduled presentations to City Council. These will include individual presentations to each City Council member of the findings at Council briefings prior to the final presentations to the entire City Council at a public meeting, the Island Seniors Inc. Board and the Sanibel Sports, Inc Board.

## **SCOPE OF SERVICES**

The comprehensive assessment, analysis and evaluation study of the City of Sanibel Recreation Department and a detailed report and presentation of

options & alternatives for City Council consideration will include the following, to be performed by the selected proposer:

1. Meet virtually or in-person with city management to kick-off project, review scope, objectives, and timelines with the city staff.
2. Review documents including Department budgets, organization charts, all membership records, attendance records, US Census Trends, all previous applicable studies including the 2002 Parks and Recreation Master Plan and the Sanibel Plan.
3. Individually meet and Interview each City Council member in week one of the study as to their input for the study and report, including their identification of key stakeholders to be interviewed.
4. Tour all the City of Sanibel Recreation Department facilities.
5. Individually meet and interview at least 20 key stakeholders as identified by City Council and staff.
6. Conduct a comprehensive community outreach effort to solicit input from all components of the community and which provides every citizen the opportunity to share their input.
7. Prepare a detailed final written report presenting each alternative and option identified for consideration by the City Council. In addition to the written report prepare a power point presentation for the public presentation.
8. During the project, submit written bi-weekly progress reports to the city management team including the City Manager.
9. Prepare a PowerPoint presentation to present the findings to City Council in a public meeting as scheduled by City Council.

The study will evaluate and identify options and alternatives for further staff training and professional development. Finally, and of equal importance the consultant will include identification of options and alternatives for hours of operations, space utilization and programming offerings for all facilities to meet the current and long-term needs of the Sanibel community.

All alternatives and options presented in the report include an implementation strategy that includes:

- The estimated cost to implement
- The estimated timeline to implement
- A cost/benefit analysis of the option or alternative
- A risk assessment of not implementing the option or alternative

## **COMPENSATION**

The fee for Part 1, the comprehensive assessment, analysis and evaluation study of the City of Sanibel Recreation Department and a detailed report and presentation of options and alternatives for City Council consideration. All direct expenses are to be detailed and included in the submittal as well as the hourly rate schedule for additional services beyond the original scope. The submittal should include the price for a monthly retainer to continue services as authorized by the city.

## **REFERENCES**

Submit the names of at least three governmental organizations for whom your firm has performed a similar size and type of study. Provide a contact name, title, email address and phone number for each reference.

For each of the references, please submit a statement that explains the methods and process used in the respective studies.

## **CITY OF SANIBEL STUDY METHOD**

State in detail how the comprehensive assessment, analysis and evaluation study of the City of Sanibel Recreation Department and a detailed report and presentation of options and alternatives for the operation of the City of Sanibel Recreation Department for consideration for the City of Sanibel will be conducted and developed.

## **SELECTION CRITERIA**

A committee appointed by the City Manager will assist in reviewing and evaluating all proposals submitted. The committee members shall review each proposal individually and score each proposal based on the evaluation criteria listed below. The committee will compile individual rankings for each proposal to determine committee recommendations. The committee may at their discretion, schedule presentations from the top ranked firm(s). The final

recommendation will be decided based on review of scores and consensus of committee.

### **EVALUATION CRITERIA**

1. Qualifications and Experience: Experience with similar projects involving municipalities and/or other municipal agencies 20 points
2. Methodology: Use of effective and appropriate methodology and approach to successfully perform this project. 20 points
3. Past Performance and References: Experience in similar consulting services, performance history & references. 20 points
4. Capacity: Ability to meet the stated proposal requirements or other evaluation factors as indicated throughout the Request for Proposals or as may be deemed reasonable during the review process. 15 points
5. Timeline: Ability to deliver a product of the highest quality and which produces a comprehensive assessment, thorough analysis and evaluation study and a detailed report and presentation of clear options & alternatives for City Council consideration within the timeline proposed by the consultant. This important project is time sensitive, however quality and thoroughness of the final product is the highest priority. 10 points
6. Cost: Costs for services provided. 15 points