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The Special Meeting of the Strategic Planning Committee of the University Park Recreation District will be held on **Monday, October 20, 2025, at 3:00 pm** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 867 9813 2938 **Passcode:** 727176

Join meeting via Zoom:

<https://us02web.zoom.us/j/86798132938?pwd=fmZ7CC2naYS56meBFKag9ta5uJnaMF.1>

Strategic Planning Committee Meeting Agenda

Organizational Matters

- Call to Order
- Roll Call to Confirm Quorum
- Public Comment Period [for any members of the public desiring to speak on any proposition before the Committee]

Business Matters

1. Review of McMahon Group Strategic Planning Proposal

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
November 12, 2025	Strategic Planning Committee Meeting	3:00 pm	Business Offices	In person or by Zoom

2. Strategic Planning Committee Member Requests & Public Comments

Adjournment



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October 17, 2025

CONSULTANTS' REPORT

University Park Recreation District (University Park Country Club)
University Park, Florida

DATE OF VISIT: October 8, 2025

IN ATTENDANCE: Sally Dickson, *President*
Jim Freedman, *Chair*
Ronni Loundy, *Vice Chair*
Barbara Somma, *Secretary*
Steve Swanson, *Member*
Ken Schreder, *Member*
John Fetsick, *General Manager*
David Dew, *Vice President of Club Consulting, McMahon Group, Inc.*
William P. McMahon, Sr., AIA, *Founder, McMahon Group, Inc.*

McMahon Group's consulting team of Bill McMahon, Sr., AIA, Founder, and David Dew, CCM, Vice President of Club Consulting, visited the Club, met with the Strategic Planning Committee members and management officials, and reviewed information on the Club. The purpose of the consulting visit was to participate in the Strategic Planning Meeting and discuss McMahon's process for creating a strategic plan.

McMahon Group is the foremost facilities, operations and club governance consultant in the nation, having served over 2,000 clubs and club communities nationwide and over 150 in Florida alone. McMahon's principals also have a long history in the Sarasota area, serving nine private clubs and communities.

THE UNIVERSITY PARK OVERVIEW

The Club serves 1,070 members inside the community and some 300 non-resident members outside the community with a full-service country club offering. Its pride-and-joy facilities include its excellent 27 holes of golf, tennis, pickleball, grill dining, fitness, a varsity Club building and croquet recreation activities. These all provide a special semi-private club, primarily for residents, but also for pay-for-play non-resident golfers, generating over \$2 million in outside revenue to support Club operations annually.

The Club was turned over to the members from the developer about five years ago and now has a strong management team that serves both the Club and the HOA with separate boards. The Club has completed improvements for the golf course, indoor/outdoor dining, the pro shop, pickleball and the golf maintenance facility since members took over ownership. Within the last several years, the membership has significantly increased, which has provided capital to maintain facilities.

The Club entity is very unique, being a recreational district entity run by a small Board, much like a municipality per Florida law.



THE OPPORTUNITIES FOR UNIVERSITY PARK

The Club and surrounding Community are one of the nicest and best-located residential living areas in Sarasota/Bradenton. The 1,200-acre, 1,201-Homes Community has a great, convenient location, a beautiful, natural-landscape site, wonderful lakes, and housing that ranges in value from \$400,000 to several million.

The Club's facilities are being planned for an ever-improving Club, with a pending facility improvement program awaiting court approval to proceed. The Club's management is doing a great job in improving and reinvesting not only in facilities, but in social programs, golf facilities, indoor/outdoor dining, clubhouse upgrades, recreation facilities and services. The Club serves its 1,201 members with about 400+ Golf members, 100+ Racquet members and 700+ Social members, with the golf, dining and recreation continually improving because of a dedicated Board leadership and management team.

Management shared that there is an unusual dichotomy going on now at the Club. A small group of members want the Club to bring in a commercial management team they believe will run the club more efficiently. The overall Club membership, however, seems to want to continue improving the Club facilities and offerings to enhance the Community's quality and to improve home property values. It seems that a forthcoming Board election could decide the future of how the Club is operated, as well as and the level of service that it offers.

The Club has wisely invested in upgrades to member dining areas, its golf course irrigation system and other essential golf infrastructure; however, several key facilities remain outdated. Most notably, the kitchen is undersized for current dining operations, impeding efficiency and compromising the overall dining experience. Similarly, the fitness facility is undersized and does not meet the current expectations of discerning members and prospective buyers. Insufficient space restricts personal training and group classes, compromising both safety and comfort for members.

