

Bay Oaks Recreational Campus

First Five Year Plan – January 2010 through December 2014



The Town of Fort Myers Beach

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Executive Summary

The Bay Oaks Recreational Campus (BORC) is an integrated community pool, recreation center and public park with several athletic field options beginning operations in 2010 as a department of the Town of Fort Myers Beach, a political subdivision within Lee County, Florida. Its target market segments are a wide variety of age groups in an area stretching from Lovers Key through Estero and San Carlos Islands and ending at the intersection of San Carlos Boulevard and Summerlin Road.

Its Youth and Children's programs have a good reputation and are generally well-attended. Lack of awareness by and participation from the higher-aged population are the current norm. The management team of BORC will engage the community with particular focus on Adult, Senior and Seasonal residents by offering activities and programs that satisfy their needs by adopting Excellence in Service as its strategy.

BORC's highly qualified and fully certified staff of both full time and part time employees has identified three strategic initiatives to be implemented during this Plan period from 2010 through 2014. These are:

1. Establishing the foundation for Bay Oaks Recreational Campus,
2. Addressing BORC administrative matter for the long-term, and
3. Planning and implementing the future of BORC.

In doing so, the management has developed a list of strategic actions and their associated cost that will be executed both from an operational and capital investment perspective. These actions will increase the population's awareness of and involvement with the activities, programs and special events of BORC, at least one measure of which will be membership growth from zero at Plan beginning to 1100 by the Plan's final year.

The first year of this Plan will establish the base for the department with growing membership, user fees and donations offsetting the cost to taxpayers during the period as shown in the financial analysis.

Introduction

Public parks and recreational opportunities are important components within the fabric of American life. Parks and recreation resources protect the environment, preserve wildlife habitat, strengthen local economies, are a consideration in decisions for personal property ownership contributing to local tax base, increase property values, attract new businesses, and improve the physical and mental health of citizens of all ages. Recognizing the many significant roles of parks and recreation agencies within communities, local governments have a responsibility to provide, care for and enhance parks and recreation resources.

As a commitment to this responsibility, the Town of Fort Myers Beach, a political subdivision within Lee County, Florida has adopted, as part of its Comprehensive Plan, the following Goals, Objectives and Policies specifically applicable to parks and recreational resources within its boundaries and jurisdictions:

GOAL 10: To provide residents and visitors of all ages a comprehensive, accessible system of parks, active recreation areas, open spaces, beach accesses, natural preserves, private recreational facilities, and cultural activities that provide a variety of recreational opportunities and promote an understanding of our community's environmental and cultural heritage.

OBJECTIVE 10-D COMMUNITY RECREATION — Increase the already high level of access to recreation facilities, and maintain the required level of service for community parks.

POLICY 10-D-1 Negotiate with Lee County to determine an appropriate balance for operating Bay Oaks Recreation Center without excluding nontown residents, and establish an equitable system of user fees to help fund its operation and enhancements.

POLICY 10-D-2 Support the efforts of the "Build-a-Pool Committee" which has committed to the Town Council to be responsible for raising the funds for the ongoing operation and maintenance of the new public swimming pool. Sources of funds will include user fees, concessions, special events, business sponsorships, and community fund raisers.

POLICY 10-D-3 The town adopts the following level-of-service standard for community parks: for each 7,500 permanent residents, 1 centrally located recreation complex that includes 2 ballfields, 2 tennis courts, outdoor basketballs courts, play equipment, an indoor gymnasium, and community meeting spaces. Programming shall address all age groups and encompass active recreation, physical improvement, and social, educational, and cultural activities. The town also will maintain a cultural and environmental learning center at the historic Mound House, and contingent on obtaining grant funding for property acquisition, will purchase the Newton estate to serve as an oasis park with interpretive and rest facilities for those traversing Lee County's "Great Calusa Blueway," Estero Boulevard, and the walking trail provided by the public beachfront.

Since the original adoption of these policies, certain significant events have transpired. In 1999, and under a deed between Lee County and the Town of Fort Myers Beach, the Town took possession of a parcel of land containing the community pool mentioned in policy 10-D-2 under obligation "that the property must remain open and available to all residents of Lee County as a public swimming pool facility, in perpetuity, without any discriminatory fees or charges".

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Effective October 1, 2009 and under a deed (to be officially filed at this writing) between Lee County and the Town of Fort Myers Beach, the Town took possession and operational management responsibility of the parcel of land known as Bay Oaks Recreational Park, the subject mentioned under policy 10-D-1.

The above parcels are located on Oak Street in the Town of Fort Myers Beach, an area that has the following designation and description within the Town's Comprehensive Plan:

GOAL 3 To revitalize and improve specific transitional neighborhoods.

OBJECTIVE 3-A HEART OF THE ISLAND — Redevelop the School/Library/Bay Oaks area as the new "heart of the island."

POLICY 3-A-1 The complex of civic activities in the Bay Oaks area is a key community asset. Its access and significance would be enhanced by creating a main entryway; School Street could become a walkable palm-lined street of restored and infill cottages that announce the entry to this center of civic activity.

POLICY 3-A-2 A prominent civic structure benefits the community most when its location serves the public conveniently and when its design helps shape the surrounding public spaces and provides a new and symbolic vista from other public places.

POLICY 3-A-3 If the town ever decides to build a Town Hall rather than renting office space, a new building, even if modest in size, should help complete a center of public activity and should be visually prominent as a showcase of urban design.

Business Description

Bay Oaks Recreational Campus (BORC) sits on three parcels of land straddling Oak Street in the Town of Fort Myers Beach. Although BORC is not a defined legal entity, this five year plan will analyze and treat BORC as a “business unit” within the operations of the Town. As a first step in preparation of this Plan, the ad hoc committee prepared the following proposed mission statement and recommends its adoption by the Town:

Mission Statement

The Bay Oaks Recreational Campus (BORC) serves the Town of Fort Myers Beach and surrounding area as a community center and recreational facility providing individuals and groups passive and active recreational, social and community activities and events for both residents and visitors. Programs offered will be well-rounded and developed to serve the varying needs of our youngest to oldest patrons in a safe healthy environment. As a community center BORC is a key resource in bringing people together to develop their sense of community and common interests. The BORC park grounds, facilities and recreational offerings promote the development of group and individual health, fitness and personal advancement.

In fulfilling this mission, BORC will integrate its three distinct business segments, a community pool, community recreational center and athletic fields, under a single management and operations structure to tailor programs for a wide variety of target clientele and maximize utilization of its facilities and resources.

The community pool is a well-established business segment with a widely accepted operation and fee schedule. This segment currently offers open swimming, a kiddie’s pool, an aerobics program and has been used by college swim teams as a training facility.

The community recreational center has a large gymnasium with two full-size basketball courts, convertible to volleyball, badminton and pickle ball, a small exercise room with a few pieces of weight-lifting and exercise equipment, a meeting/classroom, and a room designated for “teens”. This facility offers a wide range of programs for virtually all age groups; open gymnasium, basketball, board games, teen room and teen night, adult volleyball, and club rec, an after school activity and socialization program for students at Bay Oaks Elementary School adjacent to the facility.

The athletic fields consist of two baseball/softball fields which are converted seasonally to soccer and flag football, four tennis courts, an 18-hole disk (Frisbee) golf course, and two jungle gym and swing sets. These resources are used openly by the public with some, but minimal scheduling by BORC management to prevent conflicts with leagues using the fields. Of note, a sizeable portion of the larger ball field, two of the tennis courts, half of the disk golf course, two tennis courts and one jungle gym set and swing sets are on property owned by the Lee County School District and whose use by BORC is governed by an interlocal agreement between the District and the Town in effect through 2019. BORC effectively has use of these resources after school hours and on weekends.

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Each of these business segments has seasonal variations in demand. Fortunately, the seasonality is somewhat counter-cyclical which, provided cross-training and retention of employees is achieved, will aid in minimizing needed staffing levels.

This area is designated for Recreation in the Town's most recently adopted Future Land Use Map and, therefore, the properties are in compliance with zoning requirements. Both the community center parcel and the Lee County School District parcel contain undeveloped "platted streets and roads" that were not addressed in past property transfers, potentially subjecting the land to some encumbrance.

