

# University Park Recreation District

3501 Quadrangle Blvd., Suite 270, Orlando, FL 32817 Phone: 407-723-5900 Fax: 407-723-5901

<http://universityparkrd.com/>

---

The regular meeting of the **University Park Recreation District Board of Supervisors** will be held on **Friday, August 11, 2023, at 1:00 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' MEETING AGENDA**

### **Organizational Matters**

- Call to Order
- Roll Call to Confirm Quorum
- Public Comment Period *[for any members of the public desiring to speak on any proposition before the Board]*
- Supervisor Requests & Comments

### **Administrative Matters**

1. Consideration of the Minutes of the April 28, 2023, Strategy Workshop Meeting
2. Consideration of the Minutes of the May 18, 2023, Continued Strategy Workshop Meeting
3. Consideration of the Minutes of the June 13, 2023, Continued Strategy Workshop Meeting
4. Consideration of the Minutes of the June 27, 2023, Board of Supervisors' Workshop Meeting
5. Consideration of the Minutes of the July 14, 2023, Board of Supervisors' Meeting
6. Consideration of the Minutes of the July 21, 2023, Continued Board of Supervisors' Meeting

### **Business Matters**

7. Presentation on the Preliminary Draft of the Business Plan
8. Discussion of the 2024 Membership Program
9. Report on Country Club Policies and Compliance Matter

### **Staff Report Matters**

10. District Counsel
  - a. Update on CCR Proposed Amendments
11. District Manager



12. Club Management
- a. Management Discussion & Analysis Report

**District Financial Matters**

13. Ratification of Payment Authorization Nos. # 97-98

Date	Meeting Type	Time	Location	Note
September 5, 2023	Workshop Meeting	2:00 PM- 4:00 PM	University Park	Community Center
September 8, 2023	Board Meeting	1:00 PM	University Park	Community Center

14. Supervisor Requests & Comments

**Adjournment**



# **University Park Recreation District**

Consideration of the Minutes of the  
April 28, 2023, Strategy Workshop Meeting

## **MINUTES OF MEETING**

### **UNIVERSITY PARK RECREATION DISTRICT STRATEGY WORKSHOP MEETING**

**Friday, April 28, 2023**

**10:00 a.m.**

**Community Center**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present at roll call in person or via phone:

Sally Dickson	Chairperson	
Mark Criden	Vice Chairperson	(via phone)
Steve Ludmerer	Treasurer / 2 <sup>nd</sup> Vice Chairperson	
David Murphy	Assistant Secretary	
Rusty Piersons	Assistant Secretary	

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC
Mark Barnebey	Blalock Walters - District Counsel
John Fetsick	General Manager - Country Club

### **FIRST ORDER OF BUSINESS**

#### **Organizational Matters**

#### **Call to Order and Roll Call**

The meeting was called to order at 10:00a.m. by Ms. Dickson Those in attendance are outlined above.

### **SECOND ORDER OF BUSINESS**

#### **Discussion**

Discussion:

- History of development of Phase 2 projects
- Reiteration of space needs and square footage
- Discussion of utilization of Parcel L for office space and meeting space
- Discussion of Fitness Center (refurbished and add on)
- Varsity (refurbished)
- Kitchen (upgrade)
  - Supervisor suggestion for kitchen expansion to create additional dining and multifunctional space.



- Irrigation (upgrade)
  - Summer 2024 start (August)
  - Possible financing options (bond/bank loan/vendor finance)

### **THIRD ORDER OF BUSINESS**

### **Continuance**

ON MOTION by Ms. Dickson, with all in favor, the April 28, 2023, Strategy Workshop Meeting of University Park Recreation District was continued at 1:00 p.m. to May 18, 2023, for 1:30 p.m. at this location.

\_\_\_\_\_  
Secretary / Assistant Secretary

\_\_\_\_\_  
Chairperson / Vice Chairperson

# **University Park Recreation District**

Consideration of the Minutes of the  
May 18, 2023, Continued Strategy  
Workshop Meeting

## **MINUTES OF MEETING**

### **UNIVERSITY PARK RECREATION DISTRICT CONTINUED STRATEGY WORKSHOP MEETING**

**Thursday, May 18, 2023**

**1:30 p.m.**

**Community Center**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present at roll call in person or via phone:

Sally Dickson	Chairperson
Mark Criden	Vice Chairperson
Steve Ludmerer	Treasurer / 2 <sup>nd</sup> Vice Chairperson
David Murphy	Assistant Secretary
Rusty Piersons	Assistant Secretary

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC (via phone)
Mark Barnebey	Blalock Walters - District Counsel
John Fetsick	General Manager - Country Club

### **FIRST ORDER OF BUSINESS**

#### **Organizational Matters**

#### **Call to Order and Roll Call**

The meeting was reconvened at 1:30 p.m. by Ms. Dickson Those in attendance are outlined above.

### **SECOND ORDER OF BUSINESS**

#### **Discussion**

#### **Discussion**

1. Review of original Master Plan renderings
  - Comparison with current square footage proposals
2. Timeline for accomplishing all elements up to referendum.

### **THIRD ORDER OF BUSINESS**

#### **Continuance**

ON MOTION by Ms. Dickson, with all in favor, the May 18, 2023, Continued Strategy Workshop Meeting of University Park Recreation District was continued at 4:30 p.m. to June 13, 2023, for 1:30 p.m. at this location.

---

Secretary / Assistant Secretary

---

Chairperson / Vice Chairperson

# **University Park Recreation District**

Consideration of the Minutes of the  
June 13, 2023, Continued Strategy  
Workshop Meeting

## **MINUTES OF MEETING**

### **UNIVERSITY PARK RECREATION DISTRICT CONTINUED STRATEGY WORKSHOP MEETING**

**Thursday, June 13, 2023**

**1:30 p.m.**

**Community Center**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present at roll call in person or via phone:

Sally Dickson	Chairperson
Mark Criden	Vice Chairperson
Steve Ludmerer	Treasurer / 2 <sup>nd</sup> Vice Chairperson
David Murphy	Assistant Secretary
Rusty Piersons	Assistant Secretary

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC
Mark Barnebey	Blalock Walters - District Counsel
John Fetsick	General Manager - Country Club

### **FIRST ORDER OF BUSINESS**

#### **Organizational Matters**

#### **Call to Order and Roll Call**

The meeting was reconvened at 1:30 p.m. by Ms. Dickson. Those in attendance are outlined above.

### **SECOND ORDER OF BUSINESS**

#### **Discussion**

Discussion:

- Reiteration of alignment on Capital Improvement Projects
  - Consider Kimley Horn for edits/updates of original video.
- Review of timeline
  - Merge Communications with Financing timeline
- Review of Phase 1 Summary
  - Plan for release in Club Weekly, email
- Communications topics
  - Second survey prior to late August release
    - Preparation of renderings in advance
  - Possible weekly RD email with relevant topics (Wednesdays?)

**THIRD ORDER OF BUSINESS**

**Adjournment**

ON MOTION by Ms. Dickson, with all in favor, the June 13, 2023, Continued Strategy Workshop Meeting of University Park Recreation District was adjourned at 3:49 p.m.

\_\_\_\_\_  
Secretary / Assistant Secretary

\_\_\_\_\_  
Chairperson / Vice Chairperson

# **University Park Recreation District**

Consideration of the Minutes of the  
June 27, 2023, Board of Supervisors'  
Workshop Meeting



## **MINUTES OF MEETING**

### **UNIVERSITY PARK RECREATION DISTRICT WORKSHOP MEETING**

**Tuesday, June 27, 2023**

**2:00 p.m.**

**Community Center**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present at roll call in person or via phone:

Sally Dickson	Chairperson
Mark Criden	Vice Chairperson
Steve Ludmerer	Treasurer
David Murphy	Assistant Secretary
Rusty Piersons	Assistant Secretary

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC
Venessa Ripoll	District Manager - PFM Group Consulting LLC (via phone)
Kwame Jackson	ADM - PFM Group Consulting LLC (via phone)
Mark Barnebey	Blalock Walters - District Counsel (via phone)
Curtis Nickerson	Director of Properties and Facilities - Country Club
John Fetsick	General Manager - Country Club
Various Audience Members	

## **FIRST ORDER OF BUSINESS**

### **Organizational Matters**

#### **Call to Order and Roll Call**

The meeting was called to order at 2:01 p.m. by Ms. Dickson and Ms. Carvalho confirmed quorum to proceed with the meeting. Those in attendance are outlined above.

