

University Park Recreation District

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

<http://universityparkrd.com/>

The Workshop Meeting of the **Board of Supervisors of University Park Recreation District** will be held on **Tuesday, October 1, 2024, at 2:00 PM** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 845 8893 8513

Passcode: 755354

Join meeting via Zoom:

<https://us02web.zoom.us/j/84588938513?pwd=eUE4Q3BTNGVLNXBsOGViRXk1cWo2QT09>

BOARD OF SUPERVISORS' WORKSHOP MEETING AGENDA

Organizational Matters

- Call to Order
- Roll Call
- Pledge of Allegiance
- Public Comment Period *[for any members of the public desiring to speak on any proposition before the Board]*

Discussion

1. Discussion of the Five-Year Operating Financial Forecast and Five-Year Capital Expenditure Budget
2. Review and Discussion of District Goals and Objectives Memorandum

Date	Meeting Type	Time	Location	Note
October 11, 2024	Board Meeting	1:00 PM	University Park	Business Offices
October 29, 2024	Workshop Meeting	2:00 PM	University Park	Business Offices

Adjournment



University Park Recreation District

Review of the Five-Year Operating Financial Forecast
and Five-Year Capital Expenditure Budget

SUMMARY STATEMENT OF OPERATIONS	Five Year Forecast					
	2025	2026	2027	2028	2029	
FISCAL YEARS ENDING SEPTEMBER 30						
COUNTRY CLUB OPERATIONS:						
REVENUE:						
MEMBERSHIP DUES	6,144,920	6,515,040	6,829,321	7,159,316	7,505,810	
GOLF OPERATIONS, NET	4,059,843	4,117,824	4,222,002	4,372,825	4,485,085	
RACQUETS & FITNESS	155,222	159,879	164,675	169,615	174,704	
DINING	3,272,058	3,370,220	3,471,327	3,575,466	3,682,730	
OTHER INCOME	5,480	5,480	5,480	5,480	5,480	
TOTAL REVENUE	13,637,523	14,168,443	14,692,804	15,282,702	15,853,810	
EXPENSES:						
PAYROLL & RELATED:						
GOLF OPERATIONS	879,898	924,299	972,473	997,448	1,023,785	
RACQUETS & FITNESS CENTRE	407,000	427,350	448,718	471,154	494,711	
DINING	2,437,498	2,545,831	2,664,977	2,774,020	2,889,224	
GOLF COURSE MAINTENANCE	1,775,918	1,864,714	1,957,950	2,055,847	2,158,639	
GENERAL & ADMINISTRATIVE	1,749,276	1,836,739	1,928,576	2,025,005	2,126,255	
TOT PAYROLL & RELATED	7,249,590	7,598,933	7,972,694	8,323,474	8,692,615	
DIRECT EXPENSES:						
GOLF OPERATIONS	1,005,088	1,040,266	1,076,675	1,114,359	1,153,361	
RACQUETS & FITNESS CENTRE	254,553	263,462	272,683	282,227	292,105	
DINING CGS	1,493,432	1,538,235	1,584,382	1,631,914	1,680,871	
DINING OPER EXP	829,010	858,025	888,056	919,138	951,308	
GOLF COURSE MAINTENANCE	1,664,885	1,723,156	1,783,466	1,845,888	1,910,494	
GENERAL & ADMIN	806,008	834,219	863,416	893,636	924,913	
TOTAL DIRECT EXPENSES	6,052,976	6,257,363	6,468,679	6,687,161	6,913,052	
OPERATING INCOME/(LOSS)	334,957	312,147	251,431	272,067	248,143	
CAPITAL FUNDS:						
CAPITAL ALLOCATION- GOLF OPS	276,726	283,169	289,804	302,093	309,133	
INITIATION FEES	746,550	538,000	535,500	533,000	535,500	
CAPITAL DUES	380,929	384,902	407,164	427,028	447,884	
	1,404,205	1,206,070	1,232,469	1,262,121	1,292,517	
Assumptions:						
Full Membership Count	440	440	440	440	440	
Total Memberships	1,348	1,348	1,348	1,348	1,348	
Outside Golf Rounds	31,979	31,979	31,979	31,979	31,979	
Outside Golf Revenue	2,767,264	2,831,688	2,898,045	3,020,934	3,091,332	

