

City of Sanibel  
Parks and Recreation Department Narrative

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<b>Department:</b>	Recreation
<b>Fund:</b>	Special Revenue Fund

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**Mission Statement:** To develop and administer safe, well-rounded community programs and facilities that meets the needs of Sanibel residents and visitors.

**Department Divisions:** Recreation Administration, Ball Fields, Historical Village and Museum, and Senior Program.

**Department Staff Structure Overview:**

The Recreation Department is composed of the Recreation Director, Recreation Superintendent, Administrative Assistant, Senior Administrator, Aquatic Supervisor, Program Coordinators, Lifeguards, Tradesworker, Serviceworker and Recreation Aides.

**RECREATION DEPARTMENT ADMINISTRATIVE RESPONSIBILITIES**

- ***Develop and implement department policies and procedures*** - The Recreation Director develops, maintains and implements department rules, regulations and policies.
- ***Prepare department budget*** – Within their respective areas, Recreation Department supervisors make budget recommendations to the Recreation Director.
- ***Departmental budget preparation*** - The Recreation Director prepares the department budget and forwards to the City Manager.
- ***Writing and administering grants*** – The Recreation Director works with the contracted grant writers to prepare department grants.
- ***Grant Fund Expenditures*** – The Recreation Director oversees the expenditures of grant funds.
- ***Grant Funding Needs*** – The Recreation Director evaluates grant funding needs.
- ***Purchase department supplies, equipment and services*** – In compliance with all City purchasing policies, staff purchases all required supplies, equipment and services, including Request for Bids, Proposals and Qualifications.
- ***Track expenditures***- Administrative staff tracks expenditures to ensure purchases remain within the approved budget.
- ***Establish goals and objectives*** – The Recreation Director develops strategies and evaluates effectiveness to insure department operations are safe and efficient.
- ***Inventory control*** – Administrative staff tracks and maintains inventory of equipment, supplies and capital improvements for all department divisions; accounts for monies received and payable.
- ***Maintenance of the membership, program and daily user fee*** – Coordinate with the Finance Department for the collection of fees for

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facility use and program participation.

- **Prepare Payroll** – Administrative Assistant prepares and enters employee Payroll information into HTE, the City's computer system, and completes all required documentation.
- **Track department human resources** – Administrative staff tracks all hours worked including, but is not limited to, vacation and sick time to ensure adequate coverage for all divisions and programs.
- **Reports and Statistics** – Administrative staff prepares and maintains databases, statistics, and records.
- **Maintaining appropriate certification** - Staff is required to obtain and maintain all required certifications.
- **Certifications** - The Aquatic Supervisor trains Lifeguards and other department staff in Red Cross Lifeguard, AED, First Aid and CPR.
- **Attend weekly executive staff meetings** – The Recreation Director or designee attends weekly executive staff meetings to discuss, plan and coordinate City business.
- **Disaster Preparedness Plan/Community Needs Team** – The Recreation Director, Administrative Assistant, Senior Administrator and Aquatic Supervisor serve as coordinators for the various components of the Disaster Preparedness Plan/Community Needs Team.
- **FEMA** – The Recreation Superintendent coordinates FEMA related capital repair projects for the department.
- **Structural Safety Inspector** – The Recreation Superintendent, Program Coordinators and Tradeworker serve on the Building Department's SSI Team during disasters.
- **Emergency preparedness** – The Recreation Director or their designee is responsible for coordinating the Emergency Action Plan between the City Administration and the Recreation Department before, during and after an event.
- **Emergency preparedness** – Administrative staff implements the department's Emergency Action Plan and evacuation activities.
- **Research/Trends** – Administrative staff researches issues relevant to recreation programming, human services, governmental policies and procedures.
- **Special Studies** – Recreation Director conducts research and special studies for the City Manager and presents findings and recommendations.
- **Hiring of new employees:** The Recreation Director oversees the hiring of new employees.
- **Hiring of Independent Contractors:** The Recreation Director or designee oversees the hiring of independent contractors.
- **Supervises the work of subordinates** – Administrative staff supervises the work of employees under their control.
- **Evaluates the work of subordinates** – Administrative staff evaluates personnel, volunteers, and contractual employees under their control.
- **Assists in disciplinary problems** – Administrative staff administers disciplinary procedures pursuant to the City of Sanibel's Personnel Rules and Regulation Manual.

