

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' MEETING

Friday, August 11, 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	(via Zoom)
Steve Ludmerer	Treasurer / 2 nd Vice Chairperson	(via Zoom)
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 – Blalock Walters Attorneys At Law
Curtis Nickerson	Director of Properties and Facilities – Country Club
John Fetsick	General Manager – Country Club
Ted Baumen	Presenter of the Business Plan - (via Zoom)

Various Audience Members Present and Via Zoom

FIRST ORDER OF BUSINESS

Organizational Matters

Call to Order and Roll Call

The meeting was call to order 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

There were no public comments at this time.

SECOND ORDER OF BUSINESS

Administrative Matters

Consideration of the Minutes of the April 28, 2023, Strategy Workshop Meeting, the Minutes of the May 18, 2023, Continued Strategy Workshop Meeting, the June 13, 2023, Continued Strategy Workshop Meeting, the June 27, 2023, Board of Supervisors' Workshop Meeting, and the July 14, 2023, Board of Supervisors' Meeting

The Board reviewed the minutes.

ON MOTION by Mr. Murphy, seconded by Mr. Ludmerer, with all in favor, the Board approved the Minutes of the April 28, 2023, Strategy Workshop Meeting, the Minutes of the May 18, 2023, Continued Strategy Workshop Meeting, the June 13, 2023, Continued Strategy Workshop Meeting, the June 27, 2023, Board of Supervisors' Workshop Meeting, and the July 14, 2023, Board of Supervisors' Meeting.

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

Ms. Dickson wanted to clarify a motion that was made during the previous meeting. Mr. Fetsick explained that the motion was for a not-to-exceed amount of \$300,000.00 for the short game practice area of the golf range, as well as an additional not-to-exceed amount of \$300,000.00 for the replacement of the fencing and lighting for the tennis facilities. The cost will come out of cash on hand and revenues.

ON MOTION by Mr. Ludmerer, seconded by Mr. Piersons, with all in favor, the Board authorized Mr. Fetsick to proceed with the projects of the golf course areas and the discussed racquets fencing and lighting budgeted costs not-to-exceed \$300,000.00 each.

ON MOTION by Mr. Criden, seconded by Mr. Murphy, with all in favor, the Board approved the Minutes of the July 21, 2023, Continued Board of Supervisors' Meeting subject to the discussed changes reflected in the previous motion of the short game cost.

THIRD ORDER OF BUSINESS

Business Matters

Presentation on the Preliminary Draft of the Business Plan

Mr. Baumen provided an overview of the preliminary draft of the Business Plan presentation. The value proposition is to support the 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, and highlight operational and financial metrics as a basis for analyzing and improving our enterprise, as well as communicating success. He thanked the volunteer residents for their insight and help during the creation of the plan.

He reviewed the key themes that have emerged and reflected on the changes that have been made since 2020. They want to review and adjust the UPCC membership structure to align with current expectations of residents and local benchmarks, ensuring that it provides sustainable revenue streams. They also want to develop a comprehensive and sustainable 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. Identifying and implementing profitable revenue-generating opportunities appropriate for the existing facilities that offset costs for residents and members, without unduly affecting the resident and member experience, was another theme discussed while creating the Business Plan. He mentioned implementing a regular and ongoing communication campaign that encompasses improved two-way engagement with residents, members, and the surrounding community that would utilize various channels and platforms to keep stakeholders proactively informed and involved. He also wanted to look at acknowledging the diverse views and expectations of the residents, especially given changing demographics, by engaging them in policy development as well as operating and financial decision-making processes at a neighborhood level. Lastly, he supported continuously refreshing the UPRD vision and value proposition to preserve and enhance home values and highlighting the benefits of the UPCC as an essential component of an enriching lifestyle in a thriving residential community as to reinforce the importance of continued investments to maintain the natural beauty and attractive facilities in University Park.

Mr. Baumen stated that they had come up with four business models, but it was important to look at transitioning from “developer led” models to “resident led” models. The model selected is a member-focused, blended private-public model. This model would allow for the necessary and continued capital investments to meet current and ongoing needs as well as the growth in active member participation in the club. The challenges included a complicated change management but would allow for more flexibility to meet evolving needs and better balance between the needs of members and membership costs.

