

University Park Recreation District

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The Workshop Meeting of the **Board of Supervisors of University Park Recreation District** will be held on **Tuesday, September 2, 2025, at 2:00 PM** and or immediately following the adjournment of the Continued Board of Supervisors' Meeting 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=eUE4Q3BTNGV LNXBsOGViRXk1cWo2QT09>

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. Follow-up Discussion of 2025-2026 General Manager Goals & Objectives

Date	Meeting Type	Time	Location	Note
September 12, 2025	Board Meeting	1:00 PM	University Park	Business Offices
September 30, 2025	Workshop Meeting	2:00 PM	University Park	Business Offices

2. Supervisor Requests & Public Comments

Adjournment



University Park Recreation District

**Follow-up Discussion of 2025-2026 General
Manager Goals & Objectives**

2025 Objectives and Targeted Goals

Financial Strategy & Implementation:		
1. Creation and Implementation of Business Plan and Budgets	○ Create and implement efficient business frameworks and systems that maximize organizational effectiveness. ○ Facilitate the timely and cost-efficient execution of the business plan.	8/31/2025
2. Reduce Dining Costs and Increase Member Satisfaction in F&B	○ Form an F&B Advisory Group. ○ Reduce dining costs by \$50,000 without reducing the quality of service. ○ Identify cost-saving areas and dates of achievements.	8/31/2025
3. Capital Improvement Plan (CIP)	○ Evaluation is based on the appropriate and cost-saving action steps, quality of deliverables, and overall timely execution of the CIP.	Ongoing
4. Golf Course Irrigation System	○ Prepare a report that identifies the category and associated cost savings from the reduction in repair cost afforded by the new Golf Course Irrigation System.	8/31/2025
5. Management & Financial Reports for Board Meetings	○ Evaluated by the thorough, accurate, and timely reports as requested by the two Boards, which identify any variances from the established budgets and include business justifications.	Monthly
6. Staffing & Operational Cost Optimization	○ Monitor business volume and advise on changes and corrective action to adjust staff levels, operating costs, and other factors to meet business goals. Evaluated by the timely and corrective actions taken.	Ongoing
Governance & Compliance:		
1. Introduce two new Advisory Groups for UPRD	○ Introduce and implement Finance Advisory Group ○ Introduce and implement Strategic Planning Advisory Group ○ Identify and communicate the accomplishments of the advisory group to the BOS that impact the effectiveness of Club operations.	8/31/2025
2. Increase your physical presence at Club Events	○ Engage with members, ensuring there is visibility to listen to members' wants, needs, and areas for improvement. ○ Identify wants, needs, and improvements based on findings.	Ongoing
3. Identify an alternate software to dwellingLIVE	○ Assess alternative software and identify the improvement offered. Plus if able to identify resident occupation status in advance of storms. Deliver a report of software options and costs.	8/31/2025
4. Daily Club Operations	○ Meet with department heads to discuss performance goals, operational and staff issues, and to provide guidance in improved operations and performance when necessary.	Ongoing

5. Club Communications and Marketing	○ Work with Communications Director in implementing a Communication strategy and Crisis Management when necessary. ○ Evaluated by the delivery of timely, accurate, and effective written communications.	Ongoing
6. Member Events/Member Satisfaction	○ Work directly with the Member Experience and F&B Director to ensure the effective delivery of member-focused events and dining services.	Ongoing
7. Club Facilities and Maintenance	○ Work with the P&F Director to ensure the upkeep and necessary maintenance of all Club facilities.	Ongoing
8. Software Programs	○ Assess software needs and establish the necessary budget to support software systems and necessary vendor services.	Ongoing
9. Legal Compliance	○ Ensure compliance throughout PBM organization in achieving all satisfactory employment, federal, state, safety, workers' compensation, environmental, and sanitation standards.	Ongoing
10. Contracts & Liability	○ Ensure all vendor and insurance contracts are executed with appropriate content that supports PBM's business operations and minimizes liability. ○ Contracts are reviewed, signed, and executed in a timely manner, and policies and procedures are shared with the assigned administrator.	Ongoing
11. UPCA Compliance	○ Works directly with the Community Assoc. Mgr. to support the UPCA Board to be in compliance with Florida Statutes and the Declaration of the CCRs for the Community Association.	Ongoing
Leadership:		
1. Improve leadership structure with the UPRD/BOS and the UPCA BOD.	○ With the PBM Management Committee, work to influence and establish a leadership structure that facilitates improved collaboration and working dynamics between the two Boards.	Ongoing
2. Performance Appraisal plans for all Department Heads	○ Ensure the timely delivery of PA and periodic checks with directors/heads throughout the year. ○ Complete graded evaluations to establish pay increases for <u>October 1, 2025.</u>	8/31/2025
3. Employee Opinion Survey	○ Implement EOS in 2025 to assess and identify employee satisfaction areas needing improvement. ○ Based on the EOS action plans identify areas needing improvement. Work with the directors and department heads in developing and executing corrective action plans. Evaluation based on the identification and timely implementation of the action plans.	8/31/2025