University Park Country Club						
Capital Expenditures - 5 Year Plan, Fiscal 2025 through Fiscal 2029						
	FY2025	FY2026	FY2027	FY2028	FY2029	Comments/Key Assumptions
<u>Available Funds</u>						
Balance, Beginning of Fiscal Year	1,790,654	1,811,854	1,465,766	458,456	1,386,610	
Sources:						
Initiation Fees	746,550	538,000	535,500	533,000	535,500	Based on historical home sales
Capital Dues	380,929	384,902	407,164	427,028	447,884	5% & 10% of Membership Dues
Golf Ops Allocation	276,726	283,169	289,804	302,093	309,133	10% Ouside Carts and Green Fees
	1,404,205	1,206,070	1,232,469	1,262,121	1,292,517	
Total Available Funds	3,194,859	3,017,924	2,698,235	1,720,577	2,679,127	
<u>Uses of Funds</u>						Primary Uses
Dining	78,786	-	-	122,678	3,284	
Admin/Varsity Club	10,800	-	324,317	-	12,631	Furniture, Bar & Equipment and Restrooms
Racquets & Fitness	89,907	22,323	-	13,725	12,631	Misc
Golf Pro Shop	40,608	21,293	288,772	28,329	27,062	Cart Barn (\$200k) and Pro Shop (\$85k)
Golf Course Maintenance	276,904	396,261	177,390	43,446	-	Various Equipment
Golf Course	886,000	1,112,281	1,092,895	125,789	70,000	Bunkers, Fairways, Tees
Site	-	-	356,405	-	-	Parking Lot/Club Entryway
Total Uses Of Funds per Capital Reserve Study	1,383,005	1,552,158	2,239,779	333,967	125,608	
Ending Balance, end of Fiscal Year	1,811,854	1,465,766	458,456	1,386,610	2,553,519	

University Park RD: Five-Year Operating and Capital Forecasts

Board Workshop

October 1, 2024

AGENDA

- Five-Year Operating Financial Forecast
- Five-Year Capital Expenditure Budget
- Future Discussion Points:
 - Business Plan
 - Membership Structure
 - Other?

Five-Year Operating Financial Forecast

- Objectives:
 - Maintain or enhance member experience
 - Operate efficiently
 - Maintain Operating Liquidity
 - Modest Surplus
- All assumptions based on “current state” (e.g., no material changes to operations)
- Membership:
 - Structure remains same
 - No increase to membership enrollment
 - Annual attrition contributes to new membership sales
 - 5% annual dues increase
- Initiation Fees & Capital Due:
 - No Changes to rate or structure
 - No additional capital contribution for non-residents

Five-Year Operating Financial Forecast

- Golf Operations
 - 3% annual Greens Fee Increase
 - Alternating bi-annual increases to Cart Fee/Trail Fee
 - 10% of Outside Golf Revenue earmarked for Capital Reserves
- Racquets & Fitness
 - 3% annual Increase for Lessons/Clinics/etc.
- Dining
 - 3% blended increase in revenue
 - No material changes to hours of operation
 - Subsidy supported through dues, not margin

Five-Year Operating Financial Forecast

- Expenses
 - Labor
 - No material staff additions
 - 4-5% blended annual increases
 - Minimum Wage increases as required by State of FL
 - Primarily impacts Golf Operations and F&B
 - Remains at or below industry benchmark as a percentage of total revenue
 - Consistently around 50-52% (industry is 56%)
 - Operating Expenses
 - 3-4% annual increases
 - Improved F&B margins (COGS)

Five-Year Operating Financial Forecast



SUMMARY STATEMENT OF OPERATIONS	Five Year Forecast									
FISCAL YEARS ENDING SEPTEMBER 30	2025	2026	2027	2028	2029					
COUNTRY CLUB OPERATIONS:										
TOTAL REVENUE	13,637,523	14,168,443	14,692,804	15,282,702	15,853,810					
TOT PAYROLL & RELATED	7,249,590	7,598,933	7,972,694	8,323,474	8,692,615					
TOTAL DIRECT EXPENSES	6,052,976	6,257,363	6,468,679	6,687,161	6,913,052					
OPERATING INCOME/(LOSS)	334,957	312,147	251,431	272,067	248,143					

Five-Year Capital Expenditure Budget

- Independent Capital Reserve Study
 - 20-year outlook
 - Includes current assets only (“like for like” replacement)
 - No aspirational investments
 - Additional Pickleball Courts
 - Expanded Driving Range
 - What’s the next “big thing”?
- Currently Funding year-to-year
 - Need to evolve to funding over the life of each asset (HOA Model)
 - (e.g., Irrigation replacement in 25 years should be funded 1/25th annually)
- How do we build reserves for Aspirational Capital in the future?