To operate these parks and recreational resources, BORC must have and will maintain the following required certifications or safety/health requirements:

- A State certification for pool operations,
- Certification of all lifeguards by either the American Red Cross or Starguard, entities whose certifications are recognized by the State of Florida,
- Training and certification by the Fort Myers Beach, or other approved authority, in AE Defibrillation, CPR and First Aid for all personnel,
- Certification for Playground Inspection, as granted through the National Playground Safety Institute, a division of the National Recreation and Parks Association by a least one staff member,
- An annual health inspection of the pool as required and administered by the Florida Department of Agriculture, and
- Annual structural inspection of the pool as required by the State of Florida.

Broadly stated, the challenges for BORC during this Plan period will be to:

1. Engaging its target clientele to become aware of the available resources and programs and develop a sense of community for all residents and visitors in its target Market.
2. Scheduling the use time of facilities and programs for all of its business segments to address the wide variety of client preferences within the confines of hours available from its limited staff.
3. Establish a baseline of measures of client approval and modify, as necessary, its programs to address client needs to drive site visitations and facilities' use.

Excellence in Client Service is BORC's mantra. During its first year under integrated management, it will develop a reputation for safe and reliable availability of programs and establish the foundation for growth. Following this formative year, resident and visitor awareness of BORC and its client service, the Bay Oaks Recreational Campus will _____ (double/triple/quadruple) or increase its market penetration from ____ to ____ by FY2014.

The Market

Community public parks and recreational facilities are numerous and scattered throughout the United States. Participation by the community and utilization of facilities is driven by two primary factors; distance and product/service offerings.

Within Lee County Florida, there are at least six public recreational centers; Bay Oaks, WaKeHatchee, Bonita Springs, Estero, Sanibel, and Cape Coral. These centers are within a fifteen mile radius of BORC. Facilities and programs vary from site to site. To be considered a "community" center, a facility would of necessity need to be within a close proximity to some perceived homogenous group.

The ad hoc committee evaluated alternative concepts involving distances and/or geography in establishing the boundaries of the primary market for BORC as zip code 33931. This territory has the following attributes:

- Bounded on the South by Big Hickory pass, thereby reasonably assessing that residents south of that boundary would be inclined to consider Bonita Springs as its community.
- Bounded on the North by Summerlin Road and East by Pine Ridge Road, residents on the easterly side would be closer to and possibly have greater affinity to WaKeHatchee.
- Bounded on the North by Summerlin Road and West by Agua Lane and undeveloped land, residents on the westerly side would be closer to Sanibel.
- Quantifiable, unbiased demographic data concerning this defined area is available through reliable sources such as, the United States Census Bureau and the Missouri Census Data Center, a function within the Missouri State Library.

This primary market has target client segments which can be categorized by age groups; seniors (over age 65), adults (36-64), Young Adults (18-35), Teens (13-17), Youth (8-12), Children (4-7). Another primary market is the Seasonal visitor to the area typically during the months of October through May.

Sources for evaluating the market demographics included the Bureau of Business Research within the University of Florida, Lee County School District, Missouri Census Data Center within the Missouri State Library, the United States Census of 2000 and the Tourist Development Council (TDC). The ad hoc committee chose the Missouri State Library and U. S. Census of 2000 as the resources of choice and rounded data to the nearest 50 in each age bracket.

Secondary markets exist outside this territory and will be served by BORC. For example, BORC's community pool routinely attracts visitors beyond zip code 33931. And BORC's proximity to the beaches will be able to piggyback on beach associated activities and accommodations to attract colleges and schools for use of its athletic fields and events. Sports

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groups could use the gymnasium facility. These secondary market groups might rent all or part of the parks and facilities for a brief period of time. While such rental would preclude use of the specific facility during the rental period, the programs would offer additional opportunities for visitation by the primary market segment clients further creating a sense of community spirit.

The result of the market study is shown in the following chart:

Bay Oaks Recreational Campus Market Segments and Demographics ZIP CODE 33931

| Market Segment | Segment Age Demographic | Population | Trend Per Year | Segment % of Total | % Comparison U. S. Total |
|----------------|-------------------------|------------|----------------|--------------------|--------------------------|
| Seniors | 65 and above | 4500 | +2.00% | 43 | 12 |
| Adults | 36 through 64 | 4700 | -0.50% | 45 | 37 |
| Young Adults | 18 through 35 | 650 | 0.00% | 7 | 23 |
| Teens | 13 through 17 | 200 | -1.00% | 2 | 7 |
| Youth | 8 through 12 | 150 | -0.05% | 1 | 7 |
| Children | 4 through 7 | 150 | 0.00% | 1 | 7 |
| Toddlers* | Under 4 | 150 | 0.00% | 1 | 7 |
| | Subtotal | 10500 | | 100 | 100 |
| Seasonal** | | 40000 | | | |
| | Total | 50500 | | | |

* Toddlers are not a target market segment, but must be accommodated for community center related activities.

** Seasonals are primarily Seniors and Adults who visit for one to six months staying in condos or adult communities or mobilehome and RV parks. Tourists (visitors less than one month) typically staying in hotels are not included nor a primary target market.

Before expanding on the data, the following few points are made for future reference:

1. The Bureau of Business Research data attempts to estimate changes in demographics between Federal census data and is accepted for use in grant applications in the State of Florida.
2. While U. S. Census data is somewhat dated, the population of this particular area is fairly stable with changes driven primarily by economic conditions. Population growth would have been seen in the 2001 to 2005 timeframe and contraction in the later years.
3. The comparison of percentages between the identified Market area and the overall United States population illustrates uniqueness in zip code 33931, heavily weighted towards older residents than the U. S. norm.

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The data indicates there are 10500 permanent residents in the area stretching from Long Key in the South through Black Island, Estero Island, San Carlos Island and along San Carlos Boulevard to Summerlin Boulevard in the North. For the most part, Long Key and Black Island are not inhabited and contain the Lovers Key State Recreation Area.

Estimated population trends recognize that most of this area is built out and subject to change primarily from an improving U. S. economy during this Plan period. Future expansion, perhaps not even in this Plan period, would be expected on San Carlos Island with condos possibly replacing a mobile home park and in undeveloped land on Pine Ridge Road.

At the extreme inhabited boundaries of this territory are numerous condominiums and resorts stretching from Lovers Key for about two miles onto Estero Island and from Indian Creek Park southward to San Carlos Island. These represent the target market segments for many of the Seasonals. While many of these properties will have their own social rooms and amenities, BORC will need to communicate its offerings to the homeowner associations for activities and programs that supplement their own.

The ad hoc committee proposes that using measures of memberships and visitations against the known population will provide a reasonable evaluation of market penetration trends. And since *Excellence in Service* is BORC's stated strategy, it should be measured by individual target market segment perception of its attainment of that mantra. Some possible Service measures were discussed and recorded and are included in Appendix A.

The Marketing Plan

A Marketing Plan within the Business Plan consists of analyzing the client preferences and measuring the Business Unit against alternatives (in the private sector, competition) available to the clients. It also involves forecasting future client use and how the business unit advertises and communicates to the outside world. In the case of BORC, we will also consider another group called Strategic Alliances, as success will be dependent on relationships with entities not specifically identified as target clients.

A business must cater to its client preferences. BORC's client preferences are wide-ranging and activities, programs and events will need to be offered which appeal to each market segment. The ad hoc committee attempted to identify the primary preferences and needs of BORC's clients.

Client Preferences/Needs – Seniors (>65)

- Social interaction.
- Light physical activities.
- Cultural events and outlets, including day and overnight trips and possibly cruises and tours. Will gravitate to led or guided programs.
- Learning activities (informal speeches versus classes) and activities centering on food and meals.
- Preferred times are 8AM to 2PM and 6PM to 10PM on weekdays. Lighter client base in summer.
- Low counselor/client ratio (1:40)

Client Preferences/Needs – Adults (36-64)

- Medium physical activities and organized fitness programs.
- Family activities (Halloween, movies, BBQ's), dancing and sports.
- Ways to extend life experiences beyond the island, e.g., football games and trips.
- Learning activities (classes), e.g., language, computer, etc.
- Preferred times are early mornings, after work and weekends. Lighter client base in summer.
- Low counselor/client ratio (1:40)

Client Preferences/Needs – Young Adults (18-35)

- Heavy physical activities involving team sports, swimming and open gym.
- Social interaction.
- Live music events.
- Preferred times are 5PM to 10PM Monday through Thursday and daytime on weekends.
- Medium counselor/client ratio (1:20)

Client Preferences/Needs – Teens (13-17)

- Social interaction, some being gender specific, others being mixers.
- Heavy physical activities, possibly individually oriented, e.g., skateboarding, disk golf, swimming and open gym.
- Technologically oriented group used to instantaneous response and multi-tasking.
- Programs that enhance self-esteem and image building as well as external trips.
- Preferred times are 3PM to closing every day, except all day in summer.
- Medium counselor/client ratio (1:20), not obvious.