#### **Public Comments**

There were no public comments at this time.

## **SECOND ORDER OF BUSINESS**

### **Discussion**

#### **Presentation Regarding Fitness / Wellness Space Needs**

Mr. Loundy, Ms. Fairchild, and Ms. Otterman reviewed their presentation of the Fitness and Wellness Center for the Board and residents. Mr. Loundy provided an overview of the Fitness and Wellness Center, stating that the objective is to provide the Board with data driven information to support space needs for today and into the future. So far, they have spoken to many residents and members about how they currently use club facilities, how their individual needs are not met, and how their needs are expected to change in the future. They've also reviewed the available scheduling and usage data from UPCC management, asked current and future users to provide input on needs that are not met and how needs are expected to change in the future, and summarized the data to better understand what space is needed as Board discussion continues.

He mentioned that the fitness center is available to those who are full members or have paid for a fitness, golf, or racquets pass which totals about 950 potential users. If fitness is provided as a benefit for all members, including the 1,300 social members, that numbers is raised to 2,300 potential users. Industry standards indicate that around 20% of people use the fitness center. He mentioned that a group fitness room can only handle around 8 people, which is discouraging people from signing up and suggested doubling the number of rooms and the size of the rooms so that they can offer double the class sizes and double the number of classes a week. Offering a fuller schedule of programs will bring back people from competitors and add the convenience of working out on club property. Industry surveys show that working out with friends is more fun than with strangers and that group fitness classes tend to have a better retention rate than individual workouts. Classes range from 6 – 18 a week with people attending those classes ranging from 19 – 87 a week. He mentioned the importance of exercise for people 65 years or older. He emphasized the importance of Group Fitness classes. The current rooms only fit around 8 people when according to industry standards, they should have at least one room for up to 30 participants.

The current fitness center was built to serve as a café for the tennis and croquet members. The exercise equipment is well over a decade old and is spaced too close together to meet industry standards and safety. There are currently 24 pieces of fitness equipment in a 1,300 sq ft floor space. The machines should be at least 20 inches apart but are currently only 8 inches apart. The rows of equipment should be at least 6 feet apart but are currently only 16 – 30 inches apart. It's reasonable to allocate 30% - 35% of the space to functional and group exercise training, but more than 25% of the building is taken up by the lobby and reception area, the admin offices, and the bathrooms. There is also not a lot of space to stretch if you are not in one of the classrooms. The proposed renovation is for the new

equipment room to have 1,500 sq ft. The new renovation area will provide over 900 sq ft of backroom space which will include the reception area, offices for the director and staff, a kitchenette, bathrooms, storage, and a private room for personal evaluations for new members. There will also be storage for chairs for workouts, mats, balls, ropes, hoops, and bands for strength and balance training. The current configuration of the fitness center is at 3,600 sq ft but will need to be increased to 6,950 sq ft for the recommended configuration. This increased space would be able to contain fitness equipment, mats, consulting and therapy, entry, reception, offices, a kitchenette, bathrooms, a corridor, two fitness group rooms, and storage for fitness equipment. He had provided a proposed layout for the new fitness center. He concluded by saying they are trying to focus on the health and wellness of the members and believes now is the time to upgrade and enlarge the fitness center in order to provide the space and programs that the members require.

Ms. Dickson had a question about the new vs. old equipment and if the old equipment is leased. Some of the older equipment is leased and some have been purchased, but new equipment could be leased as well. There was also a question about the functions of the new equipment with the room utilization. Mr. Ludmerer suggested that two group exercise rooms should be included in the plan. If the room is not fully utilized for classes, it could be used for either physical therapy or massage. Mr. Criden stated that he believed an educational piece would be extremely important. Ms. Dickson suggested that there be a fitness day that would provide information about the various classes that are offered at the fitness center. Mr. Criden thanked the Group for their hard work on the presentation. Mr. Murphy had some comments about safety and his first-hand experience with the equipment in close proximity. There was a question concerning adding an AED defibrillator machine. Lengthy discussion ensued about the areas in which there should be additional AED defibrillator machines as well as the location for the existing machines.

### **THIRD ORDER OF BUSINESS**

### **Presentation on Survey Results**

Mr. Murphy provided an overview of the initial survey that had gone out to residents on June 19 with the purpose of gaining insight into the member's utilization and perception of the UPCC. They had received 701 responses from the "opt-in" email. 64% of the respondents are full time residents, 19% are here most of the year, and 17% are seasonal. 42% of respondents are full members, 49% are social members, and 8% are racquet members. He went over the rest of the data collected from the survey; some responses were more positive than others. He believes more focus needs to be on the fitness center as it received the lowest positive score in the survey. Most people have preferred to go to a fitness center outside of the country club. Ms. Dickson had a question about the UPCC membership and management operation. She emphasized the importance of communication with residents and having them opt-in to receive emails. Mr. Ludmerer suggesting doing an opt-in campaign.

Mr. Makosky wanted to congratulate both presentations and suggested that meditation be included in the new fitness center as well as rename the rooms to wellness and fitness. He also suggested adding an area where residents can sit down and eat and have a refreshment after a workout as well as including a lounge area. Ms. Shabe stated that improvements need to be made and had some questions concerning the usage and collection of data.

#### **FOURTH ORDER OF BUSINESS**

#### **Update on Timeline for Phase 2 Projects and Improvements**

Mr. Ludmerer provided an overview of the timetable. We need to hold a meeting sometime in September or early October to focus on the financing necessary to achieve the capital improvement plan.

#### **FIFTH ORDER OF BUSINESS**

#### **Update on Charter and DRI Zoning Amendments**

Mr. Barnebey mentioned that the County Commissioner will consider the changes made to the charter at their first meeting in August. The DRI zoning is still in the process of being worked through. He had also been in contact with the UPCA attorney concerning the CCR amendments. Mr. Cantarella had some comments on staff members certification of the AED defibrillator machines and recommended additional training of staff weekly along with communication to the residents where the AED defibrillator machines are located throughout the Country Club. Mr. Fetsick stated there are staff that are certified, and their certification is renew annually. He will explore more frequent training sessions for the staff members.

#### **SIXTH ORDER OF BUSINESS**

#### **Adjournment**

There were no additional items to come before the Board.

ON MOTION by Ms. Dickson, with all in favor, the June 27, 2023, Workshop Meeting of University Park Recreation District was adjourned at 3:36 p.m.
--

---

Secretary / Assistant Secretary

---

Chairperson / Vice Chairperson

**University Park  
Recreation District**

Consideration of the Minutes of the  
July 14, 2023, Board of  
Supervisors' Meeting

## **MINUTES OF MEETING**

### **UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' MEETING**

**Friday, July 14, 2023**

**1:00 p.m.**

**Community Center**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present at roll call in person or via Zoom:

Mark Criden	Vice Chairperson
Steve Ludmerer	Treasurer / 2 <sup>nd</sup> Vice Chairperson
David Murphy	Assistant Secretary

Also, Present in person or via Zoom:

Vivian Carvalho	District Manager - PFM Group Consulting LLC (via zoom)
Venessa Ripoll	District Manager - PFM Group Consulting LLC (via Zoom)
Marisa Powers	Blalock Walters - District Counsel
Curtis Nickerson	Director of Properties and Facilities - Country Club
John Fetsick	General Manager - Country Club
Various Audience Members Present and Via Zoom	

## **FIRST ORDER OF BUSINESS**

### **Organizational Matters**

#### **Call to Order and Roll Call**

The meeting was called to order at 1:00 p.m. by Mr. Criden and Ms. Carvalho confirmed quorum to proceed. Those in attendance are outlined above.

The Board proceeded with the pledge of allegiance.

#### **Public Comments**

Mr. Criden stated there will be no business discuss today due to unforeseen circumstances of 2 Board of Supervisors that are not able to be present for the meeting. The Board determined is best to continue this meeting to a future date and time. Discussion ensued on the availability of the Board of Supervisors for a meeting on Friday, July 21, 2023, at 1:00PM at this location.

**SECOND ORDER OF BUSINESS**

**Continuance**

There were no further comments.