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- **Public relations and customer service** – Administrative staff provides the public with general information of department programming, functions, procedural policies, rules and regulations.
- **Recreation planning and programming** – Administrative staff plans, develops, directs, and coordinates activities and programming at municipal recreational facilities.
- **Scheduling facility use and permitting** – Administrative staff schedules and issues permits for all facilities, makes long-range.
- **Administrative staff works locally with other supervisors in programming.**
- **Administrative staff works with community to provide well-rounded and sound programming.**
- **Publicity** – Assigned Administrative staff prepares publicity regarding recreational activities and programs;
- **Community Meetings** – Assigned administrative staff attends community meetings and coordinates with the public by providing programs to meet the needs of citizens.
- **Public and employee safety** – Administrative staff develops and maintains the safety and loss control program; evaluates recreation facilities for safety and playability.
- **Networks with other agencies** – Administrative staff members serve as liaisons to other departments and other local government agencies regarding issues of mutual concern.
- **Parks and Recreation Committee** – The Recreation Director serves as the City Liaison to the Parks and Recreation Committee; attends monthly meetings, prepares and present department status reports, surveys; provides input concerning plans and activities per City policies and procedures.
- **Special projects** – Recreation Director or designee coordinates the development of recreational facilities and parks as previously approved by City Council.
- **Special event planning** – Staff plans, oversees and coordinates special events for the purpose of fundraising, community enrichment/education and entertainment.

**RECREATION DEPARTMENT AQUATICS - OPERATIONAL RESPONSIBILITIES**

- **Plans and implements comprehensive aquatic programs** – Aquatics Supervisor surveys Aquatic Program needs through community and staff input.
- **Aquatic program scheduling** – Aquatics Supervisor confers with appropriate individuals concerning facility and program scheduling.
- **Long-range plans for aquatic programs** – Aquatic Supervisor makes long-range plans for future aquatic program growth and expansion.
- **Public forums** – Aquatic Supervisor holds public forums to provide aquatic program information.

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- **Swimming and water safety classes** - Aquatic Supervisor and Instructors teach swimming and water safety classes and lead special water events/competitions, manage swimming programs, swim team and all related activities.
- **Facility and programming safety** – Aquatic staff provides program supervision and evaluates facility for safety and usability.
- **Aid in the rescue of patrons** – Aquatic staff aids in the rescue of patrons in the water and administers first aid or life saving techniques as indicated. Professional aid is obtained in case of serious accident or injury.
- **Inventory equipment** – Aquatic staff maintains scheduled inventory of necessary equipment and supplies.
- **Purchase of chemical supplies** – Aquatic staff monitors chemical supplies and makes purchases when necessary.
- **Repair and clean-up duties** – Aquatic staff perform maintenance, repair, and clean-up duties at facilities and on equipment as necessary.

**RECREATION DEPARTMENT CHILDREN'S AND ATHLETICS -  
OPERATIONAL RESPONSIBILITIES**

- **Survey Children's and Athletic Program needs** – Program Coordinators surveys Children's and Athletic Program needs through community and staff input.
- **Facility and program scheduling** – Program Coordinators confer with appropriate individuals concerning facility and program scheduling.
- **Long range plans** – Program Coordinators make long-range plans for future children's and athletic program growth and expansion.
- **Programming** – Program Coordinators work closely with other supervisors and parents when programming for children and youth.
- **Public forums** – Program Coordinators hold public forums to provide children's and athletic program information.
- **Planning and implementing activities** - Under the direction of the Program Coordinator the Recreation Aides assist with planning and implementing activities, provide appropriate notice of programs and events; communicates with school, general public and other City departments on scheduling.
- **Inventory equipment** – Program Coordinators maintain scheduled inventory of necessary equipment and supplies.
- **Repair and clean-up duties** – Program Coordinators and assigned staff perform maintenance, repair, and clean-up duties at facilities and on equipment as necessary.
- **Safety procedures** – Program Coordinators assure that all safety procedures are in place and assigned staff is in compliance.
- **Program supplies** – Program Coordinators assure that adequate supplies are available to run children and youth programs.
- **Reports** – Program Coordinators prepare all requested reports.

