

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' WORKSHOP MEETING

Tuesday, September 2, 2025

2:00 p.m.

Business Offices

8301 The Park Boulevard, University Park, FL 34201

Board Members present in person or via phone:

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

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC	
Blake Firth	ADM - PFM Group Consulting LLC	(via phone)
John Fetsick	General Manager - Country Club	
Curtis Nickerson	Director of Properties & Facilities– Country Club	
Mark Barnebey	District Counsel - Blalock Walters	
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 3:35 p.m. Those in attendance are outlined above.

Public Comments

There were no public comments at this time.

SECOND ORDER OF BUSINESS

Discussion Matters

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

Ms. Dickson gave an overview and noted the Board has given input on the goals and objectives for the General Manager (GM). She noted there will also be Key Performance Indicators attached to these goals.

The Board reviewed the input.

It was noted Mr. Piersons' recommendations included creating various ways to increase GM visibility and interaction with the members and implementing service standards with continued staff training programs for high quality member experiences. This would include having a quarterly report that outlines those programs by department. He also recommended having an annual budget commitment that is reviewed quarterly by the Board and having a written recurring process for the committees/advisory groups.

The Board agreed a goal should be added to increase GM visibility with new and current members both during and outside of business hours.

There was brief discussion regarding holding the training programs and the timing of those programs.

The Board agreed an added goal should be for an annual budget commitment being reviewed quarterly by the Board and with the revenue and profit percentage being determined by a variance.

There was brief discussion regarding the revenue and profit percentage.

The Board agreed that an added goal should be for the General Manager to have a written recurring process for the committees/advisory groups, as the advisory groups report to Mr. Fetsick.

It was noted Mr. Huebner's recommendations included financial strategy and implementation, governance and compliance, and leadership. It was noted that the financial information should be provided to the Board of Supervisors at least seven days prior to a meeting.

Mr. Fetsick noted the Finance Committee may be taking on that project. He also noted the monthly presentation will be one month in arrears.

The Board discussed having the Board of Supervisors review the performance goals for department heads. It was noted this should be Mr. Fetsick's responsibility with input from the Board.

Ms. Dickson noted this should not include the advisory groups and PBM should not be micromanaged. Any issues with department heads should be communicated solely with Mr. Fetsick.

It was noted that the member survey should ask about hours of service and menu changes. There should also be a checklist for upkeep and necessary maintenance of club facilities that is reviewed by the Board.

Mr. Fetsick noted he gets issues and ideas communicated from members every day.

Ms. Dickson recommended having these issues or ideas compiled and given to the specific advisory group. She also noted it is not the role of the advisory groups to manage finances.

Mr. Piersons recommended having a suggestion box for members.

The Board discussed the Leadership goal as recommended by Mr. Huebner. It was noted that it is up the RD and the HOA to improve collaboration, not PBM.

The Board discussed the employee survey and obtaining staff opinions.

Mr. Fetsick noted he can provide an Executive Summary but would not recommend providing exact details in order to maintain privacy & confidentiality for employees.

Mr. Barnebey gave an overview of the possible legal ramifications of asking staff for their opinion on happenings within the Country Club.

Mr. Murphy agreed to have the Key Performance Indicators and to create benchmarks. He noted that employee satisfaction is a key metric, and this can help inform the Board moving forward.

Ms. Dickson noted the Mission, Vision, and Core Values talk about the key metrics which would be the Key Performance Indicators. This process formalizes them. She reviewed her recommendations.

There was brief discussion regarding the template provided by Mr. Heitzner.

Mr. Murphy noted it was much more manageable and noted there are six major points that all the other recommendations can go under.

Ms. Dickson noted the recommendations can be summarized to create the final goals and objectives for the General Manager, within the categories provided by Mr. Heitzner.

Ms. Carvalho confirmed the changes and will re-circulate a revised GM Goals & Objectives for the Board's review.

The Board discussed the deadline for the final document. It was noted the performance evaluations are due by the end of September.

Supervisor Requests and Public Comments

The upcoming workshops and meetings were noted.

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

Mr. Huebner reviewed the Master Plan that was adopted in 2021. He noted this plan gave additional space and noted there is a disconnect with the current plan.

The Board discussed the plan as it was created by Kimley-Horn and the different variations that would focus on the golf operations.

Ms. Dickson noted the plan provided everything that could be done, not everything that will be done. Focus groups were held to have a consensus of what the community wanted.

Mr. Huebner also commented regarding the additional PBM staff that have been hired and the agreement to transfer the building.

Ms. Dickson noted the PBM positions were warranted and approved.

There was discussion regarding the overhead cost due to the additional staff and the Mutual Cooperation Agreement that allowed for PBM offices and accommodation of staff.

Ms. Dickson gave a historical overview of the agreement and reasoning behind transferring the building.

Ms. Dickson recommended bringing any questions regarding PBM to Mr. Fetsick.

Mr. Murphy and Mr. Barnebey gave historical overviews.

There were no further Supervisor requests or public comments.

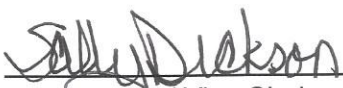
THIRD ORDER OF BUSINESS

Adjournment

The University Park Recreation District Board of Supervisors Workshop meeting was adjourned by Ms. Dickson at 4:50 p.m.



Secretary / Assistant Secretary



Chairperson / Vice Chairperson