ON MOTION by Mr. Ludmerer, seconded by Mr. Murphy, with all in favor, the July 14, 2023, Board of Supervisors' Meeting of University Park Recreation District was continued at 1:03 p.m. to Friday, July 21, 2023, at 1:00 PM at this location.

\_\_\_\_\_  
Secretary / Assistant Secretary

\_\_\_\_\_  
Chairperson / Vice Chairperson

# **University Park Recreation District**

Consideration of the Minutes of the  
July 21, 2023, Continued Board of  
Supervisors' Meeting



## **MINUTES OF MEETING**

### **UNIVERSITY PARK RECREATION DISTRICT CONTINUED BOARD OF SUPERVISORS' MEETING**

**Friday, July 21, 2023**

**1:00 p.m.**

**Community Center**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present at roll call in person or via Zoom:

Sally Dickson	Chairperson
Mark Criden	Vice Chairperson
Steve Ludmerer	Treasurer / 2 <sup>nd</sup> Vice Chairperson
David Murphy	Assistant Secretary
Rusty Piersons	Assistant Secretary

Also, Present in person or via Zoom:

Vivian Carvalho	District Manager - PFM Group Consulting LLC
Venessa Ripoll	District Manager - PFM Group Consulting LLC (via Zoom)
Kwame Jackson	ADM - PFM Group Consulting LLC (via Zoom)
Mark Barnebey	District Counsel (via Zoom)
Curtis Nickerson	Director of Properties and Facilities - Country Club
John Fetsick	General Manager - Country Club
Various Audience Members Present and Via Zoom	

## **FIRST ORDER OF BUSINESS**

### **Organizational Matters**

#### **Call to Order and Roll Call**

The meeting was reconvened at 1:00 p.m. by Ms. Dickson and Ms. Carvalho confirmed quorum to proceed. Those in attendance are outlined above.

The Board proceeded with the pledge of allegiance.

#### **Public Comments**

Ms. Pizzi had a comment concerning the presentation made last meeting about the Fitness Center as it relates to if the district has a larger fitness center there will be more people to utilize the space. She emphasized the need for the presenter to have data to back up the comments being made.

## **SECOND ORDER OF BUSINESS**

### **Administrative Matters**

#### **Consideration of the Minutes of the June 9, 2023, Board of Supervisors' Meeting**

The Board reviewed the minutes.

ON MOTION by Mr. Criden, seconded by Mr. Murphy, with all in favor, the Board approved the Minutes of the June 9, 2023, Board of Supervisors' Meeting.

## **THIRD ORDER OF BUSINESS**

### **Business Matters**

#### **Presentation from Golf Advisory Group, Short Game Practice Area Improvement Plan**

Mr. Nickerson provided an overview of the Golf Advisory Group presentation. He has had numerous members and groups approach the staff with suggestions on how to improve the practice and range areas to better meet the demands of today's game. Many improvements have already been made including expanding the main range tee, new walking path with mat hitting areas, rebuilding the practice bunker, and installing a small chipping area with an actual putting green surface. This project hopes to improve member and guest satisfaction.

The project is to design, construct, and implement a short game area within the driving range area. They are hoping to provide golfers with a dedicated space to practice their short game skills, including chipping, pitching, and bunker shots. The short game area will be located adjacent to the driving range practice area, near the current area but much larger with an estimated 65,340 sq. ft. (app. 1.5 acres) of improved practice space. The short game area will include multiple practice greens with various slopes, bunkers, chipping and pitching areas. He provided an overview of the site map.

Mr. Nickerson stated he estimates this project would take around 4 months to complete, subject to major weather events and also finding existing drainage, irrigation, and infrastructure which is not currently marked in the area. This project is estimated at the cost of around \$250,000. It was suggested that a contingency of 10% be added for unforeseen issues to this project. This

project will not include irrigation.

Ms. Dickson had a question about reducing the cost of the project if they were to utilize some staff that was onsite. She also asked if this project would impact the space and value of the area.

Mr. Murphy suggested that any potential operational expenses be worked into the budget. Mr. Nickerson mentioned that they plan to partner with an experimental robotic group with an automated range picker that would be able to cover the short-range area.

Mr. Ludmerer stated he was in full support of the work. Ms. Dickson asked how the funding for the project would be handled. Mr. Ludmerer commented on the Racquets area fence and light poles that are in need of repair and recommends that they proceed with both of the projects. Mr. Ludmerer noted that capital funds for both projects are available from capital reserves. Mr. Criden asked if the two projects are a part of the capital reserve study. Mr. Fetsick and Mr. Ludmerer confirmed that it is part of the reserve study presented earlier this year. It was suggested that Mr. Fetsick be authorized to move forward with both projects and appropriate RFQs.

ON MOTION by Mr. Criden, seconded by Mr. Murphy, with all in favor, the Board authorized Mr. Fetsick to move forward with the project for a not to exceed amount of \$300,000 and pursuant to the purchasing code process.

Mr. Piersons asked if this project would impact the work that Mr. Criden and Mr. King are currently doing with the business plan and capital improvement plan for Phase 2. It was confirmed it is not the case.

#### **FOURTH ORDER OF BUSINESS**

#### **Staff Report Matters**

District Counsel – Mr. Barnebey updated the Board of the minor changes and additions he had made to the Covenants Codes Restrictions (CCR) wording. A minor change was made to the wording in section 17.6 concerning the failure to pay initiation fees and annual dues by an owner. An additional sentence was added in section 17.1 stating lot owners have certain privileges and obligations as set forth in the Charter of the UPRD as may be amended from time to time. There was a question concerning the wording in the CCR as it relates to the Mutual Cooperation Agreement and if it should be approved.

Lengthy discussion ensued on those changes by the Board and impacts to the Mutual Cooperation Agreement between the UPRD and UPCA.

ON MOTION by Ms. Dickson, seconded by Mr. Murphy, with all in favor, the Board approved the suggested changes outlined and presented by District Counsel pertaining to the CCR revisions subject to review and agreement of the Mutual Cooperation Agreement prior to informing UPCA of the CCR changes.

Mr. Barnebey mentioned the Land Use Exchange Agreement and the concern of too much traffic in the area. He suggested a traffic study be conducted; he expected the cost to be under \$5,000. He recommended that the Board authorize the Chair to execute an agreement to hire transportation consultant to look at the issue of the Land Use Exchange. He explained to the Board what the Land Use Exchange is meant for which in essence is trading the rights to residential land for commercial and recreational use.

ON MOTION by Mr. Criden, seconded by Mr. Ludmerer, with all in favor, the Board authorized the Chair to execute an agreement to hire transportation consultant to look at the issue of the Land Use Exchange with a not-to-exceed amount of \$10,000 for such traffic study report.

Mr. Ludmerer asked Mr. Barnebey to look into excluding storage space as part of our DRI square footage allocation for country club activities. This makes sense as storage space does not create additional traffic.

Mr. Ludmerer noted that the contacting process for UPRD appears slow and cumbersome. He suggested that District Council explore getting a standard contract template to utilize for contracts in which the District enters into with various service providers.

District Manager – This item was moved to the end of the meeting.

Club Management (Management Discussion & Analysis Report/Update on the Business Plan Progress) – Mr. Fetsick provided an overview of the report. It was announced on June 30<sup>th</sup>, 2023 that they would be returning to a “two to a cart” policy for golf carts. The majority of the membership was in support of this decision. There is no current announcement for the transition of leadership for racquets and fitness but should have announcement within the next two weeks. The plan is to have a director for racquets and a director for fitness. There are plans to close the dining hall for a week after Labor Day for a number of projects including acoustic installation, floor to ceiling cleaning, general maintenance, and the Café punch list items. The staff will be paid for a 6-hour training day during that week. He mentioned that the Father’s Day Brunch was very successful. Also, the 4<sup>th</sup> of July was successful throughout the

Club with Golf, Racquets, and Dining all having strong participation. They have begun building a 2023-2024 calendar for future events. Current plans include moving Bingo/Trivia night from Thursday to Tuesday nights and adding a 3<sup>rd</sup> night for a la carte dining on Thursday. Themed nights will largely be focused on Wednesday nights. Live entertainment is planned for the Café on Thursdays and for the Varsity Club on Fridays.