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**RECREATION DEPARTMENT SENIOR PROGRAM - OPERATIONAL RESPONSIBILITIES**

- ***Liaison between the City and Island Seniors, Inc.*** - Administrator serves as liaison between the City and Island Seniors, Inc., a non-profit organization that raises funds for the Island Seniors Program and acts as a liaison to the advisory committee.
- ***Senior Program activities*** - Administrator researches and implements all senior programs and activities
- ***Under the direction of the Program Administrator the Recreation Aides assist with senior activities*** - line-dancing, games, seminars, special events, etc.,
- ***Membership*** - Under the direction of the Program Administrator, Recreation Aides maintain membership files.
- ***Under the direction of the Program Administrator, Recreation Aides complete computer data entry.***
- ***Under the direction of the Program Administrator, Recreation Aides perform general office duties.***
- ***Under the direction of the Program Administrator, Recreation Aides prepare facility for events.***
- ***Program growth*** – Program Administrator makes long-range plans for future Seniors Program growth and expansion.
- ***Program information*** - Program Administrator holds public forums to provide seniors program information.
- ***Public information*** – Program Administrator maintains positive public relations and community-wide interrelationships.
- ***Communications*** – Program Administrator communicates with City departments and community organizations.
- ***Referrals*** – Program Administrator or designee provide appropriate information and referral to seniors for their special needs such as social, psychological, financial or other.

**RECREATION DEPARTMENT BALL FIELDS - OPERATIONAL RESPONSIBILITIES**

- ***Repair*** – Tradesworker and Serviceworker performs a variety of skilled repair and maintenance work including carpentry, painting, minor electrical work plumbing, equipment repair and irrigation systems, works with concrete, builds forms, mixes, pours, and finishes surfaces.
- ***Schedule contractors*** – Under the direction of the Recreation Superintendent the Tradesworker and Serviceworker schedule contractors for repair work, as needed.
- ***Grounds maintenance*** – Tradesworker and Serviceworker maintains grounds, mows lawns, pruning shrubs, and collects trash.
- ***Field maintenance*** – Tradesworker and Serviceworker mows ball fields
- ***Infield preparation*** – Tradesworker and Serviceworker drag infields; paint

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base lines; routinely checks athletic lights; cleans debris from facility surfaces; make necessary repairs, when possible.

- **Facility safety** – Tradesworker and Serviceworker inspects facilities for playability, safety and use.
- **Public access** – Tradesworker and Serviceworker builds decks, walkways, railings, and other structures for ADA compliant public access.