To maintain a competitive edge in the market, it is important for the Club to prioritize enhancements to the kitchen, the fitness facilities, and other key amenities that drive member engagement. Additionally, the McMahon Group has noted shortcomings in the administrative office space, emphasizing the need for a modernized and efficient facility to support the Club's growing operational demands.

The Croquet, Tennis, and Pickleball courts currently appear to meet member demand, and as the club's recreational offerings evolve, McMahon anticipates these amenities may require strategic expansion to keep pace with future growth. Bocce ball is not currently offered, though it is recognized in many clubs as an affordable, crowd-pleasing activity.

The Club endured significant challenges from two major hurricanes last year, directly impacting the community, which exacerbated existing wear and tear on its buildings and grounds. Visible signs of aging exist, underscoring the need for adequate capital reserve funding and appropriate operating budget allocations for ongoing maintenance. Addressing these issues is essential to sustain the Club's appeal to current members and prospective homebuyers in a competitive market.



McMAHON GROUP'S RECOMMENDATION - THE PHASES FOR PLANNING:

Phase One – Foundation and Process Alignment:

Overview

The foundation of successful strategic planning begins with thorough preparation and ensuring all stakeholders are aligned on the process, timeline, and objectives. Phase One establishes the groundwork for the entire strategic planning engagement by gathering historical context, reviewing previous member input, and securing unanimous buy-in from leadership through two comprehensive initial strategic planning meetings designed to establish the scope of work, timetable of events, and build consensus among all parties on the planning objectives.

McMahon would officially begin our work on November 1. To maximize the effectiveness of our engagement from day one, we respectfully request that the club provide us with certain background materials for review prior to November 1. Specifically, we would like to receive any past focus group and survey results generated over the past 4 years, plus everything related to the capital project that was approved two years ago. This would include survey instruments, results reports, raw data, focus group summaries, member feedback, complete capital project documentation (scope, plans, budgets, actual costs, member presentation materials, voting results, and post-project evaluations), as well as relevant financial information, governance documents, membership data, and operational materials. Having these materials available for advance review will allow our team to develop a comprehensive understanding of the Club's history, previous member input, and current positioning before the initial joint planning meeting in early November.

To ensure maximum member participation and avoid survey fatigue, McMahon respectfully requests that no additional surveys of the membership be conducted after the onset of this engagement, except for the surveys outlined within this agreement. Limiting survey activity during the strategic planning period will help achieve optimal response rates and maintain member engagement throughout the process.

Scope of Work

1.1 Pre-Engagement Information Collection and Review

Materials Requested:

We will request all past focus group and survey results generated over the past 4 years, plus all significant materials related to the capital project that was approved two years ago. This comprehensive information gathering will include:

- **Historical Survey and Focus Group Data:** All survey instruments, results reports, raw data files, focus group summaries, key themes, and any member feedback from town halls or other engagement efforts conducted over the past 4 years
- **Capital Project Documentation:** Complete information on the capital project approved two years ago, including project scope and specifications, architectural plans and renderings, original



budgets and actual costs, funding plan and financing structure, member presentation materials (booklets, PowerPoint presentations), voting procedures and results, project timeline (planned vs. actual), post-project evaluation, and member feedback received during and after completion

- **Financial Records:** Current operating budgets, capital budgets, reserve studies, membership dues schedules, initiation fee structures, and multi-year financial trends to understand the club's current financial position
- **Governance Documents:** Bylaws, standing rules, Board meeting minutes from the past 12 months, committee structures, and any existing strategic documents that guide club operations
- **Membership Information:** Current membership counts by category, demographic data, initiation fees, waiting lists (if applicable), resignation trends, and new member patterns
- **Operations Overview:** Staff organizational charts, departmental budgets, service standards, and documented operational challenges
- **Facility Information:** Any existing master plans, deferred maintenance lists, recent capital improvements, and facility condition assessments

All materials provided will be treated with strict confidentiality and used solely for understanding University Park Country Club's context and ensuring the strategic planning process builds effectively on the Club's previous work. We recognize this is a comprehensive request and understand that not all documentation may be available—if certain items don't exist or gathering materials creates a burden, please let us know and we can prioritize accordingly. Electronic files via email or file sharing service are preferred, though we can arrange for hard copy materials if necessary.

