

# University Park Recreation District

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<http://universityparkrd.com/>

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The Workshop meeting of the **Board of Supervisors of University Park Recreation District** will be held on **Tuesday, April 4, 2023, at 2:00 PM** 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' 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. Update on the Development of the Business Plan by Rusty Piersons
2. Update from Mark Criden as follows:
  - a. Neighborhood Meetings
  - b. Capital Improvement Plan
3. Timeline & Communication Plan

Date	Meeting Type	Time	Location	Note
April 14, 2023	BOS Meeting	1:00 PM	University Park	Community Center
May 2, 2023	Workshop Meeting	2:00 PM-4:00 PM	University Park	Community Center

### **Adjournment**



# **Proposal for a Business Plan project**

University Park Recreation District  
(UPRD)

# Proposal for a Business Plan project

## Executive Summary

A complementary Business Plan project that supports our UPRD journey by:

1. Creating a clear and compelling **Business Plan** that explains who the UPRD is (current state), where it's going (future state) and how it's measurably going to get there (gap analysis and closure).
2. Strengthening **Project Management** to ensure that the right projects are being developed and that they are being delivered effectively and efficiently.
3. Establishing a roster for an independent **Resident Advisory Panel** to validate the Business Plan and to assure that Projects are properly developed and ready for execution.

Experience has shown that this type of investment up front results in a better outcome that is delivered on time and on budget.

# Proposal for a Business Plan project

## Purpose, Deliverables & Benefits

### Purpose:

Create an **evergreen five-year business plan** for the enduring and sustainable operation and maintenance of the UPRD recreational facilities and the development of new projects.

### Deliverable:

A clear and compelling business plan that explains who UPRD is (current state,) where it's going (future state,) and how it's going to measurably get there (gap analysis and closure).

### Benefits:

- Support Board responsibilities for strategic guidance and fiduciary oversight.
- Improve the common understanding of the UPRD among residents and help boost resident involvement and consensus.
- Assure that the right projects are being developed and delivered effectively and efficiently.
- Highlight operational and financial metrics as a basis for analyzing and improving our enterprise.

# Proposal for a Business Plan project

## High-Level Project Plan



1. Develop an Outline for a Business Plan Project



**2. Board review – Apr 4, 2023.**

3. Project Kick-off

4. Data Collection (avoid reinventing things)

a. Acknowledge and integrate efforts to date (including master plans, financial plans, project plans, etc.).

b. Interview Stakeholders (e.g., Board, Staff, Residents)

5. Data Analysis



6. Generate Business Plan and associated Communication Plan

7. Due Diligence and Assurance to finalize Business Plan

8. Review findings with Board and communicate with Residents

# Proposal for a Business Plan project

## Preliminary Business Plan Structure & Contents

1. Executive Summary
2. Overview and Context (post appraisal, description of current state)
3. Business Model (creating and delivering value for residents and the public)
4. Market Research (benchmarking, description of future state)
5. Definition of Key Success Factors, with Operational and Financial Metrics
6. Gap Analysis (including viable actions and projects to close gaps)
7. Strategy and Planning (5-year plan for implementation)
8. Operational Details (per standard business practices)
-  9. **Project Details (per standard project management system)**
10. Financial Framework (5-year plan and projections)
-  11. **Due Diligence and Assurance**
12. Appendix (data & analysis)

# Proposal for a Business Plan project Project Management

## Aspects and Evidence of an Adequate System for Project Execution and Control (HW King):

1. Explain to community how each project supports our approved **Business Plan** and long-term objectives.
2. Project **sponsor/responsible manager** clearly identified.
3. **Scope** of work clearly defined, with limitations and risks clearly identified.
4. **Cost** estimate clearly defined, with assumptions and contingencies identified.
5. **Schedule** clearly defined, with assumptions and contingencies identified.
6. **Procurement** of significant materials and services uses good practice and Manatee County statute procedure.
7. **Change Management** system in place to capture deviations from project assumptions.
8. **Communication** of Project status in a timely fashion to the community through the Board of Supervisors.
9. **Lessons Learned** are documented and communicated for future improvements into the system.
10. **Post-appraisal** of project delivery is considered a key part of the financial performance of the RD.