Client Preferences/Needs – Youth (8-12)

- Structured activities, e.g., arts, crafts, climbing, pool and games.
- High social interaction.
- Preferred times are 2PM to 6PM on weekdays during the school year and 7AM to 6PM weekdays in the Summer.
- High counselor/client ratio (1:10). Concentration on care, supervision, safety and security.

Client Preferences/Needs – Children (4-7)

- Highly structured activities involving play and toys.
- Learning opportunities (storytelling, school, tutoring) and swim training.

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- Preferred times are 2PM to 6PM on weekdays during the school year and 7AM to 6PM weekdays in the summer.
- High counselor/client ratio (1:10). Concentration on nurturing, supervision, safety and security.

Client Preferences/Needs – Seasonals

- In line with Seniors or upper end of Adults.
- Currently disconnected from community throughout Estero and San Carlos Islands and along San Carlos Boulevard.

It will be imperative that the BORC team (management and employees) survey and verify these perceived client preferences early in the Plan period to assure offered services match client needs.

Alternatives Analysis

Bay Oaks Recreational Campus is in the business of supplying meaningful activities and programs to all residents in its market area. In evaluating alternatives to Bay Oaks Recreational Campus, the ad hoc committee found the following attributes:

1. Seniors, Seasonals and Adults have widely diverse interests. These would include offerings by the Island Art Foundation, Garden Club, Historical Society, Friends of the Library, etc. It is common for condominiums and homeowner associations to have common areas offering opportunities for social. These groups have the greatest flexibility in searching out and obtaining outlets of interest. BORC will not attempt to compete with these entities, but will endeavor through communication outreach to engage these groups and offer programs which compliment and supplement their own.
2. Young adults are typically busy with career and family responsibilities. Their time is limited (as illustrated in client preferences above), but they are often involved in coaching youth programs, attending sporting events or performing community service through one of the many local chapters. BORC will offer activities in line with the time constraints of this group and seek to hold family-oriented events periodically to increase their knowledge and use of its resources.
3. Teens have few structured outlets for their preferences. BORC will reinvigorate this group's interest in its facilities by developing new programs aimed at their technologically-savvy skills and needed developing self-esteem.
4. Youth and Children have the least number of personal options, as parents and/or guardians make decisions regarding their attendance. BORC will continue activities and

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programs that satisfy these client interests as well as provide the structure and safety desired by the parent.

Engaging each of these groups through communication of BORC's activities, programs and events with possibly some tailoring to the Seniors, Seasonals and Adults will be an imperative first step for the BORC team.

Strategic Alliances

Strategic Alliances are defined as critical relationship management areas that must be cultivated and retained. Should such relationships deteriorate, it could prevent the business from continuing. For BORC, there are several:

- **Lee County School District & Beach Elementary School**
Since many of BORC's athletic fields and, therefore, a sizeable portion of its client offerings are on school district property, it is recommended that semi-annual meetings be held to review current operations, address any untoward issues and delve into future plans of each party which might affect the property.
- **Fort Myers Beach Little League and Soccer League**
These groups oversee organized teams who use the athletic fields and create several programs for the youth and children of Estero Island, San Carlos Island, and residents along San Carlos Boulevard. Annual meetings to discuss scheduling of fields, maintenance and/or athletic field changes, as well as collective communication and recruitment of team members will be beneficial to attracting clients to BORC.
- **Chapel-by-the-Sea/Bay Oaks Social Seniors**
The Bay Oaks Social Seniors represent the most active seniors' group in the Market and presently use Chapel-by-the-Sea for meetings and luncheons. While BORC expects to attract this group and others to its community recreation center, it would be detrimental to the Seniors activities and programs should access to the Chapel become restricted or lost. Semi-annual meetings between the parties are recommended.
- **Lee County Sports Authority**
This group actively seeks to bring intrastate college and high school teams to Lee County's numerous sporting facilities. The draw of the beaches and waterways of Estero and San Carlos islands offer an added incentive to such teams which could use BORC's pool, recreation center and athletic fields. Such events bring another outlet of activities for enjoyment of the residents and visitors to the area, as well as enhance the business environment for hotels and rental properties, restaurants and shops. Planning and coordination of such events will require close cooperation between the BORC team and

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the Sports Authority, as well as integration with other key resources and important affiliates. It is recommended that, if successful in attracting one or two such events each year, there should be a follow up meeting between the parties to understand both successes and problems for future improvement.

Key Resources and Affiliations

Other groups are necessary to BORC's operation and success. Becoming known to the leadership of these organizations and maintaining open lines of communication will be important.

- **Lee County Sheriff (local office)**
For security purposes and possibly traffic control, BORC must communicate events planning that may affect the sheriff's personnel.
- **Fire Myers Beach Fire and Rescue**
For health and safety reasons, BORC will communicate events planning that may affect the Fire & Rescue personnel and/or presence on property.
- **Lee County Parks Department**
This group can offer back up personnel help as well as problem solving, as they are in the same business as BORC. Assuring that programs are not conflicting with each entity will aid cooperation.
- **News Media (Beach Bulletin, News-Press, Observer, and Sand Paper)**
BORC will seek to become a routine contributor to the community calendars offered by these resources.
- **Chamber of Commerce**
BORC will communicate its calendar to the Chamber in an effort to engage the business community. Many businesses are and will continue to be important for team sponsorships and membership scholarships. BORC represents a potential site for the Chamber's consideration for its events.
- **Mound House/Newton Park**
While the Mound House and Newton Park are focused on history and archaeology, both they and BORC have parks. Newton Park will have bocce courts and a community meeting room. These are all resources owned by the Town. Mutual communication and cooperation possibly involving programs and personnel will be sought.
- **Fort Myers Beach Library**
This facility is nearby to BORC, both being in the civic center of Estero Island. BORC programs, especially educational should be complimentary and cooperative in nature.

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The Library has a planned expansion containing meeting and classroom type facilities that may be useful to BORC for its program offerings.

- **Service Clubs (Lions, Kiwanis, Rotary, Women's Club, Pilot Club)**
BORC will communicate its offerings to these groups, as an additional outlet of information to the Adult and Seniors clientele. These groups often provide volunteers and sponsorships to Youth and Children's programs. BORC may offer a site for these groups' events or meetings.
- **Cultural Groups (Historic Society, Art Association, Garden Club, Island Art Foundation)**
These groups provide an important outlet for the interests of the Seniors and Adults. BORC's programs, especially cultural should be complimentary and cooperative in nature.
- **Civic Association, Condominium Association, and Homeowner Associations**
BORC will communicate its offerings to these groups, as an additional outlet of information to the Adult and Seniors clientele.

Establishing and maintaining a routine management-to-management meeting schedule, without allowing day-to-day operational oversight, will be a necessary management responsibility for the Strategic Alliances and Key Resources and Affiliations of BORC. This aspect of the Strategic Initiatives will be an early action item and may involve other Town management personnel to share load, plus minimize overlaps.

Advertising and Sales Promotion

The ad hoc committee concurred that BORC lacks an image of a community center, one that encompasses from Lovers Key to Summerlin Road, and, in fact, is relatively unknown to the largest two market segments, Seniors (population 4500) and Adults (population 4700). These groups are disconnected from the properties and largely unaware of programs. The committee reviewed and discussed numerous alternatives for advertising and sales promotion ideas and concluded the emphasis for the BORC team should be:

1. Development of a logo that would exude the community nature of Bay Oaks that appeals to the territory. The BORC animal is "cute", but may not appeal to the target clientele nor express the Excellence in Service that BORC personnel will create.
2. Create and maintain an up-to-date website, if not part of the Town's website, one that is hot linked. Estimated development cost is \$10,000 with an annual cost to maintain of \$5,000.