One of the key gaps included creating a business plan which involved reverse-engineering the selected Business Model to deliver sustainable operating revenue and capital reserves, while also engaging and supporting the social media population. Another was strengthening project management which augmented the capability and capacity for project development; the definition and execution was especially challenging for simultaneous operations. Lastly, the improvement of communication and engagement proved challenging; with the formal change management including specifics to ease the transition to the new business model, while also enabling the transition and achieving a higher level of resident and member knowledge and satisfaction. He mentioned his requests of the Board which included directional support and guidance for a path forward, an internal survey of social members be provided to better define their expectations, communicating and engaging with residents about the Business Plan process and objectives, which includes a formal roll-out to residents using multiple formats and points of engagement, and establishing an evergreen process leveraging resident expertise in the community, integrating in support of the current operating and capital plans, and a follow-up in September 2023.

Ms. Dickson had some questions concerning the Key Emerging Themes and the lower social member satisfaction. Mr. Murphy mentioned that he was working on a survey specifically for social members and wanted a deeper look into their perceptions and hopes and what the Board can do to better engage them. He found that women social members had a significantly higher satisfaction rate than overall social members. There was mention that there was no men’s club like there was a women’s club at the UPCC. He says that he has been working with Mr. Frank Walker on the survey and that it is ready to go and is waiting for the Board to sign off on it. The first survey sent out received 701 total responses; 28 were non-residents. Of the non-residents, 20 were full members, 4 were social members, and 4 were racquets. The plan is to email the social members with a notice of the survey, followed by the survey itself, and a reminder notice after it has been sent. Mr. Fetsick feels that it is important that the social members are heard.

Mr. Criden thanked Mr. Baumen and the team for their hard work on the Business Plan. Mr. Ludmerer stated that this was his first exposure to the Business Plan and thanked the team for putting it together. He also made a comment about matching members’ needs versus members’ expectations. Mr. Fetsick stated that they have identified the first three components of generating reserves which is capital dues, initiation fees, and 10% of outside golf, but a gap still remains. Mr. Selep stated that they are looking at all levels of membership and not just the social. Ms. Dickson asked if they have looked into researching the benchmark of social

memberships in other clubs. Mr. Baumen stated that they have looked at other clubs in the area to compare their social member satisfaction. Mr. Edwards stated that it was difficult to compare with other clubs as they do not have a CCR requirement like University Park. Mr. Fetsick stated that there are various components to look at in the data for social members and mentioned that the industry standard is that a social membership is approximately 30% of a full or golf membership.

Ms. Dickson had a question about additional revenue sources and asked Mr. Fetsick if was able to go back and look at how they generated revenue prior to the pandemic pertaining to events, banquets, and weddings. Mr. Fetsick mentioned that since Caroline started, they are reviewing benchmarking and looking at where they are in the market and will be looking at the 2018 model. Ms. Dickson suggested a robust marketing plan. Mr. Murphy stated that we need to look at the incremental profit versus the potential impact on member experience. Flexible meeting space could help minimize disruption. Ms. Dickson, Mr. Ludmerer, and Mr. Criden all stated that they agreed with the blended private-public plan the team had come up with.

Ms. Dickson asked if they could elaborate on the change management. Mr. Baumen stated that they need to define the change and engage people in understanding where they are today and how they will close that gap. Mr. Selep stated that they need to understand how to effectively communicate. Mr. Murphy said he supported the team and wanted them to continue moving forward. The Board was in consensus that the team bring forward more details and provide another presentation during the September 5, 2023, workshop meeting. In addition, Mr. Fetsick mentioned that the plan is to provide the Kimley- Horn & Associates presentation on September 8, 2023, Board of Supervisors Meeting

Discussion of the 2024 Membership Program

Mr. Fetsick recommended increasing the 2023-2024 trial membership price proportionately. There were some comments made about the fluctuation in conversion rates for becoming full members throughout the recent years. Mr. Fetsick reviewed data that was collected concerning the summer members within the last few years which showed the total amount of memberships along with brand new, returning, and non-resident members.

Report on Country Club Policies and Compliance Matter

Mr. Fetsick mentioned that they did not have any issues with implementing the Country Club policies and compliance pertaining the two to a golf cart. He appreciates the support of the community.

FOURTH ORDER OF BUSINESS

Staff Report Matters

Club Management (Management Discussion & Analysis Report/Update on the Business Plan Progress) – Mr. Fetsick stated that Mr. Lance Martin has been hired as the Head Pickleball Professional and Racquets League Coordinator, Mr. Ryan Hamning will continue his role as the Head Tennis Professional, and Ms. Colleen Burke has been hired as the Racquets and Fitness Coordinator. Ms. Sue Marillier will continue her role as the Fitness Program Manager.