Five-Year Capital Expenditure Budget



	FY2025	FY2026	FY2027	FY2028	FY2029
<u>Available Funds</u>					
Balance, Beginning of Fiscal Year	1,790,654	1,811,854	1,465,766	458,456	1,386,610
Sources:					
Initiation Fees	746,550	538,000	535,500	533,000	535,500
Capital Dues	380,929	384,902	407,164	427,028	447,884
Golf Ops Allocation	276,726	283,169	289,804	302,093	309,133
	1,404,205	1,206,070	1,232,469	1,262,121	1,292,517
Total Available Funds	3,194,859	3,017,924	2,698,235	1,720,577	2,679,127

Five-Year Capital Expenditure Budget



	FY2025	FY2026	FY2027	FY2028	FY2029
<u>Uses of Funds</u>					
Dining	78,786	-	-	122,678	3,284
Admin/Varsity Club	10,800	-	324,317	-	12,631
Racquets & Fitness	89,907	22,323	-	13,725	12,631
Golf Pro Shop	40,608	21,293	288,772	28,329	27,062
Golf Course Maintenance	276,904	396,261	177,390	43,446	-
Golf Course	886,000	1,112,281	1,092,895	125,789	70,000
Site	-	-	356,405	-	-
Total Uses Of Funds per Capital Reserve Study	1,383,005	1,552,158	2,239,779	333,967	125,608

Five-Year Capital Expenditure Budget



Golf Course							
	Bridges	220-10	-	148,801	75,960	-	-
	Bunkers	220-11	400,000	350,000	375,000	-	-
	Cart Paths	220-12	70,000	70,000	70,000	70,000	70,000
	Greens	220-13	-	-	-	-	-
	Tees & Fairways	220-14	400,000	543,480	395,000	-	-
	Irrigation	220-15	-	-	-	-	-
	Practice Range	220-16	16,000	-	26,000	19,000	-
	Restrooms	220-17	-	-	-	36,789	-
	Bulkhead #5	220-18	-	-	150,935	-	-
			886,000	1,112,281	1,092,895	125,789	70,000

Five-Year Capital Expenditure Budget



	FY2025	FY2026	FY2027	FY2028	FY2029
Total Available Funds	3,194,859	3,017,924	2,698,235	1,720,577	2,679,127
Total Uses Of Funds per Capital Reserve Study	1,383,005	1,552,158	2,239,779	333,967	125,608
Ending Balance, end of Fiscal Year	1,811,854	1,465,766	458,456	1,386,610	2,553,519

Future Discussion Points

- Business Plan
- Operations:
 - Membership Structure
 - Social/Lifestyle
 - Senior Membership
 - Non-Residents
 - Reliance on Outside Golf Play
- Capital:
 - Funding current assets?
 - Aspirational Capital?
 - Reinvestment in Facilities is Critical

University Park Recreation District

Review and Discussion of District Goals and Objectives Memorandum

Memorandum

To: Board of Supervisors

From: Mark P. Barnebey, Esquire, District Counsel

Date: 9/16/2024

RE: HB7013 – Special Districts Performance Measures and Standards

To enhance accountability and transparency, new regulations were established for all special districts, by the Florida Legislature, during its 2024 legislative session. Such regulations were codified as Section 189.0694, Florida Statutes and effective July 1, 2024. Starting on October 1, 2024, or by the end of the first full fiscal year after its creation (whichever comes later), each special district must establish goals and objectives for each program and activity, as well as develop performance measures and standards to assess the achievement of these goals and objectives. Additionally, by December 1 each year (initial report due on December 1, 2025), each special district is required to publish an annual report on its website, detailing the goals and objectives achieved, the performance measures and standards used, and any goals or objectives that were not achieved.

District Management identified the following key categories to focus on for Fiscal Year 2025 and develop statutorily compliant goals for each:

- Community Communication and Engagement
- Infrastructure and Facilities Maintenance
- Financial Transparency and Accountability

Additionally, special districts must provide an annual reporting form to share with the public that reflects whether the goals and objectives were met for the year. District Management streamlined these requirements into a single document that meets both the statutory requirements for goal/objective setting and annual reporting.

The proposed goals/objectives, performance measures/standards, and the annual reporting form are attached as Exhibit A to this memo. District Management recommends the Board of Supervisors adopt these goals and objectives to maintain compliance with HB7013 and further enhance its commitment to the accountability and transparency of the District.

Text of the Bill: 189.0694 Special districts; performance measures and standards.