There are currently 399 full memberships, 121 racquet memberships, and over 750 social memberships with a grand total of 1292 membership with 148 grandfathered non-members. Summer golf memberships are at 133 and 28 summer tennis memberships.

He reviewed the financial statements as of May 31, 2023. Revenue golf operations are at \$350,000.00 over budget, membership dues are \$74,000.00 over budget, and dining operations are \$188,000.00 over budget. There have been some challenges with the dining room budget. Mr. Murphy suggested that when creating the budget, it would be helpful to see a breakout by category membership level as there are differences in revenue between a full membership and a social membership.

Mr. Fetsick provided an update of the Business Plan. He has had weekly meetings and is hoping to have an update on August 1 and have a presentation from Mr. Baumen during the August 11, 2023, meeting.

## **FIFTH ORDER OF BUSINESS**

### **District Financial Matters**

#### **Ratification of Payment Authorization Nos. # 95 – 96**

Mr. Fetsick reviewed the payment authorizations.

ON MOTION by Mr. Ludmerer, seconded by Mr. Murphy, with all in favor, the Board ratified Payment Authorization Nos. # 95 – 96.

#### **Supervisor Requests & Comments**

Ms. Dickson stated that they had received a request for artwork in the Lakeside room. Deborah Van Brunt mentioned the offer of using the Varsity Room for the artwork, but the problem being the wall panels need to be patched and painted before use. Mr. Murphy along with Mr. Piersons and Mr. Criden believe that this is an operational matter. Deborah Van Brunt asked when the acoustic paneling would be complete and what would be done about the gray artwork on the wall. Mr. Makosky had a comment concerning the CCR and his disagreements with the rental

provisions.

Ms. Carvalho stated that August 1<sup>st</sup>, 2023 will be the next Workshop Meeting from 2:00 p.m. – 4:00 p.m. and August 11<sup>th</sup> at 1:00 p.m. is the next Board of Supervisors' Meeting. The August 29<sup>th</sup>, 2023 Workshop Meeting will be cancelled and moved to September 5<sup>th</sup> from 2:00 p.m. – 4:00 p.m.

## **SIXTH ORDER OF BUSINESS**

## **Adjournment**

There were no further comments.

ON MOTION by Mr. Criden, seconded by Mr. Murphy, with all in favor, the July 14, 2023, the Continued Board of Supervisors' Meeting of University Park Recreation District was adjourned at 2:47 p.m.

---

Secretary / Assistant Secretary

---

Chairperson / Vice Chairperson

# **University Park Recreation District**

Presentation on the  
Preliminary Draft of the Business Plan



# UPRD Business Plan

BoS INTERIM BRIEFING

Aug 11, 2023



# UPRD Business Plan project

## Plan & Progress (highlights)

*Creation of an evergreen **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).*

### Value Proposition:

- Support UPRD journey and Board responsibilities for strategic guidance and fiduciary oversight.
- Improve a common understanding of the UPRD among residents to create a positive groundswell (e.g., reduce confusion, increase consensus).
- Highlight operational and financial metrics as a basis for analyzing and improving our enterprise as well as communicating success.

### Diverse Team of Volunteer Residents (~50/50 F/S):

Russell Piersons (UPRD Board Sponsor), John Fetsick & Merci Harrod (UPCC Management Oversight), Chris Edwards & Ted Baumen (facilitators), Kristi Christianson, Henry King, Cathie Schaffer, Greg Selepe, Tim Tevens.

### University Park Recreational District University Park Country Club (UPRD / UPCC) Five-year Business Plan



2023 UPRD / UPCC Business Plan

### Table of Contents

1. Executive Summary
2. Overview and Context (background and history)
3. Annual Business Plan Development Process (including achievements & learnings since last update)
4. UPRD Key Roles & Responsibilities
5. UPRD Vision, Mission and Core Values
6. Resident Survey Results (extract)
7. Market Analysis (local benchmarking)
8. Strengths, Weaknesses, Opportunities and Threats (SWOT)
9. Key Themes for Business Plan
10. Business Model
11. Recommendations
12. Key Success Factors and KPIs (operational and financial)
13. 5-year Financial Framework and Implementation Plan
14. Communication & Engagement
15. Acknowledgements & References

# UPRD Business Plan project

## Key Emerging Themes (reflecting changes since 2020)

Finance & Membership:	Membership Structure Alignment:
<ul style="list-style-type: none"> <li>Financial Health</li> <li>Membership Growth</li> <li>Membership Retention</li> </ul>	Review and adjust the UPCC membership structure to align with current expectations of residents and local benchmarks, ensuring that it provides sustainable revenue streams (operating and capital).
Strategy & Planning	Capital Planning and Execution:
<ul style="list-style-type: none"> <li>Update Facilities</li> <li>Strategic Planning</li> <li>Obtaining Quality Staff Members</li> </ul>	Develop a comprehensive and substantiated plan that outlines the capital requirements to address aging infrastructure and facilities, ensuring access to financial resources and successful execution of necessary improvements and upgrades.
Outside Revenue	Profitable Revenue Opportunities:
	Identify and implement profitable revenue-generating opportunities appropriate for our existing facilities that offset costs for residents and members, without unduly affecting the resident and member experience (e.g., innovative events, marketing initiatives, partnerships with local businesses).
Communication	Effective Communication & Engagement Plan:
<ul style="list-style-type: none"> <li>Governance and Leadership</li> <li>Member Participation/Usage</li> </ul>	Implement a regular and ongoing communication campaign that encompasses improved 2-way engagement with residents, members, and the surrounding community. Utilize various channels and platforms to keep stakeholders proactively informed and involved.
	Change Management (subset of Communication Plan)
	Acknowledge the diverse views and expectations of residents, especially given changing demographics, by engaging them (at a neighborhood level) in policy development as well as operating and financial decision-making processes.
Property Values:	Preserve/Enhance Property Values:
<ul style="list-style-type: none"> <li>Maintaining property Values</li> </ul>	Continuously refresh the UPRD vision and value proposition to preserve and enhance home values, highlighting the benefits of the UPCC as an essential component of an enriching lifestyle in a thriving residential community. Reinforce the importance of continued investment to maintain the natural beauty and attractive facilities in University Park.

# UPRD Business Plan project

## Business Models (continuing transition from ‘developer led’ to ‘resident led’)

Business Model	Pros / Cons	Considerations & Challenges
<b>1. Current ‘Developer’ Model (Base Case)</b>  ✗	Pros <ul style="list-style-type: none"> <li>• Revenues cover operating expenses</li> <li>• Reasonable cost</li> </ul> Cons <ul style="list-style-type: none"> <li>• Reliant on outside golf</li> <li>• Does not cover capital needs</li> </ul>	<ul style="list-style-type: none"> <li>• Simple, do-nothing option</li> <li>• current initiation fees, capital dues, and outside play insufficient to support existing infrastructure</li> <li>• Lower level of Social Member satisfaction</li> </ul>
<b>2. Low Cost (no obligations)</b>  ✗	Pros <ul style="list-style-type: none"> <li>• Lowest cost, most flexible membership options</li> </ul> Cons <ul style="list-style-type: none"> <li>• More reliant on outside revenue</li> </ul>	<ul style="list-style-type: none"> <li>• May appeal more to non-participating Social Members, but may lower satisfaction for others</li> <li>• Likely adverse impact on property values</li> <li>• Unlikely to achieve Vision</li> </ul>
<b>3. Private Club (limited/no outside play)</b>  ✗	Pros <ul style="list-style-type: none"> <li>• New Owners to be Full Members, with Annual assessment to meet needs</li> </ul> Cons <ul style="list-style-type: none"> <li>• More expensive, uncertainty with aging infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Complicated Change Management (with specifics to ease the transition)</li> <li>• More expensive for all residents</li> </ul>
<b>4. Member Focused, Blended Private-Public</b>  ✓	Pros <ul style="list-style-type: none"> <li>• Allows for the necessary and continued capital investment to meet current and ongoing needs</li> <li>• Allows for growth in active member, both resident and non-resident, participation in the club</li> </ul> Cons <ul style="list-style-type: none"> <li>• Complicated Change Management</li> </ul>	<ul style="list-style-type: none"> <li>• Complicated Change Management (with specifics to ease the transition)</li> <li>• More flexibility to meet evolving needs</li> <li>• Better balance between the needs of members and membership costs</li> </ul>

# UPRD Business Plan project

## Key Gaps & Request of BoS

### Key Outstanding Gaps:

#### Create a Business Plan:

1. Reverse Engineer selected Business Model to deliver sustainable operating revenue and capital reserves (mitigate risk / reliance on outside golf revenues).
2. Engage / support Social Member population.