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3. Create and distribute a Community Calendar three times per year (September, January, May). Consider inclusion of other affiliate/alliance events, e.g., Mound House/Newton Park, Lovers Key State Park, Ostego Bay Foundation, Fire and Rescue. The committee estimated this to cost \$10,000 annually. This might represent an opportunity for advertising revenue.
4. Weekly press releases including images should be made and distributed to news media and distributed to condos, homeowner associations and to a mailing list either through the postal service or email. Creation of the initial layout and establishing distribution method would represent a startup cost of \$5,000 with an equivalent annual expenditure to maintain.
5. Scripted messages that would be broadcast on the local access television station and on AM1460 – the Town's radio station. The committee was unfamiliar with the operation of these outlets, but believes they should be considered and possibly contain the same message as included in item 4 above.
6. Consideration should be given to a BORC Speaker's Bureau to offer speeches to service clubs, condominiums, homeowner associations and man booths at local non-BORC events, e.g., Pirate Festival, Pumpkin Festival, Shrimp Festival, Sand Sculpture. Caution is noted that the presenter must be a skilled public speaker and the message must be scripted and adhered to.

Membership Forecast and Visitation Growth

The ad hoc committee endorsed the proposed implementation of a change in the administration of Bay Oaks Recreational Campus. This should involve the establishment of a fee structure for admission to the Recreational Center and the establishment of fee-based Memberships. The team also endorsed the proposal to change little during the first three months of operation (October through December 2009) under Town of Fort Myers Beach, giving the new management team time to evaluate, communicate and implement changes effective January 2010. More detailed description of the ad hoc committee's evaluation will be found in the Operational Plan portion of this document.

Statistical data is not available upon which to judge the actual number of discreet individual users of the BORC facilities or the total visitations. An early task of the BORC management team will be to implement a membership card that must be swiped to gain access to both the community pool and recreation center.

Garnering estimated attendance for several of the current programs at BORC, the ad hoc estimated present participants (not visitations) and projected some goals for membership growth as shown on the chart that follows.

BORC Estimated Membership Growth

| Market Segment | Size | Current Users* | 2010 | 2011 | 2012 | 2013 | 2014 |
|----------------|-------|----------------|------|------|------|------|------|
| Seniors | 4500 | 35 | 55 | 75 | 95 | 115 | 135 |
| Adults | 4700 | 50 | 77 | 104 | 132 | 159 | 188 |
| Young Adults | 650 | 75 | 83 | 92 | 100 | 109 | 117 |
| Teens | 200 | 0 | 40 | 50 | 60 | 70 | 80 |
| Youth | 150 | 75 | 75 | 75 | 80 | 80 | 90 |
| Children | 150 | 20 | 40 | 60 | 60 | 75 | 90 |
| Toddlers** | 150 | 0 | 0 | 0 | 0 | 0 | 0 |
| Seasonals | 40000 | 20 | 20 | 150 | 225 | 300 | 400 |
| Total | 50500 | 275 | 390 | 606 | 752 | 908 | 1100 |

* Shown as Rec Center. Pool has 125 Youth, 100 Children and 240 Seasonals.

** Not a target market.

The Operational Plan

Definitions

As indicated earlier, BORC's products and services across its three business segments, community pool, community recreational center, and athletic fields, and these segments are seasonal and counter-cyclical in nature. Within the confines of planning and scheduling, it is first necessary to define three terms that will be used to describe the venues of BORC; activities, programs and special events.

Activities are venues which are self-directed by the client and require minimal staff supervision. Examples would include open gymnasium, pickup basketball, and weight room at the recreational center and open swimming at the community pool.

Programs are venues which may be more league or group oriented and either staff intensive or run (for a fee) by an outside contractor. These require scheduling the specific facility (pool, recreation center, or athletic fields) for the times needed, assuring that any special equipment is available and providing staff as dictated by the program. Examples would include flag football, soccer and little league usage of the athletic fields, swimming lessons or water aerobics at the community pool, and pickle ball, volleyball, or summer camp for youth in the recreation center.

Special Events are venues typically involving rental of a BORC facility for use by a third party, requiring long-range planning (to provide notification and minimize disruptions to BORC's clientele) and will involve a varying degree of staffing and planning for external resources, e.g., traffic, parking, fire and rescue. Dependent upon the event, these potentially represent opportunities to BORC's clients to attend a non-routine or alternative outlet for their interests. Examples of special events might include a tennis or disk golf tournament at the athletic fields, a gymnastics tourney in the recreation center or a college swim team practice usage of the community pool.

The above illustrate a wide variety of venues that are being or have been conducted at BORC and they are certainly not all inclusive.

Business Transition (October 1, 2009 to December 31, 2009)

The ad hoc committee endorsed the BORC management's proposal to use the first three months of operation as a transitional period, learning about the clientele and setting up the facilities for its new direction beginning in 2010. Minimal change or disruption to users is anticipated during this time. The intended significant changes at the Campus will be to implement some form of access system and fee schedule at the recreational center, a facility which has been largely open and free in the past. The BORC management team will find itself taking action on two fronts, facility modifications and client interaction, during this period.

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The ad hoc committee understands that BORC has procured card identification software and hardware that will allow BORC to issue daily and/or annual membership passes for users of its facilities. We reviewed BORC’s typical scheduling for all facilities and concluded and recommended that the athletic fields be treated more as open parks, except for Programs and Special Events, without requiring access passes or fees. We do recommend that both the Community Pool and the Community Recreation Center be fitted with some form of gating system under which a card-swipe is required to gain access. This will be necessary to assure the integration of the pool and recreational center operations. Any facility modifications should be made prior to January 1, 2010, but remain inactive until then.

The client interaction tasks will be less defined, but can be targeted towards the recreation center users. The athletic fields are fairly well understood and, until more programs are developed for these, they remain open access areas. The community pool has a well-defined schedule of activities and programs, and, while some subtle changes in pool times could be anticipated, is an established entity. The challenge during the transition will be to hold discussions with a few representative clients in each target market segment to understand the strengths and weaknesses of the recreation center’s usage and institute schedule, activities and program changes persuading current users that future fees will be worthwhile.

Fee Schedule Discussion

In preparation for its assumption of management of BORC, several Town of Fort Myers Beach staff had evaluated and proposed varying fee schedules to help offset the added cost to the Town for these new responsibilities. A couple of examples are shown in Appendix B.

The ad hoc committee, with strong views from the private sector, quickly opted for a much simpler approach. The recommendation had the following attributes:

- Institute a daily pass fee, \$3 or \$4 per day, for access to the recreation center for all activities (open gym, basketball, volleyball, pickle ball), applicable to any nonmember (see third and fourth bullets).
- Pool fee schedule remain as is, or modified slightly to new management style.
- Institute a simple annual membership fee schedule with time sensitive “credit” type cards, e.g.,

| | |
|--|------|
| Single membership – Estero Island resident | \$25 |
| Family membership (all household residents) – Estero Island resident | \$50 |
| Single membership – nonresident | \$35 |
| Family membership (all household residents) – nonresidents | \$70 |
- Annual members receive discount (5-10%) off all fees for activities and programs at community pool, recreation center or athletic fields and get free access to recreation

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center. Some tradeoff with sub vendors who grant this discount may have to be negotiated regarding shared fees between subcontractor and BORC.

- In negotiating special event usage by third parties, e.g., a swim meet, attempt to negotiate a spectator discount for annual members, possibly in return for lower facility rental price.

Given the very limited differential in price for memberships between residents and nonresidents, as well as the fact that people will make a decision whether to become members and receive discounts or remain nonmembers and pay full fees, the ad hoc committee does not deem this practice to be discriminatory, especially since residents pay additionally through their ad valorem tax rate for BORC. The committee also believes smaller fees will encourage membership and usage, the latter being a goal.

