



City of Marco Island

To: City Council
From: Daniel J. Smith, A.I.C.P., Director of Community Affairs
Re: Community Affairs - Budget Memo

May 9, 2025

Councilors,

As the Department Head for the Community Affairs Department, which includes Parks and Recreation, Building Services, and Growth Management, our team has observed some common issues we feel may jeopardize our services moving forward if not addressed.

While our department does not rely on large capital funding as a resource, we do depend on general maintenance of these improvements and the quality personnel that provide the services the city currently depends on and expects.

- Risks: Maintaining an educated and dedicated work force – job retention, job recruitment, aging workforce, and staff burnout.
 - City reliance on part-time and volunteer staff (not a reliable and consistent work plan).
 - City reliance on a quality, educated workforce without considering the locational disadvantages (drive to and from work).
 - City reliance on other department's staff to fulfil their needs (poaching) or reliance on unqualified employees to learn on the job.

- Risks: Maintaining functioning, clean and safe recreation facilities and grounds for the community to enjoy.
 - City demand for additional services and programs with no additional resources (personnel + associated funding).
 - Deferred maintenance of grounds and facilities to provide these programs and services (personnel + associated funding).
 - Missed opportunities for other funding sources for improvements (no consistent revenue source for recreation or dedicated FTE to apply for grants).

- Opportunity: Update fee schedules (Recreation, Building Services, Growth Management), supporting level of service demand.