(1) Beginning October 1, 2024, or by the end of the first full fiscal year after its creation, whichever is later, each special district must establish goals and objectives for each program and activity undertaken by the district, as well as performance measures and standards to determine if the district's goals and objectives are being achieved.

(2) By December 1 of each year thereafter, each special district must publish an annual report on the district's website describing:

(a) The goals and objectives achieved by the district, as well as the performance measures and standards used by the district to make this determination.

(b) Any goals or objectives the district failed to achieve.

Exhibit A:

Goals, Objectives, Performance Measures/Standards and Annual Reporting Form

**University Park Recreation District (“District”)
Goals, Objectives, Performance Measures/Standards &
Annual Reporting Form**

October 1, 2024 – September 30, 2025

1. Community Communication and Engagement

a. Goal 1.1: Public Meetings Compliance

- i. **Objective:** Hold at least seven regular Board of Supervisor (“Board”) meetings per year to conduct District-related business and discuss community needs.
- ii. **Measurement:** Number of public Board meetings held annually as evidenced by meeting minutes and legal advertisements.
- iii. **Standard:** A minimum of seven Board meetings were held during the fiscal year.
- iv. **Achieved:** Yes ☐ No ☐

b. Goal 1.2: Notice of Meetings Compliance

- i. **Objective:** Provide public notice of each meeting in accordance with Florida Statutes, using at least two communication methods.
- ii. **Measurement:** Timeliness and method of meeting notices as evidenced by posting to the District’s website and publishing in a local newspaper of general circulation.
- iii. **Standard:** 100% of meetings were advertised in accordance with Florida Statutes on at least two mediums (e.g., newspaper and District website).
- iv. **Achieved:** Yes ☐ No ☐

c. Goal 1.3: Access to Records Compliance

- i. **Objective:** Ensure that meeting minutes and other public records are readily available and accessible to the public pursuant to applicable law by completing quarterly District website checks.
- ii. **Measurement:** Quarterly website reviews will be completed to ensure public records are up to date as evidenced by District Management’s records.
- iii. **Standard:** 100% of quarterly website checks were completed by District Management or third-party vendor.
- iv. **Achieved:** Yes ☐ No ☐

2. Infrastructure and Facilities Maintenance

a. **Goal 2.1: District Infrastructure and Facilities Inspections**

- i. **Objective:** District Engineer will conduct an annual inspection of the District's infrastructure and related systems.
- ii. **Measurement:** A minimum of one inspection completed per year as evidenced by district engineer's report related to District's infrastructure and related systems.
- iii. **Standard:** Minimum of one inspection was completed in the fiscal year by the District's engineer.
- iv. **Achieved:** Yes ☐ No ☐

3. Financial Transparency and Accountability

a. **Goal 3.1: Annual Budget Preparation**

- i. **Objective:** Prepare and approve the annual proposed budget by June 15 and final budget by September 15 each year.
- ii. **Measurement:** Proposed budget was approved by the Board by June 15 and final budget was adopted by September 15 as evidenced by meeting minutes and budget documents listed on the District's website and/or within District records.
- iii. **Standard:** 100% of budget approval & adoption were completed by the statutory deadlines and posted to the District's website.
- iv. **Achieved:** Yes ☐ No ☐

b. **Goal 3.2: Financial Reports**

- i. **Objective:** Publish to the District's website (or link as permitted by applicable law) the most recent versions of the following documents: Annual audit, current fiscal year budget with any amendments, and most recent financials within the latest agenda package.
- ii. **Measurement:** Annual audit, previous years' budgets, and financials are accessible to the public as evidenced by corresponding documents on the District's website.
- iii. **Standard:** District's website contains 100% of the following information: Most recent annual audit, most recent adopted/amended fiscal year budget, and most recent agenda package with updated financials.
- iv. **Achieved:** Yes ☐ No ☐

c. **Goal 3.3: Annual Financial Audit**

- i. **Objective:** Conduct an annual independent financial audit per statutory requirements and publish the results to the District's website for public inspection, and transmit to the State of Florida.
- ii. **Measurement:** Timeliness of audit completion and publication as evidenced by meeting minutes showing Board approval and annual audit is available on the District's website (or linked) and transmitted to the State of Florida.
- iii. **Standard:** Audit was completed by an independent auditing firm per statutory requirements and results were posted to the District's website and transmitted to the State of Florida.
- iv. **Achieved:** Yes ☐ No ☐

SIGNATURES:

Chair/Vice Chair: _____

Date: _____

Printed Name: _____

University Park Recreation District

District Manager: _____

Date: _____

Printed Name: _____

University Park Recreation District