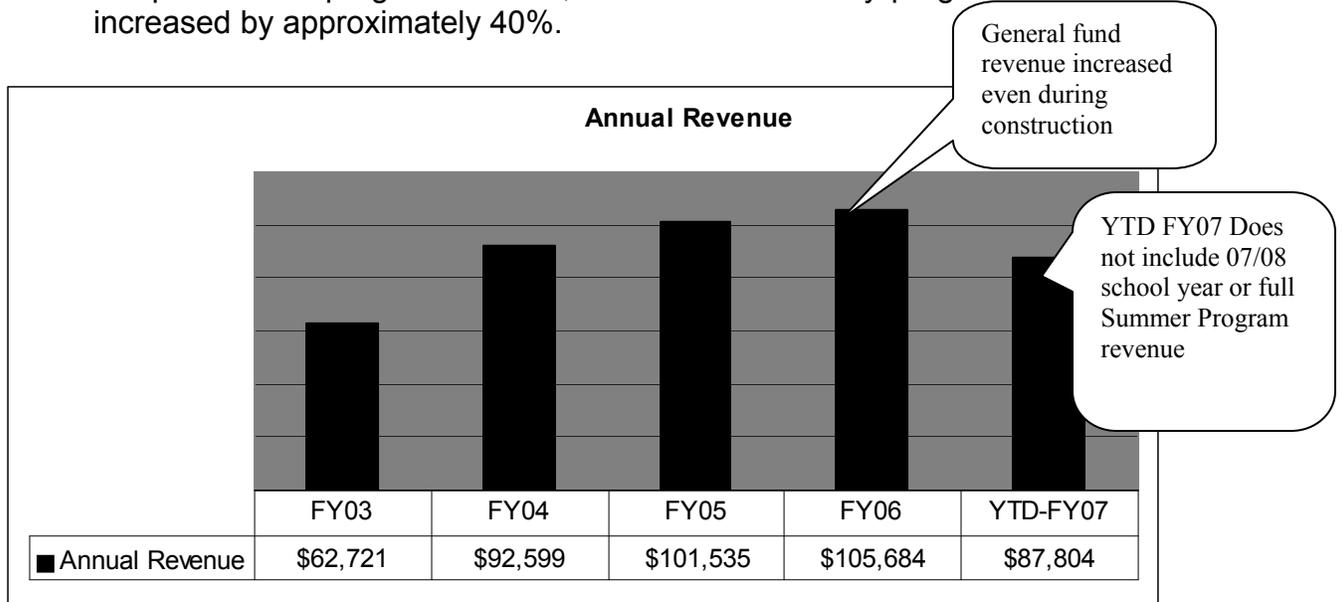
**RECREATION DEPARTMENT HISTORICAL - OPERATIONAL RESPONSIBILITIES**

- ***Liaison between the City and Historical Preservation Committee*** - The Recreation Director serves as liaison between the City and the Historical Preservation Committee; attends monthly meetings, prepares and presents department status reports and surveys; provides input concerning plans and activities per City policies and procedures.
- ***Historical Preservation Committee*** – Recreation Administrative Assistant supervises the Museum Administrative Assistant who assists committee members and compiles information and packets for the Committee.
- ***Historical Preservation activities*** –The Museum Administrative Assistant researches and helps to coordinate activities at the Historical Village.
- ***Operations of the Historical Village and Museum*** –The Museum Administrative Assistant oversees various administrative operations at the Historical Village and Museum.
- ***Routine repairs and maintenance*** – The Recreation Department staff coordinate with public works for the maintenance of the structures and grounds at the Historical Village and Museum.
- ***Capital projects*** - The Recreation Superintendent oversees capital projects at the Village and Museum.
- ***Memberships*** - Under the direction of the Administrative Assistant and volunteer Membership Coordinator, the Recreation Aides maintain membership files.
- ***Clerical*** - Under the direction of the Administrative Assistant Recreation Aides perform computer data entry, general office duties, and prepare facility for events.
- ***Public relations*** – The Recreation Department staff maintain positive community-wide interrelationships; communicate with City departments and community organizations.