Review and Analysis:

McMahon's consulting team will conduct a review of all materials received to understand the Club's history, identify recurring themes and priorities from previous member feedback, assess how member priorities may have evolved over the past 4 years, evaluate the success of the previously approved capital project, understand what strategic initiatives were previously recommended and their implementation status, identify gaps in previous research that should be addressed in the new strategic issues survey. This advance preparation will ensure our team arrives informed and ready to facilitate productive strategic planning discussions at the first meeting.

1.2 Two Initial Strategic Planning Meetings

Conducting the two initial strategic planning meetings to establish the scope of work, timetable of events and to build consensus among all parties on the planning objectives represents a critical foundation for the entire engagement. These meetings ensure all stakeholders—the Board, Strategic Planning Committee, and management—are aligned and committed to the planning process before moving forward with survey research and strategic plan development. All timelines are tentative and subject to change based on circumstances.

Meeting #1: Initial Joint Planning Meeting

Date: Late October/Early November 2025 (specific date TBD based on Club calendar)

Time: 9:00 AM – 1:00 PM (4 hours)

Location: University Park Country Club



Participants: Strategic Planning Committee members, Board of Directors, General Manager, and McMahon Group representatives

Meeting Summary:

The initial joint planning meeting serves as the foundation for the entire strategic planning engagement, bringing together all key stakeholders to establish consensus and alignment before work begins. McMahon will open the meeting by asking Management to briefly review historic Club data and a review of the Club's historical planning materials, including four years of surveys and focus groups, plus a brief review of the capital project and bond issue previously approved.

McMahon will provide a detailed explanation of our strategic planning methodology, walking through each of the phases, the role of the committee and how surveys will be used in gathering member input, how that input drives strategic plan development, and outline the expected deliverables and timeline for the entire process.

The meeting will then transition to an interactive discussion where all participants will have the opportunity to share their perspectives on the most critical issues facing University Park today, what has changed since previous planning efforts, what was learned from the capital project experience, and what opportunities and challenges lie ahead. This facilitated conversation ensures all voices are heard and builds shared understanding across the Board, Strategic Planning Committee, and management team.

McMahon will then present the timeline for all four phases, identifying specific dates and milestones showing what we want to achieve by certain dates throughout the engagement. The group will review and discuss this timeline, making any necessary adjustments based on the Club's calendar and priorities, and ultimately accepting the planning process and schedule. A critical component of the meeting will be developing consensus on how we keep the membership involved throughout the process, including communication frequency, methods, key messages at each phase, and member touchpoints for feedback and engagement.

The meeting will conclude with final questions and clarifications, confirmation of roles and responsibilities for all parties, and securing unified buy-in and commitment to proceed with the strategic planning process.

Post-Meeting #1 Deliverables:

Within one week following Meeting #1, McMahon will work with UPCC staff to provide documentation including:

- Meeting minutes capturing discussions and decisions (in cooperation with University Park staff)
- Finalized and accepted strategic planning timeline with specific dates and milestones showing what we want to achieve by certain dates
- Roles and responsibilities matrix for all parties (Board, Strategic Planning Committee, management, McMahon)



- Member communication framework detailing how we keep the membership involved throughout the process
- Action items list with any other assignments and deadlines

Meeting #2: Survey Review and Approval Meeting

Date: Mid-to-Late November 2025 (approximately 2 weeks after Meeting #1)

Time: 9:00 AM – 1:00 PM (3-4 hours)

Location: University Park Country Club (or Zoom option available)

Participants: Strategic Planning Committee members, Board representatives, General Manager, key department heads, and McMahon Group representatives

Meeting Summary:

McMahon will begin the meeting by reviewing notes from previous meeting and sharing key themes and insights developed from the committee, Board leadership, and management, and discuss priority issues identified by different stakeholder groups, areas of consensus and divergence, and how these findings shaped the draft strategic issues survey.

The core of the meeting will be a detailed, section-by-section review of the draft strategic issues survey developed by McMahon. The survey will cover all critical strategic aspects of Club operations including importance, satisfaction, and value, facility priorities, golf experience, racquet sports, dining programs, social programming, additional amenities, member services and communications, governance and leadership, financial considerations and willingness to fund improvements, strategic vision and priorities, open-ended feedback questions, and demographics for crosstab analysis.

For each section, McMahon will present the proposed questions and ask if any critical issues are missing, and if any questions should be added, deleted, or modified. This collaborative review process ensures the survey addresses all issues important to University Park while maintaining the benchmark questions that allow comparison to McMahon's national database.

Following the survey content review, McMahon will present the distribution and response maximization strategy, including the target distribution date in late November before Thanksgiving, the email distribution method to all members and spouses, the survey platform, and the three (or four) week collection period closing in December.