MBOs: John Fetsick				DRAFT	
GOAL	K GOAL	%	TOP PRIORITY PROJECTS/INITIATIVES	SUPPORTING METRICS	
Member Satisfaction	Increase from X to Y	10	- Implement an in-season and off-season member satisfaction survey - Engage & communicate with members by: - Attend all holiday and special events. - Hold monthly coffee/cocktails with the GM events. Summarize feedbacks with the BOS. - Develop 3-4 major initiatives per functional area(i.e., racquets, golf, F&B)	TBD	
Operations COST CONTROL	Total club profitability	20	- Develop operational budget that maximizes profitability - Launch 2-3 initiatives that reduce cost(i.e., manage linen expense in racquets area by creating an awareness program and dispensary solution to limit towel waste) - Focus on creative F&B offerings that are high margin - Eliminate waste	TBD	
Operations REVENUE GENERATION	TOTAL CLUB REVENUE VS. BUDGET	25	- Evaluate and implement pricing opportunities for member and non-member golf experience - Create “retention” plan for summer memberships converting to full or racquets memberships - Drive continuous menu development that increases both member and non-member usage(i.e., variety, specials, seasonal options, healthy options, etc.) - Evaluate and implement updated pricing for special events(i.e., Bingo, Trivia, Brunches, etc.)	TBD	
Employee Satisfaction	Increase Employee Satisfaction from X to Y	10	- Implement an employee recognition program - Implement an employee incentive program to drive sales - Hold monthly departmental meetings- act on feedback - Provide quarterly training program for employees - Ensure that individual goals are developed and monitored for department heads and managers aligned with GM objectives - GM to facilitate quarterly employee townhall meetings	TBD	
Expansion	Timeline-budget	5	- Play a pivotal role in development and execution of Capital Improvement Plan - Ensure frequent and timely communication to membership - Support BOS initiatives	TBD	
Governance	TBD		- Introduce a system that oversees governance of club policy, etc. - Integrate into BOS operations - Oversee the functional advisory committees(i.e., golf, racquets, dining and event, etc.). Ensure BOS is apprised of goals, issues, solutions and accomplishments - Ensure that Finance and Strategic Planning Committees are on point, communications with BOS and making progress	TBD	

Rusty Piersons Comments Pertaining to Goals & Objectives

Email 8/22/2025

Below is what I would like added to the 2026 objectives and targeted goals for our GM.

1. To ensure the long-term sustainability of UPCC we need to deliver an exceptional member experience while maintaining a strong financial commitment.

a. Create weekly (lunch time) scheduled member/GM visibility programs. 30 minutes the GM talking to various members.

b. Plan attending end of Golf/tennis/pickleball events, twice monthly.

c. Go to dining room at dinner hour (1 hour, 6-7) on Thurs., Fri twice monthly for conversation, visibility and greeting of members.

d. Once a week greet 3 unknown members, ask what 1 item they would like to see improved at the club for them. Report to board monthly all 12 responses for the month, including recognition of the member.

e. Implement service standards and continued staff training programs for high quality member experiences and consistency. Deliver quarterly board reports outlining programs by dept., implemented in the quarter and examples of success.

2. Annual Budget commitment, reviewed Quarterly with board. Revenue and Profit commitment by GM, for the upcoming year. Keep revenue and profit within 2% (board determine) of annual budget. If there is a shortfall, GM delivers plan to board with adjustment suggestions and deliver new ideas to assure club and GM delivers on the budget committed to by the GM.

3. Now that we have re-engaged on Committees/advisory groups. Deliver a written recurring process that will be approved and instituted by the board/club for all future groups. Assuring this program will be systematic and continuous for all future boards and club management.

I have more. But think this is plenty for now! Rusty

Scott Huebner Comments Pertaining to Goals & Objectives
Emails 8/22/25 & 8/25/22

Hi Vivian,

FYI- I have not received Steve's KPI examples.

Per the August 22 deadline, here are my comments by line.

Financial Strategy & Implementation.

- 1) use numbers and show variances.
- 2) reduce dining cost/losses, use actual numbers show as a % of revenue.
- 5) provide financial information at least 7 days before the BoS meeting.

Governance & Compliance

- 4) Both the AGs and the Bos review performance goals for department heads.
- 6) In the member survey, ask about hours of service and menu changes.
- 7) Have both the AGs and the BoS review the check list for upkeep and necessary maintenance of club facilities.

Leadership

- 1) I don't believe it is PBM's job to improve collaboration between the RD and HOA.
- 2) Have AG's and BoS to review objectives.
- 3) In the employee survey, which department was unhappy? Key Points?

I agree with adding numbers to have quantitative results.

-Member Satisfaction; based on annual survey, participation at key events, member usage

-Membership Growth; Based on actual numbers (number of members by department & financials by department)

-Outside Play; number of rounds and revenue vs budget and vs prior year, outside restaurant/bar \$

-Financial Strength; Financial reports, target numbers per BoS

-Employee Satisfaction; based on Employee Survey vs, prior year.

Otherwise, I will look forward to reviewing the other Supervisors input.

Kindest regards,

Scott