The Park Grille & Café will close on September 5 through September 11 for renovations, including acoustics installation, floor and ceiling cleaning, general maintenance, and taking care of Café punch list items.

They continue to hold sold out Bingo and Trivia nights and occasionally have Food and Beverage themed nights. Plans are also underway for a successful Labor Day with Golf, Racquets, and the annual Barbeque Event. They are continuing to build upon the 2023/2024 season calendar including moving Bingo and Trivia to Tuesday nights and adding a third night of a la carte dining on Thursdays. Themed nights will largely take place on Wednesday nights with live entertainment at the café on Thursdays and at the Varsity Club on Fridays. Mr. Fetsick mentioned that there are currently 14 open positions that they are looking to fill at the front of house now through October 1.

Mr. Fetsick recommended supplying a University Park white paper to send out to the community for full disclosure as to how they compare in the industry concerning the food and beverage subsidy. They are looking into getting a liquor cabinet for the bar.

District Counsel – Mr. Barnebey stated that the UPCA Counsel representative has submitted the changes to the CCR and requested a motion from the Board to accept the CCR changes. They indicated that they would cooperate and review the mutual cooperation agreement. All Board members were all in agreement with the changes made to the mutual cooperation agreement that have been suggested by Mr. Ludmerer. The Board requested Mr. Barnebey to proceed with the mutual cooperation agreement changes suggested by Mr. Ludmerer and present to UPCA Counsel representative accordingly.

On August 8, 2023, the Board of County Commissioners approved the Charter changes which are subject to referendum vote by the electors within the district. The vote would fall on the third Tuesday of February next year, which would be February 20, 2024. There were some comments made concerning the primary election dates.

Mr. Barnebey stated that they have scheduled mediation for September 1, 2023, with SR Construction. The Board suggested having Mr. Fetsick there as their representative.

ON MOTION by Mr. Murphy, seconded by Mr. Piersons, with all in favor, the Board appointed Mr. Fetsick as the Board's representative for the mediation scheduled on September 1, 2023, with SR Construction

Mr. Barnebey mentioned that he has been in communication concerning the land use item related to the traffic trade-off mechanism but has not yet received a response. He also provided an update to the gun and concealed weapon permit law changes. They are allowed on public property with the exception of UPRD meetings or at an indoor or outdoor dining location where alcohol is served. A rule will be creating for the indoor and outdoor dining locations.

District Manager – No items to report other than a reminder to Mr. Fetsick of the Public Officials Insurance Renewal completed by August 31, 2023.

FIFTH ORDER OF BUSINESS

District Financial Matters

Ratification of Payment Authorization Nos. # 97 – 98

Mr. Fetsick reviewed the payment authorizations.

ON MOTION by Mr. Criden, seconded by Mr. Piersons, with all in favor, the Board ratified Payment Authorization Nos. # 97 – 98.

Supervisor Requests & Comments

Ms. Dickson stated that they have a workshop meeting scheduled for September 5, 2023, between 2:00 p.m. and 4:00 p.m. and on September 8, 2023 at 1:00 p.m. in which during that Board meeting the Board will discuss and adopt the budget(s) for FY 2024.

Mr. Selep asked about the concealed weapon rule and asked that the Board look at the CCR 13-41G Section of the document. Mr. Nickerson requested having policies be posted by the driving range. Mr. Piersons asked about the status of the Jonas Club Systems Software implementation and the timeframe for completion. Mr. Case had some comments about the weapon policy in regard to the consumption of alcohol during golf. Management will be looking into this matter with District Counsel accordingly.

SIXTH ORDER OF BUSINESS

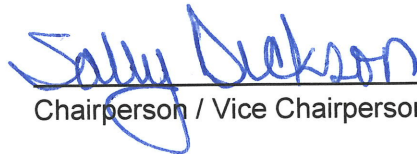
Adjournment

There were no further comments.

ON MOTION by Mr. Murphy, seconded by Mr. Piersons, with all in favor, the August 11, 2023, Board of Supervisors' Meeting of University Park Recreation District was adjourned at 3:29 p.m.



Secretary / Assistant Secretary



Chairperson / Vice Chairperson