

University Park Recreation District

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<http://universityparkrd.com/>

The Continued Workshop meeting of the **Board of Supervisors of University Park Recreation District** will be held on **Tuesday, February 14, 2023, at 3:00 p.m.** at the **Community Center** located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 845 8893 8513

Passcode: 755354

Join meeting via Zoom:

<https://us02web.zoom.us/j/84588938513?pwd=eUE4Q3BTNGVLNXBsOGViRXk1cWo2QT09>

BOARD OF SUPERVISORS' CONTINUED WORKSHOP MEETING AGENDA

Organizational Matters

- Call to Order
- Roll Call
- Pledge of Allegiance
- Public Comment Period *[for any members of the public desiring to speak on any proposition before the Board]*

Discussion

1. Discussion of UPRD Priorities by the following Categories:
 - a. Membership
 - b. Financial
 - c. Facilities

Date	Meeting Type	Time	Location	Note
February 28, 2023	Workshop Meeting	10:00 AM	University Park	Community Center

Adjournment



University Park Recreation District

Priorities List Compiled from the Board of Supervisors by the following categories:

- Membership
- Financial
- Facilities

Below compiled list is alphabetical by the Board of Supervisors last name.

Mark Criden email response on various categories:

Membership: strengthening social membership

Financial: reporting results to the Community, reducing F&B cgs

Facilities: establishing a clear plan forward for Phase II by mid-2023, with financing in place by late 2023

Sally Dickson email response on various categories:

Membership

1. Cap full memberships and create a waiting list...the cap will likely be a moving target as we assess impact on member experience (available tee times, wait times during play, etc.). Same applies for Racquets memberships.
2. Summer memberships - shorten the summer season, increase the rate, limit to one or two summers.
3. Decide about requiring Social Memberships for homeowners. What do we gain financially? How many memberships would we likely lose? Those who want to participate will join. The primary social membership amenity used is dining, which does not contribute positively to our bottom line. Do similar communities require club memberships and at what level?

Facilities

1. Kitchen renovation must be done asap; irrigation must be committed to and contracted to be done in 2024.

2. Meeting and office space (I believe these will be close in physical proximity and thus can be a combined priority). I give both equal weight in terms of needs.
3. Fitness Center renovation and expansion

Financial

1. Determine capital reserve opportunities that guarantee (as much as possible) that we meet our anticipated needs.
 2. State what we realistically expect F&B to produce relative to % of operating income and profit-loss and focus on improving current inefficiencies
 3. State Master Plan Phase 2 proposal, present it and clearly outline the pros and cons of bond vs assessment vs any other short term borrowing options.
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David Murphy email response on various categories:

Membership

- Should we cap or not cap any or all levels of memberships?
- Should we continue to offer any or all levels of membership to non-residents?
- Are we heading to a membership “cliff” due to an aging member base? (Perhaps the historic moving/dropout rate is going to suddenly increase due to the concurrent aging of all those who moved into the park when it opened)
- Should we offer some kind of Senior Single membership at a reduced rate for those members over a certain age who have a TBD minimum number of years as a member? (in recognition of their long term support of the club).

Financial

- Explore upside potential for initiation fees
- Resident vs. non-resident member dues at all levels. Should they be the same? How elastic is our pricing?
- Build capital reserves. Implement transfer fee on RE sales effective 5/1/23 and Application fee for Summer Golf effective this Summer.
- increase use of dining offerings by members but also focus on how to increase revenue from outside play
- Review a complete menu of financing options including Early Retirement Bonds, Loans, Leases.

Facility

- improve kitchen immediately. Paid for by \$1 million from current cash and a 3 year loan financed by the Transfer Fee. Years 4&5 of the transfer fee will replenish the \$1 million withdrawal.
 - Establish a date for acoustical remediation to be completed in The Grill and Lakeside Room.
 - Commit to a contractor for Summer 2024 Irrigation repair. Explore costs/feasibility of doing one nine per year. (Might not be feasible but should be at least addressed)
 - Establish a Firm date for resolution of all other space needs including office renovation. Create a calendar for meetings, surveys etc. that might need to occur before that date.
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Rusty Piersons email response on various categories:

RD Priorities

Complete a comprehensive 2023-2027 business plan for the RD and facilities, This plan should build on and develop strategic considerations identified in preliminary work done by the RD prior to 2023, in the areas of membership growth/retention, financial responsibility, and facilities development. This work can be done largely with the resources of our community. It is a requirement of the RD charter. If nothing else, the last three years should demonstrate that the RD does not operate in a static environment.

Evolve a committee structure that capitalizes on the enormous talent within our community to more efficiently complete our work and address the priorities of the business plan, while conforming to the Florida Sunshine Law.

Address and fix the community perception that RD communications are slow, incomplete, and with insufficient input from the membership and residents.

Assure that appropriate supervision and an effective project control system are in place so that project work is completed to the specified scope, on schedule, and within budget and provides or exceeds the expectations of the members.