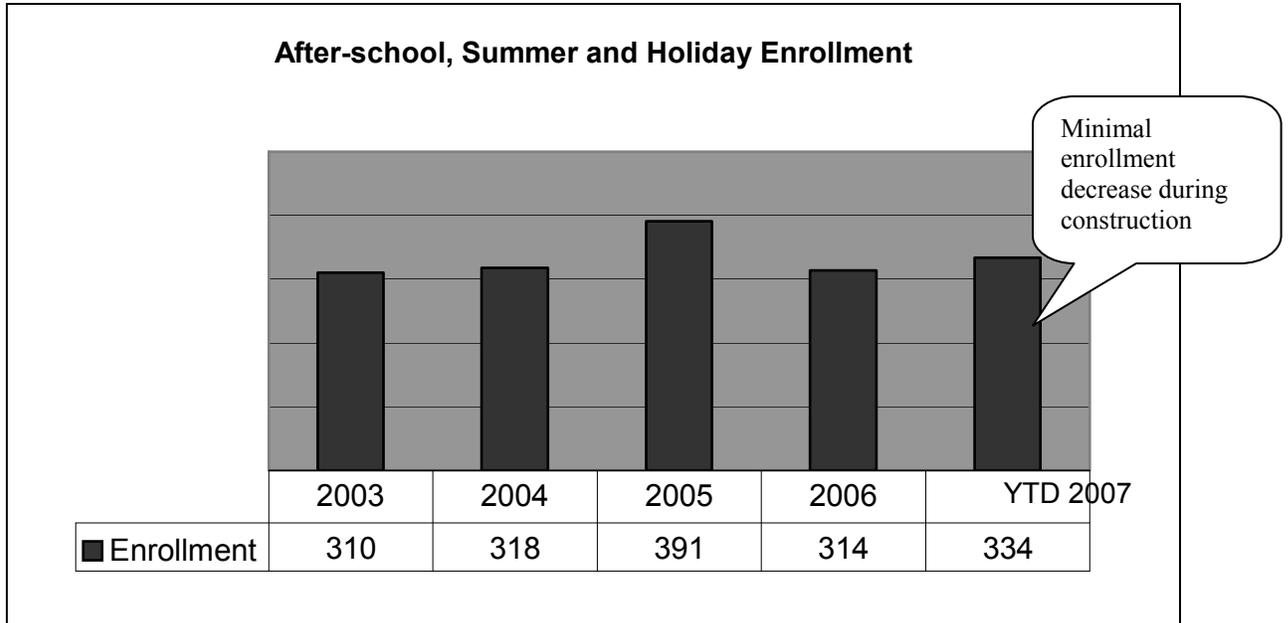
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**Trend Analysis**

**A. Recreation Program Revenue:** In 2003 City Council approved implementing a user fees schedule for various programs at the Recreation Center. The revenue chart below supports the City’s goal of stepping up revenue streams to offset some of the program expenses. Since the inception of the program in 2003, revenue collected by program fees has increased by approximately 40%.

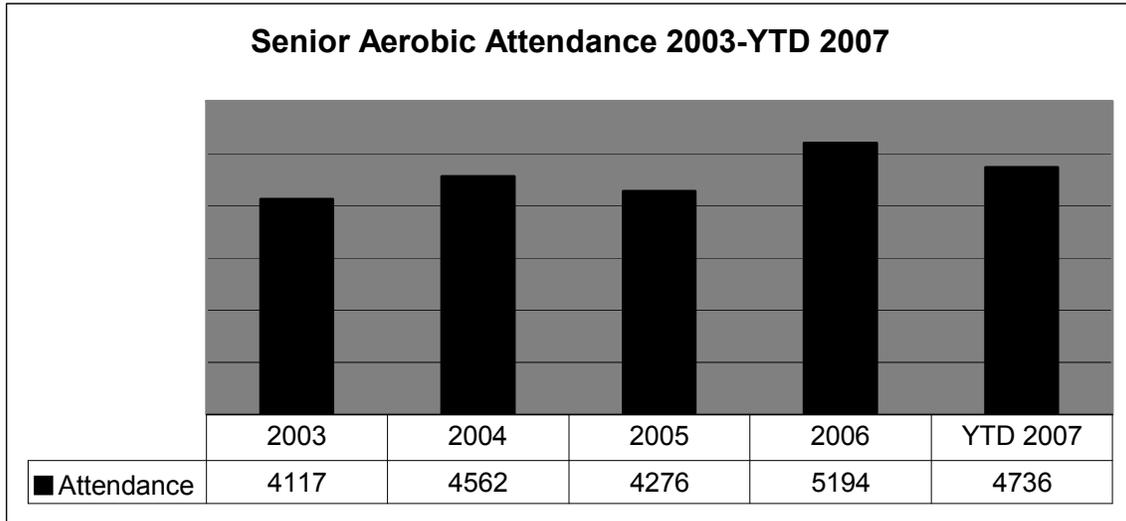


**B. After-school, Summer and Holiday Programs:** Program attendance decreased minimally during the Recreation Center Construction.