Hours of Operation and Schedule of Activities, Programs and Special Events

This topic is and will be the most complex for the BORC management team. The ad hoc committee spent considerable time discussing the topic with its focus being more on client preferences and target market content and less on specific hours, activities and programs. Some key points were adopted by the committee for the management team to consider, if it is to be successful in creating BORC as a true community campus:

- Adults especially, and Young Adults and Teens also, have time constraints during the week and therefore seek outlets on weekends. Yet, the Campus is closed on Sunday. The ad hoc committee strongly recommends the Campus be open for a few hours on Sunday, e.g., noon to 6:00PM, even if this means being closed sometime during the normal workweek, e.g., Wednesday until 2:00PM.
- Recognizing that different client segments have varying needs (and recognizing that one segment's activities could very easily disrupt other's), schedule blocks of time for specific target market segments. The former Bay Oaks transfer analysis team found that Seniors tend not to use the recreation center, due to Children's activities, often noisy, being scheduled. Some examples might be:
 - a) Since Seniors tend to prefer daytimes Monday through Thursday, block times for such venues as bridge (large turnouts believed possible), potluck lunches, or classes during the times when Teens, Youth and Children are in school.
 - b) Open the Teen room from 6:00PM to 9:00PM Monday through Thursday and 6:00PM to 11:00PM on Friday and Saturday.
 - c) Schedule team volleyball or basketball that would appeal to Adults and Young Adults from 6:00PM to 9:00PM two nights a week.
 - d) Schedule external trips away from the campus for Seniors and Adults on weekends.

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- Take advantage of the counter-cyclical nature of client needs. Some examples might be:
 - a) Seasonals and many Seniors use the summer months for absence from the area and travel to milder climates. Eliminate the Seniors activities and programs for six to eight weeks in the summer and turn over the campus to Summer Camp, potentially attracting more participants (noting that revenue neutral staff additions would need to occur).
 - b) Air temperatures in January and February are often cool. Consider closing the pool for six weeks during this time and use it for maintenance.
- Use open gymnasium as the fill-in for the recreation center and establish a routine schedule versus the perceived present focus which is activities and programs scheduled around open gymnasium time.

While the ad hoc committee prepared, scribbled, crossed out and marked up a few flip charts (a sample of which is included in Appendix B), it also recognized that activities and programs targeted towards specific segments must be matched against the time available from specific staff members. We suggest that the development of the Community Calendar mentioned in the Marketing Plan will be an aid in planning and scheduling the activities, programs and special events at BORC and would expect some hours of operation changes be instituted early in 2010 based on client and staff input. The committee recognizes the complexity of this task.

Personnel & Personnel Planning

The Bay Oaks Recreation Campus, a department within the municipal entity known as Town of Fort Myers Beach, will report through the Department of Public Works. BORC will be led by a Recreation Manager who will be responsible, within the confines of the Town's management structure, for the day-to-day operation of BORC and all its facilities as well as planning and implementing long-range plans and developing alliances and affiliations with external groups and organizations.

In addition to the Recreation Manager, at the beginning of this Plan there will be three other full time positions; an Aquatics Supervisor who will oversee the Community Pool, its activities, programs and lifeguards, a Field Maintenance position which will care for the grounds and athletic fields, and a Youth & Children's' Programmer who will oversee the activities and programs within that target clientele.

It is common for Parks and Recreational venues to be operated using a number of part-time positions and this will be true also for BORC. Three roughly half-time employees will cover Athletics Coordination, Events & Teen Coordination and Seniors Coordination, each respectively matched to the specific market segment. In addition, at least two quarter-time positions as Recreation Aids will support the activities and programs of the Youth, Children, Teens and Special Events, segments which require somewhat higher counselor to client ratios.

Bay Oaks Recreational Campus

Even with this initial staffing arrangement, it is anticipated that the Coordinator positions will periodically provide recreation aid-type services to balance workloads.

Prior to hire, all prospective employees will be subjected to a background check and a substance abuse test. All new hires will adhere to the operations manual.

Pending achievement of some short-term goals, the ad hoc committee suggests that some staff additions should be contemplated early in the Plan period, potentially midway into the first full year. These short-term goals revolve around two weaknesses at BORC (see SWOT Analysis); low market penetration in Teens' and Seniors' participation. Each of these weaknesses has a different issue.

Teen participation at BORC has fallen to a negligible level, nearly zero out of a population of 200. While the segment is small, these future society leaders are in an age group in which decisions about non-school activities will have far-reaching impacts. The Events and Teen Coordinator will be challenged to increase participation in the segment to at least 40 persons. Developing and investing some capital in new programs will be a key to this participation. However, it is anticipated that this individual will also spend a fair portion of time supporting other Youth and Children activities in a recreation aid type capacity. Should the Teen program become rejuvenated, it is suggested that a part time Recreation Aid be added to relieve the Coordinator to enable greater focus on both Teens and Special Event opportunities.

Seniors and Adults participation at BORC has been limited to the past management's focus on the Bay Oaks Social Seniors (BOSS). This active group relies on the Coordinator services at BORC, but tends not to use the facilities, choosing to gather at the Chapel-by-the-Sea. While BORC will continue to engage with this group, focus must also be upgraded to expand participation and inclusiveness to BORC programs of persons who are not necessarily members of BOSS. These market segments have the greatest potential for increasing penetration and thereby participation. They also represent the majority of taxpayers and whose voices and perceptions of the value of BORC will ultimately be the measure of the transition to a true community center. Should the memberships begin to grow or exceed the levels anticipated in these segments, it is recommended the Seniors Coordinator position become full time, thereby allowing more time to engage the group, but also expand the program offerings, both within the BORC facilities and external outlets (trips, cruises, etc.).

Anticipating the achievement of these short-term goals, the ad hoc committee prepared the following chart for manpower planning purposes during this Plan period.

Bay Oaks Recreational Campus

**Bay Oaks Recreational Campus
Personnel Planning 2010 - 2014***

| Position | Pay Grade | Current October, 2009 FTE | 2010 | 2011 | 2012 | 2013 | 2014 |
|-------------------------------|-----------|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Manager | 109 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Aquatics Supervisor | 105 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Youth Program Coordinator | 105 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Worker | 100 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Athletics Coordinator | 105 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| Teen Program & Special Events | 105 | 0.60 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Sr. Program Coordinator | 105 | 0.60 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Aide | 101 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| Recreation Aide | 101 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Recreation Aide | 101 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Head Guard | 103 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Life Guard I | 101 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Life Guard I | 101 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Life Guard I | 101 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Life Guard I | 101 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 |
| Custodian | 100 | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 |
| FTE | | 8.98 | 9.78 | 9.78 | 9.78 | 9.78 | 9.78 |

*Personnel numbers are in full-time equivalents

Pending a review of first year's success and the next five year business plan, the ad hoc committee could envision more Recreation Aids being required and/or other organizational changes (functional or quantity) should memberships in and client visitations to BORC substantially exceed the modest levels estimated in the Marketing Plan.

Inventory

While some thought has been given to having a pro shop/merchandise store in the long-term view, first year focus will be on maintaining a small supply of consumables for purchase by the clients of BORC. These consumables would include such items as tennis balls, frisbees for disk golf, inflatable toys for pool activities and other sundry items. The ad hoc team did not envision significant branding opportunities for BORC.

Accounting and Credit Practices

Unlike most private sector organizations, governmental entities must be responsive to a number of different groups and organizations, including elected officials, other units of governments, investors, creditors, and citizens that are focused on monitoring their activities. All forms of monitoring include collecting and interpreting data, and this oversight function is often performed through information provided in governmental reports.

The Bay Oaks Recreation Campus has been established as part of the Town's General Fund. It is treated as a division of the Public Works Department. Receipts and expenditures are segregated by line items within the General Fund and accounted for using the modified accrual basis using the current financial resources measurement focus. Using this basis, revenues are

Bay Oaks Recreational Campus

recognized when they become measurable and available as net current assets. Expenditures are generally recognized when the related liability is incurred.

All activities including fee schedules, memberships, operating hours and budgetary requirements are established by the Town Council and Town Manager in coordination with the Department Head and/or Program Manager. The Finance Department is working with the Recreation staff to insure that appropriate accounting and record keeping procedures are in place.

Visa and MasterCard credit card systems will be accepted at BORC, with cash or credit received at both the Community Pool and the Recreation Center. Funds will be credited to a separate account identifiable to BORC with an automatic sweep into the Town's general fund.

The Management and Business Support Plan

Administrative Control

The Town of Fort Myers Beach was established in 1995. At that time, the council-manager form of government was adopted. Under this form of government, the City Council is responsible for establishing policy, passing local ordinances, establishing appropriations and developing an overall vision for the town.

The elected officials then appoint a professional Town manager or administrator to oversee the daily operations of the government and implement the policies they establish. The Town Manager can be seen as a similar role to that of corporate chief executive officer (CEO) in providing professional management to the Town.

