

University Park Country Club

Membership Discussion
March 24, 2021

MEMBERSHIP DISCUSSION OUTLINE

- Mission, Vision, Core Values
- Membership Plan Overview
- Board of Supervisor Requests:
 - Member F&B Spend Data
 - Single Member Dues as a % of Family
- Decisions, Decisions, Decisions...

Our Mission

- Deliver to members and guests ever evolving lifestyle experiences that are engaging and inclusive by providing exemplary service, facilities and amenities.

Our Vision

- To be the preeminent gathering place for members and guests to meet, socialize and enjoy lifestyle opportunities that exceed their expectations in a modern club environment, that enhances our residential community.

Our Core Values

- Values that are truly important direct the decisions we make, define our character, and preserve what is special about our Club. They are:
 - Integrity, Trust & Mutual Respect – Acting ethically in the best interests of our members, staff and community.
 - Quality – Striving to be the best that we can be in all that we do.
 - Fiscal Responsibility and Transparency – Openly communicating our financial position and ensuring that operating budgets and reserves are sufficient to meet the current and future needs of the Club.
 - Environmental stewardship – Commitment to preserving our natural landscape and considering the environmental impact of our decisions.

MEMBERSHIP PLAN OVERVIEW



Membership Dues- Competitive Considerations

	Full			Racquets			Social	
	Family	Single		Family	Single		Family	Single
UPCC- Recommended	9,500	7,500		4,250	3,250		1,200	n/a
Meadows	11,280	9,023		4,720	3,775		2,533	2,026
Palm Aire	9,636	8,184		3,792	3,072		2,472	1,980
Sara Bay	10,534	n/a		n/a	n/a		1,387	n/a
Laurel Oak	12,264	9,912		5,028	4,008		2,844	n/a
*Food & Beverage minimum, ranging from \$300-\$1,200 per club, is excluded above.								

Initiation Fees- Competitive Considerations

	Full		Racquets		Social
UPCC- Recommended	7,500		3,000		1,000
Meadows	3,000		1,000		1,000
Palm Aire	7,500		1,250		750
Sara Bay	12,000		n/a		n/a
Laurel Oak	20,000		1,500		1,200

Trail Fees

Trail Fees		Resident		Non-Resident	
		Family	Single	Family	Single
Current					
	Annual	\$ 1,598	\$ 1,252	\$ 2,500	\$ 1,960
Recommended					
	Annual	\$ 2,000	\$ 1,600	\$ 3,000	\$ 2,400

Laurel Oak	\$ 4,000	\$ 3,600
Palm Aire	\$ 2,250	\$ 1,575

Food & Beverage

- Food & Beverage minimum waived for all membership categories
- All members receive 20% discount on à la carte F & B charges
 - Non-members pay standard menu prices
 - Potential for new F & B revenue = \$70,000 based on 2020 non-member sales of \$350,000.
- Introduce a Frequent Dining Program
 - All members receive a 10% annual account credit, up to \$1000, on all Food and Beverage spend over \$500.
 - Rewards members who support the club most
 - This incentive spending would have resulted in \$66,000 in member credits in 2020.

Creating Flexible Options!

- Add an Annual Fitness Center Pass
 - Full Member Spouse- \$300
 - Social- \$500
- Purchase a Players Golf Card
 - Members Only
 - \$950 for ten (10) 18-hole golf rounds
- Add an Annual Range Pass
 - Racquets- \$300
 - Social- \$450
- Add an Annual Social Access Pass
 - Single Racquets - \$500

Estimated Financial Impact-Summary

	Calendar 2020	Worse Case	Most Likely Case	Best Case
OPERATING REVENUE	\$7,629,000	\$7,353,000	\$7,801,000	\$8,248,000
OPERATING EXPENSES	<u>7,641,000</u>	<u>7,467,000</u>	<u>7,567,000</u>	<u>7,641,000</u>
NET OPERATING RESULTS Surplus (Deficit)	\$(12,000)	\$(114,000)	\$234,000	\$607,000
CAPITAL ALLOCATION TOTAL	<u>\$220,000</u>	<u>\$670,000</u>	<u>\$733,000</u>	<u>\$795,000</u>
Detail:				
Initiation Fees	220,000	320,000	345,000	370,000
Outside Golf fees		175,000	200,000	225,000
		175,000	188,000	200,000