#### Strengthen Project Management

3. Augment capability and capacity for project development, definition and execution especially given challenges of simultaneous operations.

#### Improve Communication & Engagement

4. Formal Change Management, including specifics to ease the transition to the new business model.
5. Enable the transition and achieve a higher level of resident and member knowledge and satisfaction.

### Request of BoS:

1. Directional Support and Guidance for path forward
2. Interim Survey of Social Members to better define their expectations (ASAP)
3. Communication & Engagement with residents about Business Plan process and objectives
  - Formal roll-out to residents, using multiple formats and points of engagement
  - Establish an evergreen process leveraging resident expertise in the community
4. Integrate in support of current operating and capital plans (synchronize efforts, illuminate big picture)
5. Next Check-in: Sep 2023

## UPRD Business Plan project Schedule (plan to completion)

Aug 18 – 9:30-11:30am UPCA Center

Debrief from BoS meeting(s)

Facilitator: **Ted Baumen / Team**

Business Model (finalize definition, underlying membership structure and change management)

Facilitators: **Tim Tevens / Greg Selep**

Business Model (develop underpinning 5-year financial framework)

Facilitators: **John Fetsick / Paul Fay**

Gap Assessment and Plan Adjustments

Next Steps / Assignments

Aug 25 – 9:30-11:30am UPCA Center

Survey Results – Social Members

Facilitators: **Greg Selep / Cathie Schaffer**

Recommendations & Change Management

Facilitators: **Chris Edwards / Merci Harrod**

Strategic KPIs (continue refining)

Facilitators: **Tim Tevens / Kristi Christianson**

Communication & Engagement Plan

Facilitators: **Merci Harrod / Kristi Christianson**

**Prep for Final BoS check-in**

Final Steps

# **University Park Recreation District**

## **Discussion of the 2024 Membership Program**

Summary of Summer Memberships							
<u>Year</u>	<u>Period</u>	<u>Golf \$</u>	<u>Golf #</u>	<u>Tennis &amp; Fitness \$</u>	<u>T&amp;F #</u>	<u>Dining \$</u>	<u>Dining #</u>
2008		\$500	33	\$250	1	\$0	25
2009		\$500	61	\$250	8	\$0	20
2010		\$500	46	\$250	12	\$0	19
2011		\$500	87	\$250	21	\$0	15
2012		\$500	87	\$250	16	\$0	29
2013		\$500	136	\$250	25	\$0	45
2014		\$500	121	\$250	22	\$0	25
2015		\$500	192	\$250	26	\$0	42
2016		\$500 Single/\$750 Family	62 S + 46 F=108	\$250 Single / \$350 Family	11 S + 15 F=26	\$0	35
2017	Apr 15 - Oct 31	\$500 Single/\$750 Family	48 S + 28 F=76	\$250 Single / \$350 Family	9 S + 6 F=15	\$0	24
2018	May 1 - Oct 31	\$500	174	\$250 Single / \$350 Family	9 S + 8 F=17	\$0	36
2019	Apr 22 - Oct 31	\$500	235	\$250 Single / \$350 Family	12 S + 14 F=25	\$0	40
2020	Apr 15 - Oct 31	\$500 Single/\$650 Family	77 S + 75 F=152	\$250 Single / \$350 Family	41 S + 13 F=54	\$0	5
2021	Apr 15 - Oct 31	\$750 Single/\$1000 Family	125 S + 114 F=239	\$500 Single / \$600 Family	11 S + 6 F=17	not offered	
2022	Apr 18 - Oct 31	\$750 Single/\$1000 Family	159 S + 128 F=287	\$500 Single / \$600 Family	11 S + 22 F=33	not offered	
2023	Apr 17 - Sept 30	\$1250 Single/\$1750 Family	83 S + 50 F=133	\$500 Single / \$600 Family	12 S + 16 F=28	not offered	
2008-2020 - All summer memberships have always included a \$250 food and beverage minimum, but ended in 2021							
2016-2020, all summer memberships have a \$50 set-up fee							
In 2018, Summer Golf was \$500 Single & \$750 Family, but we had a special promotion which reduced the price of Family to \$500 also.							
In 2019, Summer Golf was \$500 Single & \$750 Family, but we had a special promotion which reduced the price of Family to \$500 also.							
In 2020, Covid-19 came into play (more golf, less dining)							
In 2021, we increased the pricing but eliminated the set-up fee and F&B Minimum (due to possible restaurant renovations)							
In 2022, no set-up fee or F&B Minimum (due to restaurant renovations)							
In 2023, no set-up fee or F&B Minimum							

Summer Member Summary																
	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>
Summer Golf	133	287	239	152	235	174	76	108	192	121	136	87	87	46	61	33
Summer T&F	28	33	17	54	25	17	15	26	26	22	25	16	21	12	8	1
Summer Dining	0	0	0	5	40	36	24	35	42	25	45	29	15	19	20	25
<b>TOTAL</b>	<b>161</b>	<b>320</b>	<b>256</b>	<b>211</b>	<b>300</b>	<b>227</b>	<b>115</b>	<b>169</b>	<b>260</b>	<b>168</b>	<b>206</b>	<b>132</b>	<b>123</b>	<b>77</b>	<b>89</b>	<b>59</b>
	social not offered	social not offered	social not offered	*covid-19												
	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>
Non-Residents	146	281	210	164	233	176	84	115	174	117	143	99	69			
Existing Resident Non-Members	1	5	7	5	8	15	9	11	23	20	24	8	35			
Existing Members Adding on	23	34	39	42	59	36	24	43	63	31	39	25	19			
Returning from last year	90	138	121	100	147	97	62	79	94	86	68	56	33			
New members	72	182	135	111	153	130	53	90	166	82	138	76	90			
BREAKDOWN																
Returning Summer Golf Family	31	64	61													
Returning Summer Golf Single	44	62	51													
Returning Summer R&F Family	8	4	2													
Returning Summer R&F Single	7	8	7													
New Summer Golf Family	19	64	53													
New Summer Golf Single	39	97	74													
New Summer R&F Family	8	7	4													
New Summer R&F Single	5	14	4													
<u>Conversions/Upgrades</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>
To Full or Jr. Exec		25	30	15	19	11	4	21	21	14	11	6	4	2		
To Tennis or Twi Tennis		19	5	18	7	6	4	9	11	8	7	4	6	2		
To Sports		n/a	n/a	2	4	2	2	3	4	1	3	1	1	5		
To Social		6	9	3	11	9	2	12	13	8	13	11	7	7		
Reverted Back to Previous Category		37	42	37	45	29	17	25	43	23	27	21	21	10		
Did Not Convert		233	170	136	214	170	86	99	169	114	145	89	84	51		
Special Offer to Convert		apply summer to IF before increase	apply summer to IF before increase	25% discount of all I.F.s	1/2 Price Full I.F.	1/2 Price Full I.F.		1/2 Price Full I.F.								