The group will review and approve pre-launch communications from the Board President and/or Committee announcing the survey and emphasizing the importance of member participation. McMahon will outline the comprehensive response maximization strategy, including multiple email reminders throughout the collection period, on-site promotion through digital displays and table tents, personal encouragement from Board and committee members, progress updates to the membership, and a target response rate of fifty percent or higher.

The meeting will conclude with final approval of the survey for distribution, confirmation of the distribution timeline and timetable of events for the survey period, agreement on the pre-launch



communication approach, clarification of roles and responsibilities during the survey period, and preview of the next steps including results presentation in early January.

Post-Meeting #2 Deliverables:

Within one week following Meeting #2, McMahon will provide:

- Final Strategic Issues Survey ready for distribution, incorporating all approved changes
- Meeting minutes documenting survey review discussions and decisions (in collaboration with UPCC Staff)
- Suggestions on pre-launch member communications
- Survey distribution timeline and timetable of events
- Action items list for survey launch preparation

Between Meeting #2 and survey launch, as part of Phase Two, McMahon will program the survey into our online platform, coordinate testing with Club staff, resolve any technical issues, and assist the Club with a timeline for distribution in late November as agreed.

Summary of Phase One Investment and Deliverables

Duration: October 2025 – November 2025 (4 weeks)

This investment covers conducting the two initial strategic planning meetings to establish the scope of work, timetable of events and to build consensus among all parties on the planning objectives, inclusive of all facilitation, preparation, materials, and reports that follow each session.

Complete Phase One Deliverables:

1. Meeting #1 facilitation (3-4 hours) with Strategic Planning Committee, Board, and management
2. Meeting #1 report package including:
 - Work with staff to compile meeting minutes
 - Finalized strategic planning timeline showing scope of work and timetable of events
 - Member communication framework
 - Action items list
3. Draft Strategic Issues Survey incorporating focus group findings and historical context
4. Meeting #2 facilitation (3-4 hours) for survey review and approval
5. Meeting #2 report package including:
 - Final approved survey ready for distribution
 - Work with staff to compile meeting minutes
 - Provide samples of Pre-launch communications
 - Survey distribution timeline
 - Action items list
6. Survey programming, testing, and preparation for launch



Expected Outcomes

By the conclusion of Phase One, the Club will have:

- McMahon's team informed about the Club's history, previous planning efforts, and current context through comprehensive review of four years of documentation
- Established scope of work for the entire strategic planning engagement with clear deliverables at each phase
- Agreed-upon timetable of events showing what we want to achieve by certain dates throughout the seven-month process
- Consensus among all parties (Board, Strategic Planning Committee, and management) on the planning objectives and approach
- A thorough understanding of McMahon's strategic planning methodology and how each phase builds toward the final strategic plan
- Unified buy-in and commitment from all leadership groups, ensuring everyone is aligned and ready to proceed
- Clearly defined roles and responsibilities so everyone knows what is expected of them
- Established protocols and framework for how we keep the membership involved and engaged throughout the process
- Finalized strategic issues survey for distribution to all member households
- Approved member communications strategy
- Strong foundation for successful execution of subsequent planning phases



PHASE TWO: STRATEGIC ISSUES SURVEY AND MEMBER RESEARCH

Overview

Building upon the foundation established in Meeting #1, Phase One, Phase Two begins by focusing on capturing current member perspectives through the comprehensive strategic issues survey to commence in November and have results by January for beginning the actual strategic planning process. This research will complement the work conducted over the past four years, providing fresh data that reflects the club's current position and members' evolving priorities. The survey basic fee of \$27,000 includes the execution of the strategic issues survey and could require 2 survey visits for presenting results and facilitating analysis sessions with club leadership.

Immediately following Meeting #1 of Phase One, McMahon will develop a customized survey that merges input received from leadership with standard questions about the member experience that we can benchmark against our database. Given that University Park has previously conducted surveys, some areas may have been thoroughly addressed in prior research.

The strategic issues survey will be carefully tailored to complement the Club's recent research efforts. During Phase One, McMahon's review of survey data from the past four years will identify which areas were thoroughly evaluated recently and may not require extensive re-surveying, such as golf operations or specific amenities that were the subject of recent detailed surveys. This analysis will help ensure the strategic issues survey focuses efficiently on areas most critical to strategic planning.