Board of Supervisor Requests

- Member F&B Spend Data
- Single Member Dues as a % of Family

Member F&B Spend Data

- Total 2020 Membership F&B Spend- \$1,157,000
 - 1,226 eligible Members
 - Includes Annual, Summer and Trial Members
- 533 Members- \$854,000
 - 43% of the Membership contributed 74% of the spend
 - Average spend per membership of \$1,602
 - These members all spent 120% or more of their F&B Minimum
- 693 Members- \$303,000
 - 57% of the Membership provided only 26% of the spend
 - Average spend per membership of \$437 (below Minimum)
- Non-member Spend- ~\$350,000

Single Memberships- To Achieve 2/3 of Family

	Family	Pricing- Single		% of Family		Financial Impact	
	Pricing	Re'cmnd	Reduced	Re'cmnd	Reduced	Re'cmnd	Reduced
Full	\$ 9,500	\$ 7,500	\$ 6,500	78.9%	68.4%	\$ -	\$ (135,605)
Racquets	\$ 4,250	\$ 3,250	\$ 2,900	76.5%	68.2%	\$ -	\$ (20,044)
						Total:	\$ (155,649)



Decrease Single Membership dues to approximately 2/3 of Family Membership

Single Memberships- To Achieve 2/3 of Family

	Single	Pricing- Family			% of Family		Financial Impact	
	Pricing	Re'cmd	Increased		Re'cmd	Increased	Re'cmd	Increased
Full	\$ 7,500	\$ 9,500	\$ 11,000		78.9%	68.2%	\$ -	\$ 245,995
Racquets	\$ 3,250	\$ 4,250	\$ 4,750		76.5%	68.4%	\$ -	\$ 25,776
							Total:	\$ 271,771



Increase Family Membership dues to approximately 2/3 of Single Membership

Single Memberships- To Achieve 2/3 of Family

	Pricing- Single		Pricing- Family		% of Family		Financial Impact	
	Re'cmd	Decreased	Re'cmd	Increased	Re'cmd	Increased	Re'cmd	Increased
Full	\$ 7,500	\$ 7,000	\$ 9,500	\$ 10,000	78.9%	70.0%	\$ -	\$ 5,320
Racquets	\$ 3,250	\$ 3,250	\$ 4,250	\$ 4,500	76.5%	72.2%	\$ -	\$ 12,423
							Total:	\$ 17,743



Increase Family dues and Decrease Single Full dues to achieve approximately 2/3 of Single Membership

Recommended Membership Pricing- v.2

UPCC	2021 Actual		2022 Re'cmd v.1		2022 Re'cmd v.2	
	Family	Single	Family	Single	Family	Single
Full	\$ 8,554	\$ 6,710	\$ 9,500	\$ 7,500	\$ 10,000	\$ 7,000
Junior Executive	4,278	3,355	-	-	-	-
Tennis/Racquets	3,510	2,629	4,250	3,250	4,500	3,250
Sports	2,023	1,392	-	-	-	-
Twilight Tennis	1,368	976	-	-	-	-
Social/Resident	883	536	1,200	-	1,200	-

- Increases Family dues which seemed to be a desire of Board.
- Decreases Single dues slightly to get closer to 2/3 of Family.

Decisions, Decisions, Decisions!

- Membership Structure?
 - Full, Racquets and Social only?
 - Social Access Pass for Full Single?
- Dues Prices
 - Increase more?
 - Single vs. Family pricing?
- Food & Beverage
 - Remove the F&B Minimum?
 - Increase menu prices and provide 20%-member discount?
 - Frequent Dining Program?
- À la carte options?
 - Add Pickleball? Price?
 - Fitness Center Pass Pricing?

**A ROADMAP TO AN
EXCITING AND
FINANCIALLY
SUSTAINABLE
FUTURE!**