## Trial Membership Price History - Trial Full

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2022-23 \$	\$3,250	\$2,475	\$2,425	\$1,825	\$1,350	\$1,025	\$100	5 to Full, 2 to Social
2022-2023 #	20	12	7	4	8	12	63 Total	9 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2021-22 \$	\$3,150	\$2,400	\$2,350	\$1,780	\$1,300	\$1,000	\$100	4 to Full
2021-2022 #	9	5	8	2	3	6	33 Total	5 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2020-21 \$	\$2,500	\$2,100	\$1,900	\$1,600	\$1,200	\$1,000	\$100	15 to Full, 1 to Racq, 1 to Social
2020-2021 #	10	10	5	1	7	1	34 Total	30 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2019-20 \$	\$2,500	\$2,100	\$1,900	\$1,600	\$1,200	\$1,000	\$100	5 to Full
2019-2020 #	7	1	4	3	2	0	17 Total	8 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2018-19 \$	\$2,400	\$2,000	\$1,800	\$1,500	\$1,200	\$1,000	\$100	4 to Full, 1 to Social
2018-2019 #	3	3	5	1	7	2	21 Total	9 Total Conversions

## Trial Membership Price History - Trial Racquets & Fitness

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2022-23 \$	\$1,400	\$1,075	\$1,050	\$800	\$575	\$450	\$100	No Trial Racquets conversions
2022-2023 #	1	1	0	0	1	3	6 Total	9 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2021-22 \$	\$1,350	\$1,030	\$1,020	\$770	\$560	\$420	\$100	4 to Racquets
2021-2022 #	2	1	1	0	1	0	5 Total	5 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2020-21 \$	\$1,000	\$800	\$750	\$550	\$500	\$300	\$100	7 to Racquets
2020-2021 #	2	5	0	0	3	0	10 Total	30 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2019-20 \$	\$1,000	\$800	\$750	\$550	\$500	\$300	\$100	No Trial Racquets conversions
2019-2020 #	0	2	1	0	0	1	4 Total	8 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2018-19 \$	\$1,000	\$800	\$750	\$550	\$500	\$300	\$100	1 to Full, 2 to Racquets
2018-2019 #	3	2	0	0	1	0	6 Total	9 Total Conversions

## Trial Membership Price History - Trial Fitness/Social

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2022-23 \$	\$600	\$380	\$450	\$275	\$250	\$150	\$100	1 to Social
2022-2023 #	2	1	1	1	2	0	7 Total	9 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2021-22 \$	\$580	\$370	\$420	\$270	\$230	\$140	\$100	No Trial Fit/Soc conversions
2021-2022 #	0	0	0	0	1	4	5 Total	5 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2020-21 \$	\$400	\$325	\$300	\$225	\$200	\$125	\$100	1 to Full, 1 to Social
2020-2021 #	4	3	0	0	1	0	8 Total	30 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2019-20 \$	\$400	\$325	\$300	\$225	\$200	\$125	\$100	1 to Social
2019-2020 #	3	1	2	0	1	0	7 Total	8 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2018-19 \$	\$400	\$325	\$300	\$225	\$200	\$125	\$100	1 to Social
2018-2019 #	3	1	0	0	7	1	12 Total	9 Total Conversions

## Trial Membership Price History - Trial Social

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2022-23 \$	\$300	\$250	\$225	\$175	\$125	\$100	\$100	1 to Social
2022-2023 #	5	4	2	1	1	0	13 Total	9 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2021-22 \$	\$290	\$220	\$210	\$160	\$110	\$80	\$100	No Trial Social conversions
2021-2022 #	0	0	0	0	0	0	0 (covid)	5 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2020-21 \$	\$150	\$75	\$100	\$50	\$50	\$25	\$100	1 to Full, 3 to Social
2020-2021 #	3	2	3	0	0	0	8 Total	30 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2019-20 \$	\$150	\$75	\$100	\$50	\$50	\$25	\$100	1 to Full, 1 to Social
2019-2020 #	1	0	1	1	0	0	3 Total	8 Total Conversions

	90 Day		60 Day		30 Day		App Fee	Conversions
	Family	Single	Family	Single	Family	Single		
2018-19 \$	\$150	\$75	\$100	\$50	\$50	\$25	\$100	No Trial Social conversions
2018-2019 #	1	1	0	0	0	0	2 Total	9 Total Conversions

# **University Park Recreation District**

## **Report on Country Club Policies and Compliance Matter**

# **University Park Recreation District**

## **District Counsel**

- a. Update on CCR Proposed Amendments

# **University Park Recreation District**

District Manager

# **University Park Recreation District**

## **Club Management**

### **a. Management Discussion & Analysis Report**



University Park Recreation District  
Management Discussion & Analysis Report  
As of July 31, 2023

**Golf Operations**

“Two to a Cart” commenced on Tuesday, August 1<sup>st</sup>. We’d like to thank all of our members who have been supportive as there were no reported issues with 100% participation. “Thank you”.

**Racquets & Fitness**

Lee Salvino-Nakamura has been promoted to Racquets Director, Lance Martin has been hired as Head Pickleball Professional and Racquets League Coordinator, Ryan Hamning will continue his role as Head Tennis Professional, and Colleen Burke has been hired as Racquets & Fitness Coordinator. Please Join me in congratulating Lee on her well-deserved promotion and welcoming both Lance and Colleen to the University Park Country Club Family!

Sue Marillier continues in her role as the Fitness Program Manager. Additional staffing announcements related to the Fitness Program are forthcoming.

**Dining Operations**

We have confirmed the closure of The Park Grille & Café from Tuesday, September 5<sup>th</sup> through Monday, September 11<sup>th</sup>. During this week closure, which is fairly standard in the Club industry, we will focus on a number of initiatives including:

- Acoustics Installation (walls)
- Floor to Ceiling Cleaning
  - Including kitchen and dining rooms
- General Maintenance
  - Painting touch-ups
- Café Punch List Items

**Member Events**

Our events calendar is on the quieter side now in the heat of the summer. We continue to host sold out Bingo and Trivia once a month and have occasional F&B Theme Nights.

Plans are underway for a successful Labor Day with Golf, Racquets and our annual BBQ!

We continue building the 2023/2024 Season calendar. Current plans assume we will move Bingo/Trivia to Tuesday nights and add a 3<sup>rd</sup> night of ala carte dining on Thursday. Theme Nights will largely be focused to Wednesday nights. Live Entertainment will be planned for Thursday (Café) and Friday (Varsity Club—TGIF). We continue to fill out the calendar with events within and outside of UPCC with plans to unveil the “Season at a Glance” in the Fall.

University Park Recreation District  
Management Discussion & Analysis Report  
As of July 31, 2023

**Membership**

		Full	Racquet s	Social	Soc / Res - Cmty Regrd	Jr. Exec.	Change in Annual Mbrs	Trial Full	Trial Rac/Fit	Trial Fit/Soc	Trial Social	Sum Golf	Sum Tennis
2022 Totals		386	125	241	521	2	1275	27	2	6	4	0	0
Jan 2023		2	1	-2	3		4	14	1		0		
Feb 2023		5		0	3		8	5	-1	-2	3		
March 2023		5	-2	1	-1		3	-24	1	-3	-4		
April 2023		-1	-3	-1	3		-2	-14	-3	-1	2	108	18
May 2023		1			2		3	-7			0	15	7
June 2023		-2		2	1		1	-1			0	10	3
	7/18	1	1		0		2				-1		
<b>NEW</b>	7/28				-2		-2					-1	
<b>Total Members</b>		<b>397</b>	<b>122</b>	<b>241</b>	<b>530</b>	<b>2</b>	<b>1292</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>132</b>	<b>28</b>
Add SAP		96	31				127						
Add AFP		17	1	29	93		140						
Add Range			15	21	28		64						
Add Twi Ten				18	1		19						
Add Pickleball				4	37		41						

\*147 grandfathered non-members

University Park Recreation District  
Management Discussion & Analysis Report  
As of July 31, 2023

**Statements of Operations (as of June 30, 2023):**

<b>UNIVERSITY PARK COUNTRY CLUB &amp; RD</b>				
<b>NINE MONTHS ENDING JUNE 30, 2023</b>				
<i>(in thousands)</i>				
<b>SUMMARY STATEMENT OF OPERATIONS</b>	<b>FY2023</b>	<b>FY2023</b>	<b>FY2023</b>	
Description	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>YTD Variance</b>	
<b>REVENUE:</b>				
MEMBERSHIP DUES	\$ 3,797	\$ 3,704	\$ 93	
GOLF OPERATIONS	3,381	2,918	463	(a)
TENNIS & FITNESS CENTRE	109	76	33	
DINING OPERATIOINS	2,253	2,017	236	(b)
OTHER INCOME	23	24	(1)	
<b>TOTAL REVENUE</b>	<b>\$ 9,564</b>	<b>\$ 8,739</b>	<b>\$ 825</b>	
<b>EXPENSES:</b>				
GOLF OPERATIONS	\$ 1,230	\$ 1,217	\$ 13	
TENNIS & FITNESS CENTRE	375	353	22	
DINING OPERATIONS	3,124	2,540	584	(b)
GOLF COURSE MAINTENANCE	2,261	2,293	(32)	
GENERAL & ADMIN	1,459	1,448	11	
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 8,450</b>	<b>\$ 7,852</b>	<b>\$ 598</b>	
<b>OPERATING INCOME/(LOSS)</b>	<b>\$ 1,114</b>	<b>\$ 887</b>	<b>\$ 227</b>	
<b>CAPITAL ALLOCATION:</b>				
INITIATION FEES & OTHER	\$ 560	\$ 448	112	
OUTSIDE GOLF -CAPITAL ALLOCATION	238	169	69	
CAPITAL DUES	149	147	1	
<b>TOTAL CAPITAL ALLOCATION</b>	<b>\$ 947</b>	<b>\$ 764</b>	<b>\$ 183</b>	

(a) \$463k favorable to budget due to 3,974 more rounds than budgeted and increased public rates.