Department Heads and Program Managers work together with the Town Manager to effect hiring and firing decisions; implement council policies; program guidelines and budget related issues.

The Bay Oaks Recreational Campus will be led by the Town's Recreation Manager who will report to the Director of Public Works. The Recreation Manager is Nicole Olsen, who brings the following qualifications to the position:

- *Bachelor's degree – Management – graduated cum laude*
- *Seasoned manager with hands-on experience as the Town's Public Services Supervisor. Duties included responsibility for the Mooring Field operations, pool contract management, parking, towing, street performers and Farmer's Market;*
- *Project manager for the Town's web-site; dinghy dock, dredging project – Laguna Shores and emergency trailer*
- *Extensive experience in hospitality, catering and food service/retail management*
- *Budget and grant development*
- *Variety of volunteer activities including projects for special needs children*
- *Fund raising and non-profit experience*

Business Support

Legal Services are available to the Town and will be used to review and generate necessary contractual forms such as, rental agreements for facilities, membership agreements, vendor agreements, and liability limitation agreements for BORC's visitors.

Accounting and banking facilities will be provided through the Town's standard procedures for intake of revenues, payroll, procurement of services and supplies, and general operating and capital improvement expenses.

Insurance for BORC will be maintained through addendums and necessary coverage through the Town's standard insurance program.

Strategic Plan, 2010-2014

As has been indicated previously, this is the first five year Plan for the BORC under the management of the Town. With little statistical data available, several assumptions regarding users and visitations have been required. Certainly the first year of this Plan should establish the baseline for future growth. Notwithstanding the estimated nature of market potential, the ad hoc team was able to generate a reasonable set of strategic initiatives based on a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis created during its meetings.

SWOT Analysis

Strengths

- Well-maintained resources, inclusive of pool, recreation center and athletic fields.
- Wide variety of recreational opportunities through regularly scheduled activities, continuing or additional programs, and periodic special events for the residents and visitors to zip code 33931.
- Location is central to the market and has added draw of beaches, hotels, restaurants and other commercial outlets for clients.

Weaknesses

- Teens are most under-served market segment. To counter will require development of meaningful technologically-driven activities, athletic outlets and social events.
- Club Rec attendance is lower than acceptable penetration. This program can be revitalized through supervisory and structural enhancements and, once implemented result in a re-evaluation of the program.
- The Recreation Center lacks proper accessibility, especially for Seniors. Parking is on Oak Street with a relatively long walk to gain entrance to building.
- Inadequate signage on Estero Boulevard. Lack of knowledge of facility. Not identified as a community campus.
- Other than the current BOSS membership, the largest population groups, Seniors and Adults, are disconnected from Bay Oaks Recreational Campus, many, if not most, unaware of its existence. Some concern about exclusivity versus inclusiveness.
- Security after 6:00 PM on the park athletic fields.
- Location can be seen as a weakness. Seasonal clientele will be wary of usage due to traffic congestion on Estero Island from January through April, particularly in late morning access from the north and general congestion in late afternoon.
- May need some technology related updates to attract Teens.
- Facilities weaknesses include:
 - a) Limited and cramped administrative areas – example, Seniors' Coordinator desk and

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- files sit in the classroom.
- b) Limited and cramped weight room.
- c) Gymnasium lacks lockers and showers.
- d) No kitchen facilities.
- e) Lack of sufficient storage for equipment and supplies.
- f) Poor accessibility to Rec Center.
- Ineffective marketing of calendar of events to target clientele.

Opportunities

- There is potential to grow the Summer Camp program and BORC's integrated pool, recreation center and athletic fields offer unique opportunities to clients even beyond zip code 33931. This is a capacity (staffing) issue which may be addressed by establishing standby lists which, if large enough to become revenue neutral, can trigger part-time personnel additions during the program.
- Large, untapped market for Seniors and Seasonals participation. Will require promotion of BORC and development of inclusivity, i.e., not just associated with BOSS.
- Having greater expendable time, Seniors and Adults are potential resources for volunteers for programs, support during special events. Would require an active volunteer coordination effort.
- Interested Young Adults could be Youth and Children mentors and/or coaches for sports teams.
- Teens, in particular, could use mentoring and/or career counseling from Seniors, Adults and Young Adults.
- Opportunity to create the Service image with the new BORC team:
 - a) Develop a logo that encompasses "community" image inclusive of areas from Lovers Key to Summerlin, i.e., not just Fort Myers Beach.
 - b) Develop an Operation's Manual for employees with emphasis on client satisfaction.
 - c) Develop and adhere to a maintenance schedule for all facilities including routine daily, weekly, quarterly, as well as long-term upkeep items.
 - d) Track attendance and survey groups for measures of success and keys to development of new programs.
- Rental of facilities for special events by external parties could increase revenue and offer BORC's clients additional outlets for personal experiences.
- Intern program for added or expanded programs.

Threats

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- Funding, especially in the near-term, given constricted economy and limited, if any, grant possibilities for parks and recreation.

Strategic Initiatives

Given the preceding evaluation and written report, the ad hoc committee developed the following recommended strategic plan for the period 2010 to 2014.

| Bay Oaks Recreational Campus Strategic Initiatives, 2010 - 2014 | | | | | | | | | |
|--|--|----------------|-------------------|----------|----------|----------|----------|----------|--------------|
| Initiative | Action | Responsibility | Target Completion | Cost | | | | | Expense Type |
| | | | | 2010 | 2011 | 2012 | 2013 | 2014 | |
| 1. Establish the foundation for Bay Oaks Recreation Campus | | | | | | | | | |
| a) | Create a Campus Operations Manual | RM and DPW | January 2010 | \$ - | | | | | Operating |
| b) | Adopt fee schedule | TM and TC | January 2010 | \$ - | | | | | Operating |
| c) | Establish signage on Estero Blvd | RM and FM | March 2010 | \$ 5,000 | | | | | Capital |
| d) | Develop inspection and maintenance schedule | FM | February 2010 | \$ - | | | | | Operating |
| e) | Institute card access system to pool & rec center | RM and DPW | January 2010 | \$ 2,000 | | | | | Capital |
| f) | Develop brand and logo for BORO | RM and DPW | February 2010 | \$ 5,000 | | | | | Operating |
| g) | Obtain internet service with access controls for Teens | Teen Coord | February 2010 | \$ 5,000 | | | | | Capital |
| h) | Develop user friendly website and routinely update | Randy/Sean | June 2010 | \$10,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | Operating |
| i) | Using brand/logo, develop routine press releases w/ appropriate distribution | RM and Randy | March 2010 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | Operating |
| j) | Develop Community Calendar, distribute in Jan, May and Sep. | RM and Randy | April 2010 | \$ 6,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | Operating |
| k) | Implement press releases into TV and radio station AM630 | RM and Randy | April 2010 | \$ - | | | | | Operating |
| l) | Develop routine schedule for meetings with Alliances and Affiliates | RM, DPW, TM | May 2010 | \$ - | | | | | Operating |
| m) | Using membership/visitation data, analyze and develop base success measures | RM, DPW, TM | May 2010 | \$ - | | | | | Operating |
| n) | Establish recommendations for long-term security at BORO. Implement year 2 | RM and DPA | July 2010 | \$ - | \$20,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | Capital |
| o) | Create revitalized Summer Camp | Youth Coord | July 2010 | \$ - | | | | | Operating |
| p) | Evaluate Seniors participation, consider staffing change | RM, DPW, TM | July 2010 | \$ - | | | | | Operating |
| q) | Basis input collected from clients, prepare report for facilities issues (future initiative) | RM, DPW, TM | August 2010 | \$ - | | | | | Operating |
| r) | Create next five year plan | RM | August 2010 | \$ - | | | | | Operating |
| 2. Address BORO administrative matters for the long-term | | | | | | | | | |
| a) | Evaluate desirability of allowing alcoholic beverages at BORO for special events | RM, DPW, TM | February 2010 | \$ - | | | | | Operating |
| b) | Develop an up-to-date Town ordinance for Parks and Recreation | DPW, TM, CD | April 2010 | \$ - | | | | | Operating |
| c) | Complete ordinance process through LPA and Town Council | DPW, CD | July 2010 | \$ - | | | | | Operating |
| d) | Seek vacation of platted streets | DPW, CD | July 2010 | \$ - | | | | | Operating |
| e) | Pending result of a) and b) above seek any required zoning/COP revisions | DPW, TM, CD | July 2010 | \$ - | | | | | Operating |
| 3. Planning and Implementing the Future of BORO | | | | | | | | | |
| a) | Using output from Initiative 1.g), contract planning consultant to address property issues. | RM, DPW, TM | June 2011 | \$ - | \$25,000 | | | | Capital |
| b) | Implement physical changes affecting storage and administrative office issues | RM and DPW | June 2012 | \$ - | | \$50,000 | | | Capital |
| c) | Modify maintenance (routine and long term) schedule basis changes in 3.b) | FM | August 2012 | \$ - | | \$ - | | | Operating |
| d) | Implement physical changes to weight room, needed kitchen and/or concession, proshop | RM and DPW | June 2013 | \$ - | | | \$50,000 | | Capital |
| e) | Modify maintenance (routine and long term) schedule basis changes in 3.d) | FM | August 2013 | \$ - | | | \$ - | | Operating |
| f) | Implement physical changes for showers/lockers and added athletics, e.g., walking/biking | RM and DPW | June 2014 | \$ - | | | | \$50,000 | Capital |
| g) | Modify maintenance (routine and long term) schedule basis changes in 3.f) | FM | August 2014 | \$ - | | | | | Operating |
| Totals | | | | \$38,000 | \$65,000 | \$75,000 | \$75,000 | \$75,000 | |

