MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT WORKSHOP MEETING
Tuesday, May 13, 2025
10:00 a.m.
Business Offices
8301 The Park Boulevard, University Park, FL 34201

Board Members present in person or via phone:

Sally Dickson	Chairperson
Steve Heitzner	Vice Chairperson
Rusty Piersons	2nd Vice Chairperson
David Murphy	Treasurer
Scott Huebner	Assistant Secretary

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC	
Kwame Jackson	ADM - PFM Group Consulting LLC	(via phone)
Marisa Powers	District Counsel - Blalock Walters	
John Fetsick	General Manager - Country Club	
Curtis Nickerson	Director – Country Club	

Various Audience Members in-person and via Zoom

FIRST ORDER OF BUSINESS **Organizational Matters**

Call to Order and Roll Call

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

The Pledge of Allegiance was recited.

Public Comments

Ms. Dickson gave an overview of the workshop meeting agenda. It was noted the workshop is to discuss the Business Model Executive Summary.

Ms. Van Brunt had a comment regarding her disagreement with the Business Model Plan. She noted the amenities are needed sooner rather than later and discussed the financing of the amenities.

There were no further comments.

SECOND ORDER OF BUSINESS **Discussion**

Business Model Executive Summary Presented by the Business Planning Advisory Group

Mr. Tevens gave an overview of the Business Model Executive Plan. The plan was requested two years ago and has since been updated.

Mr. Tevens introduced his team and gave a summary of the vision, mission, and values for the plan. The main goal is to provide a gathering place that exceeds expectations and enhances the residential community. He reviewed the financial plan from 2025 to 2029 which gave an overview of revenues and the capital improvement costs. These were all original amounts and have not been updated to reflect additional costs or inflation, if any. He noted all projects can be reduced or increased based on need.

Ms. Dickson noted the District runs on a fiscal year.

The presentation included the original plan projections for membership. Mr. Tevens gave an overview of those memberships. It was noted current members, no matter the type, will continue in their current category, unless they choose to change. Currently, there are almost 800 social members, with about 100 of those being non-resident.

The Board discussed the timeline of those memberships.

It was noted for future homeowners, there will now be two choices for membership: Full or Lifestyle, which will include all amenities, but golf. Outside play on the golf course will continue, but additional rules will be added. The dues and operating expenses will increase over the 5-year plan period. Eventually Social category memberships will transition to a Lifestyle membership. Non-member green and cart fees will increase, along with food and beverage predominantly to the public.

Ms. Dickson discussed the possible issues for those that currently transition from Full membership to the existing Social memberships. This is something the Board can discuss for alternatives.

The presentation continued with an overview of the revenues that will drive the operating income from 2025 to 2029 and the changes in Membership Dues over that time period. Ms.

Dickson noted that one of the draws to the Lifestyle Membership will be the expanded Fitness Center, which would then need to be completed by October 2026. Mr. Fetsick clarified that the Business Plan is on the normal calendar year. There was discussion regarding the timeline for the expansion of the Fitness Center and the cost of the memberships.

Ms. Carvalho clarified that the summary of the financial plan is on the fiscal year.

Mr. Tevens gave an overview of the golf revenue drivers, which included green fees, cart fees, Pro Shop sales, and trail fees. There was brief discussion regarding the increase in fees and the timeline for those fees. It was noted the increase in fees is legitimized. Mr. Murphy suggested doing a sensitivity analysis as it relates to the increase in fees. He also noted there are fewer houses being sold right now. Mr. Tevens noted that 10% of the golf revenue goes into the capital account and the net revenue is what is used for the golf revenue drivers.

Mr. Tevens presented the market data for 2025, which included the social dues, cart rates, Golf Full Family Memberships, Tennis (Lifestyle) Memberships, and Initiation Fees. There was brief discussion regarding competitors and their pricing, compared to University Park's pricing. It was noted there should be discussion regarding what the market is, whether it be semi-private, private, or both. There was also discussion regarding the market data.