(b) \$236k favorable to budget due to overall increased capacity for a la carte dining and member events and slight menu pricing to combat continued inflation.

\$584k unfavorable to budget primarily due to higher COGS (variable with revenue + real cost increases) and labor increases (OT wages due to club activity).

**Revenue Flash Report (as of July 31, 2023):**

	July			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
(in thousands)						
MEMBERSHIP DUES	\$ 395	\$ 376	\$ 18	\$ 4,192	\$ 4,080	\$ 111
GOLF OPERATIONS	213	209	5	3,594	3,126	468 (a)
TENNIS & FITNESS CENTRE	8	7	2	118	83	35
DINING OPERATIONS	172	124	48	2,425	2,140	284
OTHER INCOME	1	1	(0)	24	26	(1)
<b>TOTAL OPERATING REVENUE:</b>	<b>\$ 789</b>	<b>\$ 716</b>	<b>\$ 73</b>	<b>\$ 10,353</b>	<b>\$ 9,456</b>	<b>\$ 898</b>
<b>CAPITAL ALLOCATION:</b>						
INITIATION FEES & OTHER	\$ 17	\$ 20	\$ (3)	\$ 577	\$ 468	\$ 109
OUTSIDE GOLF - CAPITAL ALLOCATION	11	19	(7)	249	188	62
CAPITAL DUES	25	25	1	174	172	2
<b>TOTAL CAPITAL ALLOCATION:</b>	<b>\$ 53</b>	<b>\$ 63</b>	<b>\$ (10)</b>	<b>\$ 1,000</b>	<b>\$ 827</b>	<b>\$ 173</b>
<b>TOTAL REVENUE:</b>	<b>\$ 843</b>	<b>\$ 780</b>	<b>\$ 63</b>	<b>\$ 11,353</b>	<b>\$ 10,283</b>	<b>\$ 1,071</b>

(a) 468k over Budget YTD due to pricing and more outside rounds than budgeted, as outlined below:

**Rounds of Golf (as of July 31, 2023):**

	July			YTD		
	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	3,596	2,350	1,246	44,686	41,215	3,471
Outside Rounds	1,820	2,670	(850)	30,369	29,470	899
	5,416	5,020	396	75,055	70,685	4,370

**Rounds of Golf (as of July 31, 2022):**

	Actual	Budget	Variance	Actual	Budget	Variance
Member Rounds	3,352	2,240	1,112	43,399	39,015	4,384
Outside Rounds	1,926	2,670	(744)	34,366	30,904	3,462
	5,278	4,910	368	77,765	69,919	7,846

**University Park  
Recreation District**

Ratification of  
Payment Authorization Nos. # 97-98

# University Park Recreation District

7/6/2023

Payment Authorization No. 97

## O&M - General Fund Expenses

<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
PFM	DM-06-2023-52	District Management Fee: June 2023	\$ 5,833.33
McClatchy Company, LLC	200563	Notice of Public Meeting - June 2023	\$ 139.23

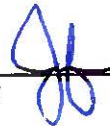
---

O&M - General Fund Expenses Total	\$ 5,972.56
-----------------------------------	-------------

---

\_\_\_\_\_  
Asst. Secretary/Secretary

\_\_\_\_\_  
Asst. Treasurer

 7/6/23



Beaufort Gazette  
Belleville News-Democrat  
Bellingham Herald  
Bradenton Herald  
Centre Daily Times  
Charlotte Observer  
Columbus Ledger-Enquirer  
Fresno Bee

The Herald - Rock Hill  
Herald Sun - Durham  
Idaho Statesman  
Island Packet  
Kansas City Star  
Lexington Herald-Leader  
Merced Sun-Star  
Miami Herald

el Nuevo Herald - Miami  
Modesto Bee  
Raleigh News & Observer  
The Olympian  
Sacramento Bee  
Fort Worth Star-Telegram  
The State - Columbia  
Sun Herald - Biloxi

Sun News - Myrtle Beach  
The News Tribune Tacoma  
The Telegraph - Macon  
San Luis Obispo Tribune  
Tri-City Herald  
Wichita Eagle

Page 1 of 1

UNIVERSITY PARK RECREATION DISTRICT  
Attn: Accounts Payable  
7671 THE PARK BOULEVARD  
UNIVERSITY PARK  
BRADENTON, FL 34201

### JUNE INVOICE

Invoice No.: 200563  
Invoice Date: 06/30/2023  
Due Date: 07/30/2023  
Bill-To Account: 29585

Dates	Order No.	Description	Product	Size	Billed Units	Times Run	Net Amount
06/02/2023 - 06/02/2023	426540	Print Legal Ad-IPL01247670 IPL0124767	BRD-Bradenton Herald Legal   Legals & Public Notices CLS	1x 63 L	63 L	1	\$74.88
06/22/2023 - 06/22/2023	435490	Print Legal Ad-IPL01279220 IPL0127922	BRD-Bradenton Herald Legal   Legals & Public Notices CLS	1x 54 L	54 L	1	\$64.35

### June Summary

Amount Due: \$139.23

Please Return This Portion With Your Payment (Thank You)

McClatchy Company LLC  
PO Box 510150  
Livonia MI 48151

### ADVERTISING INVOICE

UNIVERSITY PARK RECREATION DISTRICT  
Attn: Accounts Payable  
7671 THE PARK BOULEVARD  
UNIVERSITY PARK  
BRADENTON, FL 34201

### JUNE INVOICE

Invoice No.: 200563  
Account No.: 29585  
Account Name: UNIVERSITY PARK RECREATION  
DISTRICT  
Amount Due: \$139.23

Email questions to [ssccreditandcollections@mcclatchy.com](mailto:ssccreditandcollections@mcclatchy.com)

McClatchy Company LLC  
PO Box 510150  
Livonia MI 48151

0000029585 0000200563 000013923 5



Date	Invoice Number
June 6, 2023	DM-06-2023-52
Payment Terms	Due Date
Upon Receipt	June 6, 2023

**Bill To:**

University Park Recreation District  
c/o PFM Group Consulting District Accounting  
Department  
3501 Quadrangle Blvd., Suite 270  
Orlando, FL 32817  
United States of America

**Company Address:**

1735 Market Street  
42nd Floor  
Philadelphia, PA 19103  
+1 (215) 5676100

**Remittance Options:****Via Mail:**

PFM Group Consulting LLC  
PO Box 65126  
Baltimore, MD 21264-5126  
United States of America

**RE:** District Management Fee: June 2023

Professional Fees	\$5,833.33
<b>Total Amount Due</b>	<b><u>\$5,833.33</u></b>



# University Park Recreation District

7/21/2023

Payment Authorization No. 98

## O&M - General Fund Expenses


<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
Blalock Walters	40896-000-57	General Representation - June 2023	\$ 5,508.50
Blalock Walters	40896-028-11	Amendment to Dri Dev. Order & GDP	\$ 495.00
Vglobal Tech	5254	ADA Website Maintenance - July	\$ 218.33
Vglobal Tech	5179	Quarterly ADA & WCAG Audits	\$ 300.00

---

O&M - General Fund Expenses Total	\$ 6,521.83
-----------------------------------	-------------

---

\_\_\_\_\_  
Asst. Secretary/Secretary

 7/24/23  
\_\_\_\_\_  
Asst. Treasurer

**VGlobalTech**

636 Fanning Drive  
Winter Springs, FL 32708 US  
contact@vglobaltech.com  
www.vglobaltech.com



# INVOICE

**BILL TO**

University Park RD  
3501 Quadrangle Boulevard,  
Suite 270, Orlando, FL 32817

**INVOICE #** 5179**DATE** 06/30/2023**DUE DATE** 06/30/2023**TERMS** Due on receipt

---

DATE	ACTIVITY	QTY	RATE	AMOUNT
	<b>Audits:Quarterly ADA &amp; WCAG Audits</b>	1	300.00	300.00
	Quarterly ADA & WCAG Audits for all new content and document conversions for the website.			