Steve Ludmerer email response on various categories:

SEVEN BOARD DECISIONS/ACTIONS THAT MUST BE TAKEN

❖ **MEMBERSHIP**

- Do we cap Membership?
- If so, at what levels?

❖ **FINACIAL**

- How do we pay for necessary replacement of numerous infrastructure assets?
- How do we pay for expanded and new facilities to meet current and future member/homeowner needs?
- How do we accumulate capital reserves for the longer term?

❖ **FACILITIES**

- How do we scope out expanded and new facilities to meet current/future member needs? (casual dining, activity space, wellness/fitness, offices).
- How do we ensure that we balance our footprint to address these needs in a comprehensive manner?

<u>MEMBERSHIP CAPACITY</u>	<u>ISSUES</u>	<u>IMPACT</u>	<u>POSSIBLE SOLUTION</u>
	Insufficient Dining Capacity for lunch, dinner, outside events	Member Satisfaction Negative	Hire additional kitchen and wait staff in order to add Additional Dining night(s) and increased dining hours
			Expanded capacity with new Outdoor dining; Additional Venue in Masterplan (proshop with added space/varsity club switch)
	Most desirable Member Tee/Court Times Less available	Member Satisfaction Negative	More organized, assigned/disciplined usage of tee/court process.
	Increased Initiation Fee Revenue	Lesser need for Capital contributions	
	Decreased Outside Play Revenue		Offset by increased Member Dues
	Parking Availability	Member Satisfaction	Capital Investment; remove island; narrow spaces; possible use of portion of Parcel L.
	Member Activity/Event Capacity	Member Satisfaction	Expanded capacity with new Outdoor dining; Additional Venue in Masterplan (proshop with added space/varsity club switch)

CAPITAL REQUIREMENTS

EXISTING INFRASTRUCTURE (NECESSARY)	FINANCING ALTERNATIVES	IMPACT	PRO	CON
Total Need is \$9.6 MM. (\$5.5 MM in 2024)		2024 Needed Irrigation, Lake Banks, Bridges ⁴	Provides required upgrades to support the most important revenue generating asset	Some homeowners reject golf course improvements as not their responsibility
			Member Satisfaction	
			Potential to provide more water for community use	
	1. Bond, Requires homeowner referendum		Lowest cost financing	
			Spreads the obligation repayment period with useful life of the assets	
			Four-Six Month Process	
	2. Bank or other third-party financing, requires homeowner approval		None apparent.	Cost of transaction, Collateral assets do not support this financing approach
	3. Assessment, requires Board approval each year			
			Avoids financing cost	Does not match useful life; Penalizes current homeowners
				Annual cost to homeowners in next 4-5 years approximately doubles the cost of Bond.

NEW INFRASTRUCTURE (Pro shop to VC, space for activities, wellness fitness, offices)		Facilities needed to enhance value to all members/homeowners	Member Satisfaction. Staff Satisfaction	
Regardless of configuration need is \$6-8 Million	1. Bond		Single Bond Saves on Cost of Issuance	Requires Homeowner Referendum
			Matches obligation with useful life	
			Helps secure vote of homeowners for Existing Infrastructure Investment	
			Can share cost of issuance, lowering total cost	
	2. Assessment		Board Decision	Saves cost of issuance
				Does not match useful life; Penalizes current homeowners

CAPITAL RESERVES		Currently borne 100% by members; Homeowners should contribute at some level.		
Need additional \$500-800,000/year				
	RE Transfer Fee	\$300,000/yr	0.7% would match Manatee County stamp fee; traditionally paid by seller it can be part of home price negotiation	If buyer pays, then double burden with initiation fee.
	Increased Initiation Fees	\$100,000-300,000	More closely matches value offered.	Will be reduced with membership constraints if any
	Annual Homeowner Capital Assessment of \$500	\$600,000	Simple; straightforward.	Requires annual approval by UPRD Board.
	Increase Member Capital Dues	\$100,000 per 2% increase		

FACILITIES AND SPACES

SWAP PRO SHOP AND VARSITY CLUB

- Will “NEW VARSITY” accommodate food service events/functions?
- How much additional dining capacity will new outdoor dining space provide? Can this additional capacity meet demand?

ADD ~2000 SQ. FT. of ACTIVITY SPACE; IDEALLY CONTIGUOUS

ADD ~1300 SQ. FT. of OFFICE/ADMINISTRATIVE SPACES

ADD 3500 SQ. FT. of WELLNESS/FITNESS SPACES

OVERALL COST \$6-8 million

RECOMMENDATIONS

1. WE DISCUSS CAPPING MEMBERSHIP:

	Current Level (Resident/Non-R) (2/6/2023)	Suggested Cap for Now**
Full	389 (287/102)	425 (315/110)
Racquets	126 (82/44)*	145
Social	764 (655/109)	764 55/109)

*Does not include full members who are also active in Tennis (approx. 50-60) and 20 Twilight Tennis passes.