University Park Recreation District  
Aspects and Evidence of an Adequate System for Project Control

1. Projects above a significant level of value set by the Board of Supervisors, whether capitalized or expensed, are filed, and sequentially numbered by the year of initiation. Project status reports are issued periodically by the Project Manager and approved by the BOD.
2. Project requests submitted for authorization to the Board of Supervisors have a sponsor/responsible manager clearly identified, project with a TIC above a significant amount set by the Board's request a project management professional.
3. Project requests submitted for authorization to the Board of Supervisors have a clearly identified scope of work, and limitations to and risks to that scope are also clearly identified.
4. Project requests submitted for authorization to the Board of Supervisors have a clearly identified and issued cost estimate basis, with clearly stated assumptions.
5. In general, project cost estimates include reasonable contingency funding which reflects an appraisal of scope, schedule, cost, and any other reasonably knowable risks at project inception.
6. Procurement of significant materials and services uses good practice and Manatee County statute procedure, if applicable (assessment, sealed bids from qualified contractors and suppliers). Exceptions, or other contracting, are in approved any for legitimate business reasons.
7. Project requests submitted for authorization to the Board of Supervisors have a clearly identified execution schedule, and limitations, contingencies, and assumptions on which the schedule are based are clearly identified.
8. A change management system is in place to capture deviations from project assumptions likely to result in negative cost/schedule implications. When required, supplemental funding, and/or a significant alteration of the project scope of work are to be approved by the Board of Supervisors prior to unauthorized commitments by the project team.
9. Project status is communicated regularly and in a timely fashion to the community through the Board of Supervisors. The Board of Supervisors takes responsibility for explaining to the community how each project supports our **approved business plan** and long term objectives.
10. Projects are easily completed thereby no issues are learned, documented, and communicated to build future improvements into the system.
11. Project execution and control is considered a key part of the financial performance of the RD and as such is regularly subjected to internal and external audit against the above points.

BW Rule\_01 3/24/2022

# Proposal for a Business Plan project

## Resources and Assurance

A **Business Plan Team** would be created from a diverse selection of residents based on expertise, experience and perspective.

- Overseen by the business, who will execute and own the plan going forward (i.e., keep it evergreen)
- As a first step, assure the right balance on the team (i.e., full breadth of community representation).
- Typically, 6-10 people

An independent **Resident Advisory Panel** would draw relevant expertise from a roster of volunteers within the community

- Opportunity to leverage the current UPRD request for volunteers
- Select members as required to offer a ‘fresh eyes’ review:
  - Assure a quality business plan that is complete and has substance.
  - Assure quality project development and readiness to execute.
- Typically, 4-6 people



# Proposal for a Business Plan project

## Requests for Board consideration

1. Kick-off a **Business Plan project** team
  - a) Create a clear and compelling **Business Plan** that explains who the UPRD is (current state), where it's going (future state) and how it's measurably going to get there (gap analysis and closure).
  - b) Where possible (and practical), mutually align with the current **Capital Improvement Plan** Timeline and Communication.
2. Strengthen **Project Management** to ensure that the right projects are being developed and that they are being delivered effectively and efficiently.
3. Establish a roster for an independent **Resident Advisory Committee** to validate the Business Plan and to assure that Projects are properly developed and ready for execution.

**University Park Recreation District**  
**Aspects and Evidence of an Adequate System for Project Control**

- 1. Projects above a significant level of value set by the Board of Supervisors, whether capitalized or expensed, are titled, and sequentially numbered by the year of initiation. Project Status Reports are issued periodically by the Project Manager and approved by the BoS.**
- 2. Project requests submitted for authorization to the Board of Supervisors have a sponsor/responsible manager clearly identified, projects with a TIC above a significant amount (set by the Board) require a project management professional.**
- 3. Project requests submitted for authorization to the Board of Supervisors have a clearly identified scope of work, and limitations to and risks to that scope are also clearly identified.**
- 4. Project requests submitted for authorization to the Board of Supervisors have a clearly identified and sound cost estimate basis, with clearly stated assumptions.**
- 5. In general, project cost estimates include reasonable contingency funding which reflects an appraisal of scope, schedule, cost, and any other reasonably knowable risks at project inception.**
- 6. Procurement of significant materials and services uses good practice and Manatee County statute procedure, if applicable (announced, sealed bids from qualified contractors and suppliers). Exceptions, as sole-sourcing, are on approval only for legitimate business reasons.**
- 7. Project requests submitted for authorization to the Board of Supervisors have a clearly identified execution schedule, and limitations, contingencies, and assumptions on which the schedule are based are clearly identified.**
- 8. A change management system is in place to capture deviations from project assumptions likely to result in negative cost/schedule implications. When required, supplemental funding, and/or a significant alteration of the project scope of work are to be approved by the Board of Supervisors prior to unauthorized commitments by the project team.**
- 9. Project status is communicated regularly and in a timely fashion to the community through the Board of Supervisors. The Board of Supervisors takes responsibility for explaining to the community how each project supports our approved business plan and long-term objectives.**
- 10. Projects are rarely completed flawlessly so lessons are learned, documented, and communicated to build future improvements into the system.**
- 11. Project execution and control is considered a key part of the financial performance of the RD and as such is regularly subjected to internal and external audit against the above points.**