Legend: RM is Recreation Manager
 DPW is Director Public Works
 TM is Town Manager
 TC is Town Council
 FM is Field Maintenance
 CD is Community Development
 Blanks in value represent cost is included in normal operating budget.

Reality Check

While the Marketing Plan is consistent with the Market and its target segments and addresses the means of connecting with the clientele, the ad hoc committee is concerned about the ability of the BORO operational team to implement the plan. The manager's duties, overseeing the operation of the facilities and development of measures and new programs, coupled with alliance and affiliate communication and the short-term and long-term strategic initiatives will be

difficult to execute given the reliance on part time employees whose focus is primarily program-oriented.

Financials

Revenue Streams and Cost

The ad hoc committee identified various revenue streams for BORC, making assumptions deemed appropriate and estimating cost for each. Following are the identified streams with the costing logic:

- **Memberships**

Using the data of BORC's estimated membership growth contained in the Marketing Plan, the committee made assumptions regarding this revenue stream. First, it assumed the simple fee schedule would be adopted. Secondly, the committee determined that membership fees will be paid only by the Seniors, Adults, Young Adults and Seasonals, considering that Teen and younger members would be covered under family memberships. And given the fee schedule, we chose a blended price of \$45 per each membership.

For 2010, the result is 235 @ \$45 = \$10,575

For 2011, the result is 421 @ \$45 = \$18,945

For 2012, the result is 552 @ \$45 = \$24,840

For 2013, the result is 683 @ \$45 = \$30,735

For 2014, the result is 840 @ \$45 = \$37,800

Cost of administering the membership program and the card access system is included in the BORC operating budget.

- **User Fees**

The committee was unable to understand the units of service measures used by Lee County and suggest that visitations (card-swipes) will probably be one of BORC's future measures.

a) The athletic fields are proposed to be free of charge, except for programs or special events, which may or may not carry fees.

b) The pool has a history of user fees and past history should be used as a guide for revenue with some discount, five percent proposed, for membership discounts.

c) The recreation center visitations are estimated at 7500 the first year with 20% of those visits by non-members (members enter free). Visitation growth is projected at 5% per year. Using this logic at \$4 per entry, the yearly user fees will be \$6,000, \$6300, \$6615, \$6945 and \$7292.

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- Programs
 - a) The athletic fields will have one program with 50 participants for a \$60 per participant charge generating \$3000. Cost will be \$30 per participant for a total of \$1500.
 - b) The pool will have an aerobics program generating \$5000 and swimming lessons generating \$1000. These have no incremental cost above normal operating budget.
 - c) The recreation center will have a number of programs as follows:
 - * Club Rec with 35 participants @\$150 = \$5250 with no incremental cost above normal operating budget.
 - * Summer Camp expects 60 visits per week times 8 weeks@ \$65 per week = \$31,200 with added cost equaling sell price, e.g., \$31,200 (revenue neutrality anticipated). In summarizing known costs, the committee found staffing costs \$22,000, field trips run \$6500 and supplies were \$1500 nearly the same value as total revenue.
 - * Two (2) adult programs run by BORC employees will generate 50 participants at a price of \$25 each for \$2500 revenue at a cost of \$10 per participant equaling \$1000.
 - * Five (5) programs will be outsourced with 15 participants at a \$50 fee will generate \$3750 with cost being 80% of program fee or \$3000 (contractor fee).

- Facility Rentals
 - a) Athletic fields are not expected to generate revenue. BORC will continue to schedule use of the fields for Youth and Children teams (baseball, soccer) and potentially adult leagues (softball) without fee.
 - b) The pool expects the following rentals, all at no incremental cost above normal operating budget:
 - * Two (2) college swim teams at \$600 each = \$1200.
 - * Ten (10) birthday parties per year at \$50 each = \$500.
 - * Ten (10) hourly rentals at \$70 per hour = \$700
 - c) The recreation center is relatively unknown to external sport authorities and the ad hoc recommends seeking at least one program with minimal rental fee, no fee, if necessary, to attract interest during its first year of operation.

- Special Events

No special event revenue anticipated at the athletic fields.

The pool will sponsor two (2) Youth-oriented events during the year for 75 participants at a fee of \$2 = \$300. These will be at no incremental cost.

The recreation center will hold five (5) special events (Halloween, valentines, arts and craft fairs) drawing 300 participants each with a \$1 charge = \$1500. Cost will equal revenue. Each event will draw sponsor s who will provide in-kind donations (foods, supplies, etc.), but since these are in-kind, there is no monetary impact. Each of the five (5) events will attract up to six (6) vendors whose fee plus percentage payment to BORC will be \$50 equaling revenue of \$1500.

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- **Merchandise Sales**

With a minimal inventory investment of \$350, BORC will generate \$500 in sales.

- **Donations**

For planning purposes, lacking any better means of judgment, the ad hoc committee recommends anticipating donations each year to be ten (10) percent of Membership and User Fees. It is hoped that a local group (Friends of the BORC?) will form to coordinate fundraising for BORC, allowing the management team to focus on activities and programs for the clientele.

The ad hoc committee, in discussing memorials, believes that the Town should develop a *Donation Gift Catalog*. This catalog will provide potential donors with a menu of donation and volunteer opportunities representing specific Parks and Recreation Department needs. Donations of any size or scale would be welcome.

- **Grants**

Grants for operating expenses have been very limited to the extent that they are virtually nonexistent in the first year's operation. As time passes and the economy improves, grants may prove to be a source of revenue, possibly for the development of additional park and recreation outlets or capital improvements. To enhance the high-quality programs offered by Fort Myers Beach and the BORC, the staff will aggressively search for government and corporate grants and sponsorships to augment and improve recreational experiences for our citizens and visitors.

Other than the membership, user fees and donations which carry some projected growth in revenue, the ad hoc committee decided, for purposes of planning this first five year plan, to carry the other revenue constant throughout the period.

Capital Reserve

The ad hoc committee unashamedly borrowed work done by a prior committee in evaluating capital reserve needs for the Bay Oaks Recreational Campus and has modified its report basis current information. As has been indicated throughout this report, the BORC facilities are in very good to excellent condition. Under turnover of the property from Lee County, funding has been provided for major repairs to the recreation center roof. Thus, we have placed the roof as having a full twenty year life. As such, only two items, the security system and ice machines are expected to require replacement during this five year plan.

The committee has updated the previously mentioned capital chart to incorporate anticipated year of replacement, as well as showing the annual build up for reserves required during the Plan period. We have anticipated an upgraded security system in 2011 at a value substantially higher than the prior committee.