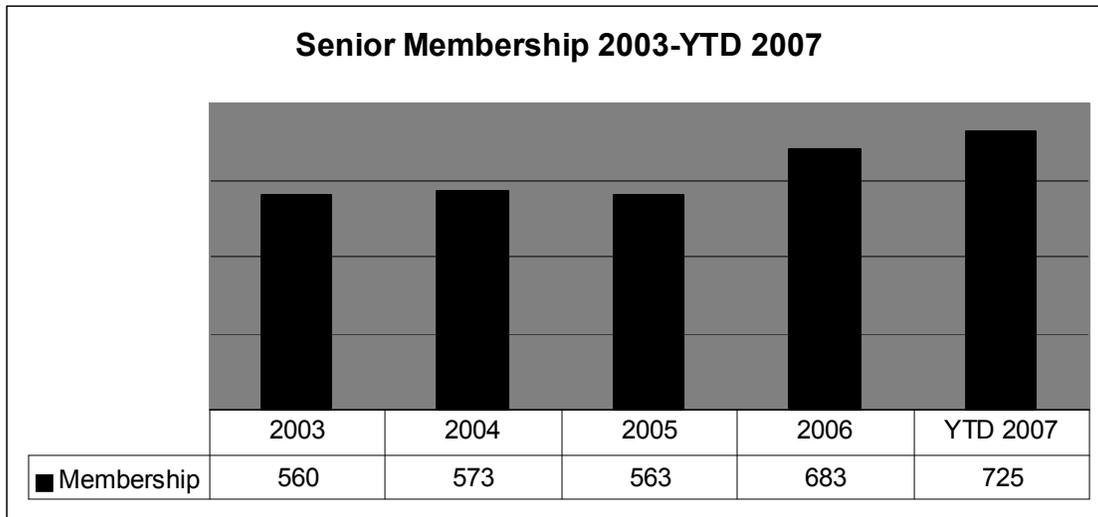


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C. **Senior Program Aerobics and Membership:** Aerobics and membership numbers still continued to increase.



**Error!**



**Challenges Facing the Department**

The two biggest challenges that the Recreation Department faces during the upcoming year is 1) the preparation required to open the new Recreation Center and 2) establishing the general operations at the center.

**Additional Challenges**

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Hiring qualified, professional full time employees within approved salary ranges is difficult:

- There are numerous jobs in the area that do not require the travel commitment with comparable or better salary ranges and benefits;
- The City's current wage structures do not offset expenses for travel and time loss;
- Traffic conditions during season make travel to and from the island extraordinarily difficult and time consuming;
- Working with children requires special background screening due to the Jessica Lundsford Act, a recently approved State of Florida Statute that was designed to protect children against child predators. In addition, all employees are required to have current certifications in CPR/AED and First Aid.

***Hiring qualified as needed employees is even more challenging than hiring full time employees.***

- Recreation Aides are used as counselors in the After-School, Summer and Holiday Programs. To insure safety for guests and program participants, Lifeguards monitor all water facilities and activities;
  - The loss of Recreation Aides would require the department to eliminate many of the current programs that are offered;
  - Recreation Aides receive no benefits and their hours are limited exacerbating the difficulty of hiring and retaining them beyond that of the full time staffers;
  - Current wage structure do not offset expenses for travel and time loss;
  - Working with children requires special background screening due to the Jessica Lundsford Act, a recently approved State of Florida Statute that was designed to protect children against child predators. In addition, all employees are required to have current certifications in CPR/AED and First Aid.
- ***Difficulty prioritizing and completing goals, objectives and general workload with limited staff due to new project and short deadlines.***
  - ***Preparing for meetings, reports and responding to questions by the Historical Preservation Committee and the Parks and Recreation Committee continue to consume a great deal of staff's time***

**Emerging Issues**

***Public demand to increase operating hours at the New Recreation Center:***

- Increases in the operating hours will require more personnel.