The comprehensive strategic issues survey will cover essential aspects of Club operations and member experience necessary to help guide strategic planning decisions. The survey content may include suggested topics such as overall member satisfaction and value (satisfaction with membership, value received for investment, likelihood to recommend the Club, and overall atmosphere and culture), member services and communications (quality of staff interactions, effectiveness of communications, technology and digital services, and preferred communication channels), and governance and leadership (confidence in Board leadership, effectiveness of Club governance, and transparency of decision-making).

Depending on what previous surveys have addressed, a portion of the survey may focus on facility priorities and improvements, measuring satisfaction with current facilities, priority improvements and renovations, importance of various enhancement options, and utilization patterns. For operational areas not thoroughly evaluated in recent surveys, McMahon will include appropriate assessment questions. For areas McMahon determines were adequately addressed in previous research, we may incorporate summary questions or trend-tracking questions rather than repeating extensive questioning. This approach respects members' time and the Club's previous research investment while ensuring all critical strategic questions are answered.

A critical component of the survey addresses financial considerations, including members' willingness to support facility improvements, preferred funding mechanisms such as assessments, dues increases, or bonds, acceptable investment levels for various improvement scenarios, and understanding of the Club's financial position. Strategic vision questions will capture members' vision for the Club's future, priorities for the next five to ten years, importance of various strategic initiatives, and competitive positioning



preferences. The survey will include open-ended questions allowing members to provide detailed written feedback on their top priorities for club improvement, what they value most about the club, concerns or suggestions, and their vision for the club's future. Finally, demographic and usage questions will collect information on membership category and tenure, age and household composition, frequency of club use by amenity, distance from club, and other relevant characteristics for crosstab analysis.

McMahon's survey will focus on strategic issues that require current member input for strategic planning purposes, avoiding unnecessary redundancy with recent survey work, when possible.

Scope of Work

2.1 Customized Survey Instrument Development

Following the completion of Phase One Meeting #2, where the draft survey is reviewed and approved, McMahon will finalize the customized strategic issues survey. McMahon will then program the survey into our online platform, coordinate testing with club staff, resolve any technical issues, and assist the Club with a timeline for distribution in November.

2.2 Survey Distribution and Execution

After the final survey is approved by the Board and Committee at Phase One Meeting #2, it will be distributed in digital format to all members and spouses in all categories of membership, preferably before Thanksgiving. The survey will be distributed via email with personalized links to ensure one response per member and spouse while maintaining complete confidentiality of individual responses. The survey will be programmed into McMahon's professional online platform, optimized for completion on computers, tablets, and mobile devices.

Typically, over half of all surveys are returned for tabulation and we would work with the Club during the return period to stimulate as much response as possible. This includes multiple email reminders sent throughout the response period (typically three to four reminders), on-site promotion through digital displays in the clubhouse, table tents in dining areas, and bulletin board postings, personal encouragement from Board members and committee chairs who will actively encourage participation, progress updates to the membership showing current response rate and encouraging non-respondents to participate, and clear communication about the survey deadline in mid-December.

The Club's management team will coordinate on-site promotional efforts, provide staff with talking points for encouraging member participation, and monitor progress daily to identify when additional outreach may be needed. Board members and Strategic Planning Committee members will model participation by completing the survey promptly and personally encouraging other members to participate. McMahon will monitor response rates continuously and provide regular updates to Club leadership, recommending additional strategies if response rates need boosting. Our target is to achieve a response rate of fifty percent or higher, consistent with McMahon's average response rate for similar surveys at other clubs.



The survey collection period will remain open for three to four weeks, with a target closing date in mid-December before the holiday season intensifies. This timing allows adequate time for members to participate while avoiding the busy holiday period.

2.3 Comprehensive Data Analysis

The surveys will be returned directly to McMahon, and McMahon Group will tabulate and analyze the results. This will include a set of crosstabs across important segments including age, member category, gender, membership tenure and other characteristics. We will also compare the results to the McMahon database benchmarks to show relative strengths and weaknesses.

McMahon's research team will conduct sophisticated quantitative analysis of all survey responses, beginning with overall results including mean scores, frequency distributions, and statistical significance testing for all questions. We will rank priorities and satisfaction levels to identify highest and lowest rated areas across various aspects of club operations addressed in the survey. The crosstab analysis will examine how different demographic segments responded to each question, providing critical insights into differing perspectives and priorities across the membership. Key demographic segments for analysis include age groups, membership category, membership tenure, gender, household composition, geographic proximity to the club, frequency of use patterns, golf versus non-golf members, and primary amenity usage patterns.