The presentation continued with an overview of the dining revenue drivers. Mr. Tevens gave a summary of member versus non-member rates. There was a discussion regarding the cost of food.

Mr. Tevens reviewed the sources of capital in comparison to the 2025 budget versus the 2029 plan. It was noted the major source of capital comes from the operating income growth.

The Board reviewed the roadmap plan. The roadmap included creating homeowner committees to provide recommendations to the Board. These committees would include: Finance, Governance, Strategic & Business Planning, Golf, House, Racquets and Fitness, individual Capital Projects, and others as needed. Club Management will continue to report the UPRD Board.

Ms. Dickson noted there has already been discussion to setup a Finance Committee and Strategic and Business Planning Committee. Charters have been created and are being finalized. These will be the first committees that will be put in place. She gave an overview of the other committees. The Board briefly discussed the timeline and process of applying for the committees.

Mr. Tevens provided a five-year forecast spreadsheet and gave an overview. The spreadsheet included cost analysis. Changes can be made as needed. He recommended the Board only take on one project at a time due to logistics and finances, but ultimately it is up to the Board. Ms. Dickson confirmed this will be a consideration, so that membership activities are not disrupted. Mr. Tevens gave a brief explanation of the projects, finances, and timeline. Ms.

Dickson requested the spreadsheet be sent to the Board.

The presentation ended with a summary of the plan, noting that the investments in the Club infrastructure will attract new homeowners to UPCC. The Business Planning Group will wait on direction from the Board.

Ms. Dickson thanked the group.

Supervisor Requests and Public Comments

Ms. Wyatt recommended some changes to the Fitness Center for efficiency, effectiveness, and safety. Ms. Dickson noted these can be considered in the committee for that area and recommended to the Board. Mr. Fetsick noted the investment in the current facility should be considered, as it may not be prudent logistically. There was brief discussion regarding this.

Mr. Case thanked the group for the presentation and had a comment regarding the cost of the club and expansion. He noted it should come from more than just membership and thanked the group for looking at other options. He also commented regarding the changes in membership and the possible issues that may arise. He noted there should be an option for current Lifestyle Memberships to reduce to a Social Membership based on age/need. Consequences of not having that option need to be considered. He also discussed the requirement of having to be a part of the Country Club as a homeowner and noted the Board should look into their authority as it relates to that requirement.

Mr. Hemingway noted the emphasis on operating income as a major source of capital and stated the two should be differentiated. Most country clubs look to initiation fees and dues as operating capital. He discussed the prices and types of memberships, noting that lifestyle is a driving factor in those decisions. This may be a detriment to home sales. He also discussed the inflation rate and recommended less emphasis on market rates and profitability when looking at membership costs for existing homeowners, but rather emphasis on lifestyle. He gave his preference for the bond approach.

Ms. Dickson thanked everyone in attendance.

Upcoming Meetings and Workshops were noted:

Date	Meeting Type	Time	Location	Note
May 22, 2025	Rescheduled BOS Meeting	2:00 PM	University Park	Business Offices
June 3, 2025	Workshop Meeting	2:00 PM	University Park	Business Offices

June 13, 2025	BOS Meeting	1:00 PM	University Park	Business Offices

Ms. Dickson noted the charter needs to be edited and finalized for the Finance Committee and Strategic Planning Committee prior to the May 22nd meeting. She would like an email to go out to the community for a call for volunteers for these committees. The Charters will make sure the volunteers are qualified and will follow the Florida Sunshine Laws. Mr. Fetsick will send out the call for volunteers.

THIRD ORDER OF BUSINESS **Adjournment**

Ms. Dickson adjourned the May 13, 2025, Workshop Meeting of University Park Recreation District at 11:27 a.m.

Secretary / Assistant Secretary

Sally Dickson
Chairperson / Vice Chairperson