** Can be changed at any time

2. CAPITAL NEEDS

Treasurer presents review of Capital Requirements and Reserve Requirements in more detail. Consider Bond, Assessment and any Other options.

3. FACILITIES

Criden/Management advisory group develops ‘Masterplan’ option that addresses space needs and considers overall impact on ‘look and feel’ of our footprint.

BACKUP INFORMATION

ACTIVITY/EVENTS SPACE

MEMBERS AND STAFF

CURRENT SPACE

Card Room = 755 sq ft
Varsity Club+Bar = 1350 sq ft
Total = 2100 sq ft

These two spaces are fully booked weekly with card groups, games, mah-jongg, etc. On average, 6 or more monthly scheduled events must be canceled in order to accommodate University Park Country Club priority events. There is no capacity for additional activities. Preferably, smaller spaces should be able to be combined into larger ones.

THE NEED

Two Activity Rooms = 2000 sq ft
RECONFIGUREABLE
Theatre Seating for 200-300
= 2000-3000 sq ft
Total = 4000-5000 sq ft

Adding a minimum of 2x 1000 sq ft to meet the current demand for meeting space and to expand offerings and activities, for all our members and especially social.

Suggestions from our membership:

Scuba and Dancing	Origami
Caregiver Support	Book Club
Movies & Discussions	Music Club
Photography	Wine Club
Arts	Travel Club
Crafts	Language Classes
Investment Club	Bird Watching Club

We need spaces flexible enough to reconfigure into one large space for events such as Concerts, Comedy, Improv, UPCC Actors, Lectures and more! A venue for 250 people.

ADMINISTRATIVE OFFICES

CURRENT SPACE = 2300 sq ft

Our employees are currently based in poorly accessible 2300 sq ft of office space on the second floor of the Varsity Club. The current space is not up to code.

- No windows, poor ventilation, no running water, no conference room, no break room (lunch is at their desks), and minimalist restrooms on the first floor.
- Several offices are shared, several have no room for visitor chairs, and their configuration is not conducive to focused concentration. All of these ten people (plus the two employees downstairs) should be on site to support/optimize services to members.
- Continued growth in members is likely to create a need for 1-2 more people over the next few years.

THE NEED = 3600 sq ft

AVERAGE SPACE USED	SQUARE FEET	ESTIMATE
Large Office	200-400	400 sq ft
Medium Office	150-200	400 sq ft
Standard Office: 6	90-110	600 sq ft
Open Office: 3-4	60-110 per person	400 sq ft
Conference	50 sqft + 25 per person	400 sq ft
Reception	100-200	200 sq ft
Break Room	75 sqft + 20 per person	300 sq ft
Storage	200	200 sq ft
Halls/Corridor	20%-30% usable space	600 sq ft
Total		3600 sq ft

12 employees with average sized space (comingation of open & private

FITNESS/ WELLNESS + RACQUETS

CURRENT SPACE

Fitness Area = 1300 sq ft
Class Studio = 375 sq ft
Reception/Staff = 1000 sq ft
Total = 2700 sq ft

■ FITNESS

Our survey found the fitness center to be the poorest rated amenity in UPCC and rated in the bottom 10% of comparable communities. The equipment is crowded and there is no area for stretching.

■ THE STUDIO

The studio can only accommodate 6-7 people, plus an instructor in a crowded environment. Fitness classes are oversubscribed and sometimes held on a concrete walkway to accommodate registrants, weather permitting.

■ WELLNESS

The current facility has no space for 'wellness' activity/ functions. We have opportunities to expand our fitness center to accommodate members with insurance benefits, but don't have the capacity to do so.

■ RECEPTION/CONSULTATION

Our current facility has approximately 1000 sq. ft. of poorly configured space used for reception, laundry, and bar area.

THE NEED

Fitness Area = 2200 sq ft
Class Studio = 2400 sq ft
Reception/Staff = 1800 sq ft
Total = 6400 sq ft

■ FITNESS

A minimum of two to four additional workout stations and a functioning stretch area are needed. Overall, the need is for a ~50% increase in the weights/cardio area to include stretch and equipment, to ~ 2200 sq. ft.

■ CLASS, STUDIO + WELLNESS ROOMS

Planning sources estimate class size from 16 to 25 sq. ft per person in two (or possibly three) class studios of 800 to 1000 sq. ft each.

Accommodate current activities and enable additional wellness/fitness offerings such as:

Balance and Coordination	Nutrition
Chair Yoga	Pilates
Flexibility + Strength	Fitness for Arthritis
Larger TRX	Spin
Meditation and Relaxation	Sports fitness
Mental Health	

■ RECEPTION/CONSULTATION

Reconfiguration, larger restrooms, a consultation room, physical therapy/massage room, and a couple small offices or cubicals for staff are estimated at an additional 800-1000 sq. ft.