***Police statistics indicate an increase in youth drug and alcohol use.***

- Adequate number of staff, trained to work with at risk youth. Providing appropriate activities and available times that encourage participation. Police and Recreation Department partnership.

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**Public requests to develop more park facilities.**

- Examples: Dog Park and non-motorized boating facility.

**2006-2007 Goals, Objectives and Status:**

<p><b>GOAL 1</b> Coordinate and oversee the construction of the new Recreation Center facility</p>	<p><b>MEASUREMENT CRITERIA</b> Progress in construction</p>
<p><b>GOAL 2</b> Prepare for the opening of the new Recreation Center</p>	<p><b>MEASUREMENT CRITERIA</b> Opening of the facility.</p>

**Major Accomplishments 2006 - 2007**

- Recreation Center Construction continues on schedule and in budget.
- Security and access design completed and passed by City Council.
- Security fencing enhancement.
- FF&E cost estimates identified.
- Recreation and accounting software researched and selected.
- City Council approved final site plan for the Community Park scheduled to be completed April 2008.
- Obtained grant from LAT for interpretative signage at Historical Village.
- Obtained grant from Southwest Florida Community Foundation for temporary staff assistance at the Historical Village and Museum.
- Obtained grant from Southwest Florida Community Foundation for scholarships for families in financial need.
- Staff memberships in various organizations related to recreation field.
- Senior Program membership increased 21%.
- Senior Aerobic class increase 21%.
- Senior Program menu of activities increased.
- Construction of outdoor patio at Civic Center
- Coordination of Outdoor Movie Event: 642 residents attended.
- Easter Egg Hunt: 300 attended, a record number.
- Schoolhouse restoration completed.
- Skate area project completed. Staff trained and Skate Park clinic offered to community.
- Interpretive sign project completed at Historical Village.
- Successful new Youth Volleyball League.
- Successful new Co-ed Adult Softball League.
- Additional Recreation Enhancement Programs: Piano, Guitar, Clay and Athletics.
- Processed numerous records for destruction, as per City policy.
- Historical Village and Museum Administrative Assistant trained.
- Recreation Aides cross trained in administrative skills.
- Operations Manual underway.
- Staff interviews for new facility underway.

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- Museum Membership incorporated into Past Perfect software.
- Business contact listing identified for information distribution of special events.
- Created e-mail data base of program participants.
- Successfully operated all programs, which includes but is not limited to the after school program, summer program, and holiday programs without a Recreation Center at no additional costs to the City.
- Worked closely and successfully with school administrators/facility for the last 12 months to coordinate the use of the school during the Recreation Center Construction Project.
- Three new HAM radio operators.
- NIMS training completed for all staff.
- Recreation employee trained as AED, CPR, and First Aid trainer.

**2007-2008 Goals, Objectives and Status:**

<p><b>GOAL 1</b> Establishing operations at the new facility</p>	<p><b>MEASUREMENT CRITERIA</b> Council and public satisfaction</p>
<p><b>GOAL 2</b> Complete the construction of the Community Park in partnership with Public Works.</p>	<p><b>MEASUREMENT CRITERIA</b> Meet FRDAP Deadline of April 2008</p>

**Recommended Efficiencies:**

- Effective and efficient use of technology.
- Effective and creative promotions and marketing.
- Promote partnerships.
- Maintain qualified and competent staff through training and professional development.
- Strive to maximize use of recreation facilities.

**Potential Revenue Sources:**

- Increase programming.
- Develop facility rental program.
- Implement memberships and daily user fee program.

**Suggestions on How to Serve the Residents Better:**

- Improve quality and increase number of recreational opportunities that encourage lifelong learning and enrichment.
- Create unique opportunities for special populations, including home school, special needs, teens, seniors.
- Enhance community spirit through special events.