---

Invoice for Quarter 2 ADA Audit.

**BALANCE DUE****\$300.00**

Please make check payable to VGlobalTech.

**VGlobalTech**

636 Fanning Drive  
Winter Springs, FL 32708 US  
contact@vglobaltech.com  
www.vglobaltech.com



# INVOICE

**BILL TO**

University Park RD  
3501 Quadrangle Boulevard,  
Suite 270, Orlando, FL 32817

**INVOICE # 5254****DATE 07/01/2023****DUE DATE 07/16/2023****TERMS Net 15**

---

DATE	ACTIVITY	QTY	RATE	AMOUNT
	<b>Web Maintenance:ADA Website Maintenance</b>	1	218.33	218.33
	Ongoing website maintenance for ADA and WCAG Compliance			

---

Please make check payable to VGlobalTech.

**BALANCE DUE****\$218.33**



WE MAKE A DIFFERENCE

P.O. Box 469• Bradenton, Florida 34206-0469  
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT  
PFM FINANCIAL ADVISORS, LLC  
3504 LAKE LYNDY DRIVE, SUITE 107  
ORLANDO, FL 32817

Page: 1  
June 30, 2023  
Account # 40896-000  
Invoice # 40896-000-57

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

GENERAL REPRESENTATION

MPB

***For Professional Services Rendered Thru 06/30/2023***

			HOURS	
06/01/2023	MPB	Review and respond to Memorandum from John Fetsick.	0.30	75.00
06/02/2023	MPB	Review correspondence from John Fetsick.	0.20	50.00
06/05/2023	MPB	Telephone conference with Bob Gang; preparation of Memorandum to Bob Gang.	0.40	100.00
06/06/2023	MPB	Review issues related to payment of SR Construction; telephone conference with Vivian Carvalho; telephone conference with Rusty Pierson; telephone conference with John Fetsick on construction matter status, contracts.	1.10	275.00
06/08/2023	MPB	Telephone conference with Chair; preparation of Memorandum to Bob Gang; review and respond to inquiry from Rusty Pierson; preparation of Memorandum to Vivian Carvalho and Chair.	1.10	275.00
06/09/2023	MPB	Preparation for and attendance at Board of Supervisor's meeting; conference with Chair.	2.70	675.00
06/12/2023	MJP	Review of legislative bills affecting local governments.	0.20	44.00
	MPB	Preparation of Memorandum regarding motion; telephone conference with Rusty Pierson.	0.40	100.00
06/13/2023	MPB	Review and respond to Memorandum from Natalie Chiapuso; attend Work Session.	2.60	650.00
	JO	Work in file regarding Charter Amendments.	0.50	62.50
06/15/2023	JO	Email to Susan Barfield regarding CLOS for UPRD.	0.10	12.50
06/16/2023	ADE	Drafting summaries of Senate & House bills.	0.50	75.00

UNIVERSITY PARK RECREATION DISTRICT  
GENERAL REPRESENTATION  
MPB

Page: 2  
June 30, 2023  
Account # 40896-000  
Invoice # 40896-000-57

			HOURS	
	JO	Review email from Teree Sutton regarding CLOS for University Park.	0.20	25.00
06/19/2023	ADE	Drafting summaries of Senate & House bills.	0.90	135.00
06/20/2023	MJP	Review various communications regarding Jonas agreement.	0.40	88.00
	MPB	Review and respond to Memorandums from Paul Fay.	0.50	125.00
06/21/2023	MJP	Review various communications regarding UP Management Compensation.	0.40	88.00
	MPB	Review and respond to Rusty Pierson; preparation of Memorandum to the Board of Supervisors; telephone conference with Steve Ludmerer; review and respond to Atty. Telese Zuberer; telephone conference with Sally Dickson.	1.60	400.00
06/22/2023	MJP	Review of issue relating to Jonas contract revisions.	0.60	132.00
	MJP	Prepare communication to Paul Fay regarding Jonas contract.	0.30	66.00
	MJP	Redline Jonas agreements.	1.20	264.00
	JO	Review email from County staff regarding CLOS.	0.10	12.50
	MPB	Review responses on Jonas Reservation system. Review and respond to Paul Fay memorandum.	0.40	100.00
06/23/2023	MPB	Telephone call to Chair; preparation of Memorandum to Rusty Pierson; telephone conference with Sally Dickson.	0.60	150.00
06/26/2023	MPB	Review and respond to Paul Fay; review revisions to contract.	0.40	100.00
06/27/2023	MPB	Preparation for and attendance at Workshop; preparation of Memorandum to John Fetsick; preparation of Memorandum to the Board.	2.30	575.00
06/28/2023	MJP	Review and comment to Jonas 6/26 revisions.	0.80	176.00
	MJP	Review update as to proposed amendments to the CCRs.	0.20	44.00
06/29/2023	MJP	Participate in call regarding SR Construction issue.	0.70	154.00
	MJP	Conference with attorney Barnebey to discuss next steps relating to the SR Construction matter.	0.20	44.00
	MJP	Conference with Attorney Johnson to discuss potential litigation issues; review various communications from John F.	0.50	110.00
	MPB	Conference call with John Fetsick, Chair and Michael Beaumer.	0.60	150.00
06/30/2023	MJP	Various communications with John F. regarding SR Construction; prepare summary of tasks.	0.80	176.00
		TOTAL FOR THE ABOVE SERVICES	23.80	5,508.50
		TOTAL CURRENT WORK		5,508.50
		PREVIOUS BALANCE		\$5,187.50

UNIVERSITY PARK RECREATION DISTRICT  
GENERAL REPRESENTATION  
MPB

Page: 3  
June 30, 2023  
Account # 40896-000  
Invoice # 40896-000-57

PAYMENTS RECEIVED

07/03/2023	Payment received on account. Thank you!	-5,187.50
	AMOUNT DUE (includes Previous Balance if shown above)	<u>\$5,508.50</u>

If you prefer to receive paperless invoices by email, please complete the information below or email [billing@blalockwalters.com](mailto:billing@blalockwalters.com).

\_\_\_\_\_ Yes, I would prefer paperless billing by email.

Email Address for paperless billing purposes:

\_\_\_\_\_  
**Please Return the Remittance Copy with Your Payment**  
**Make Check Payable to Blalock Walters, P.A.**  
**Federal Tax ID # 59-1950976**



WE MAKE A DIFFERENCE

P.O. Box 469• Bradenton, Florida 34206-0469  
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT  
PFM FINANCIAL ADVISORS, LLC  
3504 LAKE LYNDY DRIVE, SUITE 107  
ORLANDO, FL 32817

Page: 1  
June 30, 2023  
Account # 40896-028  
Invoice # 40896-028-11

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

AMENDMENT TO DRI DEV. ORDER & GDP

MPB

***For Professional Services Rendered Thru 06/30/2023***

			HOURS	
06/12/2023	MPB	Telephone conference with Sally Dickson; preparation for and attendance at Development Review Committee initial review.	1.20	330.00
06/21/2023	MPB	Attend full Development Review Committee meeting.	0.60	165.00
		TOTAL FOR THE ABOVE SERVICES	1.80	495.00
		TOTAL CURRENT WORK		495.00
		PREVIOUS BALANCE		\$617.50
<u>PAYMENTS RECEIVED</u>				
07/03/2023		Payment received on account. Thank you!		-617.50
		AMOUNT DUE (includes Previous Balance if shown above)		<u>\$495.00</u>

If you prefer to receive paperless invoices by email, please complete the information below or email [billing@blalockwalters.com](mailto:billing@blalockwalters.com).

\_\_\_\_\_ Yes, I would prefer paperless billing by email.

Email Address for paperless billing purposes:

\_\_\_\_\_  
**Please Return the Remittance Copy with Your Payment**  
**Make Check Payable to Blalock Walters, P.A.**  
**Federal Tax ID # 59-1950976**

# **University Park Recreation District**

Supervisor Requests & Comments