Bay Oaks Recreational Campus

Information regarding the pool, its buildings and water park amenities was not available to the committee. It is recommended that this chart be updated as part of Strategic Initiative 1.d) incorporating the community pool and its facilities. Future updates would be commensurate, as anticipated in the strategic initiatives, with capital investments at BORC.

| BORC Capital Equipment Replacement Cost, Year and Reserve Needs | | | | | | | | | | |
|---|---------|---------|-------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Item | Age | Life | Replacement Cost | Annual Reserve | Replacement Year | Reserve Balance | | | | |
| | | | | | | 2010 | 2011 | 2012 | 2013 | 2014 |
| Roof | 0 | 20 | \$ 400,000 | \$ 20,000 | 2030 | \$ 20,000 | \$ 40,000 | \$ 60,000 | \$ 80,000 | \$ 100,000 |
| Air Conditioning | 3 | 10 | \$ 150,000 | \$ 15,000 | 2017 | \$ 45,000 | \$ 60,000 | \$ 75,000 | \$ 90,000 | \$ 105,000 |
| Basketball Court Floor | 8 | 16 | \$ 120,000 | \$ 7,000 | 2018 | \$ 56,000 | \$ 63,000 | \$ 70,000 | \$ 77,000 | \$ 84,000 |
| Tennis Courts | 4 | 15 | \$ 60,000 | \$ 4,000 | 2021 | \$ 16,000 | \$ 20,000 | \$ 24,000 | \$ 28,000 | \$ 32,000 |
| Little League Box | 13 | 20 | \$ 20,000 | \$ 1,000 | 2017 | \$ 13,000 | \$ 14,000 | \$ 15,000 | \$ 16,000 | \$ 17,000 |
| Grounds | N/A | N/A | | \$ 4,000 | | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Irrigation System | 4 | 20 | \$ 30,000 | \$ 1,500 | 2026 | \$ 6,000 | \$ 7,500 | \$ 9,000 | \$ 10,500 | \$ 12,000 |
| Equipment - Grounds, mowers | Various | Various | | \$ 3,000 | | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Lighting | 4 | 15 | \$ 45,000 | \$ 3,000 | 2021 | \$ 12,000 | \$ 15,000 | \$ 18,000 | \$ 21,000 | \$ 24,000 |
| Painting | 2 | 10 | \$ 15,000 | \$ 1,500 | 2018 | \$ 3,000 | \$ 4,500 | \$ 6,000 | \$ 7,500 | \$ 9,000 |
| Ice Machine | 6 | 10 | \$ 2,500 | \$ 250 | 2014 | \$ 1,500 | \$ 1,750 | \$ 2,000 | \$ 2,250 | \$ 2,500 |
| Bathrooms | 4 | 20 | \$ 15,000 | \$ 750 | 2026 | \$ 3,000 | \$ 3,750 | \$ 4,500 | \$ 5,250 | \$ 6,000 |
| Security | 4 | 5 | \$ 25,000 | \$ 5,000 | 2011 | \$ 20,000 | \$ 25,000 | \$ 5,000 | \$ 10,000 | \$ 15,000 |
| Miscellaneous | N/A | N/A | | \$ 5,000 | | \$ 5,000 | \$ 10,000 | \$ 15,000 | \$ 20,000 | \$ 25,000 |
| Community Pool | | | | | | | | | | |
| Pool Building & Watersports | | | | | | | | | | |
| Total | | | \$ 882,500 | \$ 71,000 | | \$ 207,500 | \$ 271,500 | \$ 310,500 | \$ 374,500 | \$ 438,500 |

Proforma Income Statements–Plan Period 2010 -2014

| | Year 1 2010 | Year 2 2011 | Year 3 2012 | Year 4 2013 | Year 5 2014 |
|------------------------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Cash Receipts | | | | | |
| Memberships | \$ 10,575 | \$ 18,945 | \$ 24,840 | \$ 30,735 | \$ 37,800 |
| User Fees | 6,000 | 6,300 | 6,615 | 6,945 | 7,292 |
| Programs | 50,700 | 50,700 | 50,700 | 50,700 | 50,700 |
| Facility Rentals | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 |
| Special Events | 3,300 | 3,300 | 3,300 | 3,300 | 3,300 |
| Merchandise Sales | 500 | 500 | 500 | 500 | 500 |
| Donations | 1,658 | 2,525 | 3,146 | 3,768 | 4,509 |
| Total Revenue | \$ 75,133 | \$ 84,670 | \$ 91,501 | \$ 98,348 | \$ 106,501 |
| Cash Paid Out | | | | | |
| Salaries and benefits | \$ 384,093 | \$ 423,081 | \$ 423,081 | \$ 423,081 | \$ 423,081 |
| Materials Supplies/Contracted | 208,207 | 210,289 | 212,392 | 214,516 | 216,661 |
| Telephone and Communications | 6,100 | 6,161 | 6,223 | 6,285 | 6,348 |
| Utilities | 88,000 | 88,880 | 89,769 | 90,666 | 91,573 |
| Insurance | 30,000 | 30,300 | 30,603 | 30,909 | 31,218 |
| Total Expense | \$ 716,400 | \$ 758,711 | \$ 762,067 | \$ 765,457 | \$ 768,881 |
| Cash Position (end of year) | \$ (641,268) | \$ (1,315,309) | \$ (1,958,876) | \$ (2,652,985) | \$ (3,315,365) |

| ESSENTIAL OPERATING DATA (non-cash flow information) | | | | | |
|---|------------|-----------|-----------|-----------|-----------|
| Capital reserve | \$ 207,500 | \$ 64,000 | \$ 39,000 | \$ 64,000 | \$ 64,000 |

| | Year 1 2010 | Year 2 2011 | Year 3 2012 | Year 4 2013 | Year 5 2014 |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Full Time | | | | | |
| Part-time | | | | | |
| Manager | Manager | Manager | Manager | Manager | Manager |
| Aquatics Sprvsr |
| Youth Coordinator |
| Maintenance Wkr |
| Teen Programmer |
| Sr. Program Coord |
| Athletics Coordinator |
| Recreation Aid |
| Head Lifeguard |
| Lifeguards | Lifeguards | Lifeguards | Lifeguards | Lifeguards | Lifeguards |
| Custodian | Custodian | Custodian | Custodian | Custodian | Custodian |
| FTE | 8.98 | 9.78 | 9.78 | 9.78 | 9.78 |

Appendix A – Potential *Excellence in Service Measures*

- How personnel interact with clients
- Going beyond public expectations
- Well-rounded programs
- Providing desired programs
- Amount of services (core plus other)
- Inclusiveness (non-discriminatory)
- Personal touches
- Reputation for delivering what is offered on schedule.
- Community spirit
- Quality programming and instructors
- Safety
- Friendly

Appendix B – Hypothetical Schedule for Bay Oaks Recreational Campus

| Hypothetical Schedule for Bay Oaks Recreational Campus | | | | | | | |
|---|---------------|------------------|---------------------------------|-----------------------|---------------------------------|------------------|-----------------|
| Hours | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| 8-10 | Closed | Class -Seniors | Closed | Closed | Closed | Closed | Closed |
| 10-11 | Closed | Bridge - Seniors | Open Gym | Open Gym | Open Gym | Open Gym | Open Gym |
| 11-12 | Closed | Bridge - Seniors | Table Games - Seniors | Table Games - Seniors | Open Gym | Open Gym | Open Gym |
| 12-1 | Open Gym | Bridge - Seniors | Table Games - Seniors | Table Games - Seniors | Potluck - Seniors | Open Gym | Open Gym |
| 1-2 | Open Gym | Bridge - Seniors | Table Games - Seniors | Table Games - Seniors | Potluck - Seniors | Open Gym | Open Gym |
| 2-3 | Open Gym | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Open Gym |
| 3-4 | Open Gym | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Open Gym |
| 5-6 | Open Gym | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Club Rec - Youth | Open Gym |
| 6-7 | Closed | Open Gym | Basketball - Adults & Teen Room | Open Gym | Volleyball - Adults & Teen Room | Teen Room | Teen Room |
| 7-8 | Closed | Open Gym | Classroom & Teen Room | Open Gym | Classroom & Teen Room | Teen Room | Teen Room |
| 8-9 | Closed | Open Gym | Classroom & Teen Room | Open Gym | Classroom & Teen Room | Teen Room | Teen Room |
| 9-10 | Closed | Closed | Closed | Closed | Closed | Teen Room | Teen Room |
| 10-11 | Closed | Closed | Closed | Closed | Closed | Teen Room | Teen Room |