

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 (under separate cover)

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 nd 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 nd 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 nd 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 the room could be utilized for massages. 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. They would like to hold a meeting sometime in September or October so they can 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.

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| 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 nd 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 nd 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 had commented on the fence and light poles that are in need of repair and recommends that they proceed with both of the projects. Mr. Criden asked if the two projects are a part of the capital reserve study. Which was confirmed that it is part of the reserve study presented earlier this year 2023. It was suggested that Mr. Fetsick be authorized to move forward with the projects and purchasing code.

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 changes 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 considering storage space not related to the county club activities. He also suggested that they 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 30th, 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 4th 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 3rd 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 1st, 2023 will be the next Workshop Meeting from 2:00 p.m. – 4:00 p.m. and August 11th at 1:00 p.m. is the next Board of Supervisors' Meeting. The August 29th, 2023 Workshop Meeting will be cancelled and moved to September 5th 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"> Financial Health Membership Growth Membership Retention | 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"> Update Facilities Strategic Planning Obtaining Quality Staff Members | 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"> Governance and Leadership Member Participation/Usage | 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"> Maintaining property Values | 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 |
|---|---|--|
| 1. Current ‘Developer’ Model (Base Case) ✖ | Pros • Revenues cover operating expenses • Reasonable cost Cons • Reliant on outside golf • Does not cover capital needs | • Simple, do-nothing option • current initiation fees, capital dues, and outside play insufficient to support existing infrastructure • Lower level of Social Member satisfaction |
| 2. Low Cost (no obligations) ✖ | Pros • Lowest cost, most flexible membership options Cons • More reliant on outside revenue | • May appeal more to non-participating Social Members, but may lower satisfaction for others • Likely adverse impact on property values • Unlikely to achieve Vision |
| 3. Private Club (limited/no outside play) ✖ | Pros • New Owners to be Full Members, with Annual assessment to meet needs Cons • More expensive, uncertainty with aging infrastructure | • Complicated Change Management (with specifics to ease the transition) • More expensive for all residents |
| 4. Member Focused, Blended Private-Public ✔ | Pros • Allows for the necessary and continued capital investment to meet current and ongoing needs • Allows for growth in active member, both resident and non-resident, participation in the club Cons • Complicated Change Management | • Complicated Change Management (with specifics to ease the transition) • More flexibility to meet evolving needs • Better balance between the needs of members and membership costs |

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 & Fitness \$</u> | <u>T&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 |
| TOTAL | 161 | 320 | 256 | 211 | 300 | 227 | 115 | 169 | 260 | 168 | 206 | 132 | 123 | 77 | 89 | 59 |
| | 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
(under separate cover)

**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

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

Total Amount Due

\$5,833.33

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

Asst. Treasurer

 7/24/23

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 |
|------|---|-----|--------|--------|
| | Audits:Quarterly ADA & WCAG Audits | 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 |
|------|---|-----|--------|--------|
| | Web Maintenance:ADA Website Maintenance Ongoing website maintenance for ADA and WCAG Compliance | 1 | 218.33 | 218.33 |

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 |

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| | | | 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

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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> |

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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 LYNDA 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> |

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University Park Recreation District

Supervisor Requests & Comments