Priority analysis will include importance versus satisfaction matrices that identify critical improvement areas where members place high importance but express lower satisfaction, gap analysis showing the largest discrepancies between expectations and performance, and investment priority rankings based on member input. The benchmark comparison to McMahon's national database will show how University Park performs relative to peer clubs, identify relative strengths and competitive advantages, highlight areas where performance lags similar clubs, and provide percentile rankings on key metrics. Correlation analysis will examine relationships between satisfaction drivers and overall satisfaction, identify factors most strongly predicting member loyalty and engagement, and assess the potential impact of various improvements on overall value perception.

In addition to quantitative analysis, McMahon will conduct thorough qualitative analysis of all open-ended responses. This includes thematic coding and analysis to identify recurring themes, concerns, and suggestions mentioned by members, representative member quotes that illustrate key points, synthesis of qualitative feedback with quantitative findings to provide deeper understanding, and sentiment analysis of written comments to gauge overall tone and emotional reactions. This combination of quantitative and qualitative analysis provides a summary of member perspectives and priorities.

2.4 Comprehensive Survey Report

McMahon will prepare a survey report providing complete documentation of all research findings. The report will begin with an executive summary highlighting key findings and major themes, critical insights for strategic planning, priority areas for improvement, notable strengths to preserve and enhance, member priorities for investment, comparative performance to benchmark clubs, and strategic implications and recommendations.



The detailed findings section will present complete results for every survey question, certain crosstab analysis showing how different member segments responded, charts graphs and data visualizations for easy interpretation, detailed analysis of significant demographic segment differences, benchmark comparisons with national database showing percentile rankings, statistical analysis of significance, and priority matrices and gap analyses.

The open-ended feedback analysis section will present thematic analysis of qualitative responses, identify the most frequently mentioned suggestions and concerns, provide representative member quotes organized by topic, and include edited verbatim comments to give voice to member perspectives while protecting confidentiality. The strategic implications section will offer McMahon's professional interpretation of findings, recommended priorities based on member input, opportunities identified through the research, considerations for strategic planning in Phase Three, facility improvement priorities with member support levels, program and service enhancement recommendations, and financial and governance implications.

2.5 Survey Results Presentation and Analysis Sessions (One Site Visit)

McMahon will conduct one comprehensive site visit (or Zoom session if preferred) to present survey findings.

The Phase Two site visit will occur in early January, after the survey data analysis and report are complete. This half-day strategic working session combines presentation of comprehensive survey findings with collaborative analysis to translate results into strategic direction for Phase Three.

McMahon will begin by presenting the comprehensive survey findings to the Board and Strategic Planning Committee, walking through all major findings from the survey and highlighting key themes, critical insights, priority improvement areas, notable strengths, and benchmark comparisons. The presentation will be highly visual, using charts, graphs, and data visualizations to make findings accessible and engaging. McMahon will facilitate interactive discussion after the initial presentation, allowing Board and committee members to ask questions, share reactions, and begin processing the implications of the findings.

The session will move beyond simply reviewing results to discussion on what the findings mean for University Park's strategic direction. The group will identify areas of consensus where member priorities are clear and action paths may be evident, as well as areas requiring further discussion where trade-offs or difficult decisions may be necessary. By the end of this half-day session, the group should have identified some possible immediate improvement priorities, established a few preliminary themes that will guide the strategic plan development in Phase Three, and understood different perspectives across demographic segments.

An primary component of this session will be determining steps for member communication about the survey results. McMahon will work with the group to develop the approach for communicating findings to the membership, including key messages to emphasize, timing of communications, and format for sharing results. This ensures the member communication strategy is aligned with leadership's strategic direction and messaging.



This site visit ensures that survey results are thoroughly understood by all leadership groups, and appropriately communicated to the membership. The investment in this facilitated analysis session maximizes the value of the survey research to drive informed strategic decision-making rather than simply sitting in a report.

2.6 Member Communication of Results

McMahon will develop a summary letter that can be sent to all members to apprise them of the results. Following the presentation and strategic analysis session, McMahon will develop a summary report that can be sent to all members within 2 weeks of the presentation. This member summary communication will highlight overall participation and response rate, thank members for their participation, present key findings and major themes identified in the survey, outline top priorities identified by members, celebrate notable strengths and positive aspects of the Club, explain areas that will receive focus in strategic planning based on member input, and describe next steps in the planning process.

The member summary will be written in accessible language, focusing on what members most want to know: that their input was heard, what the overall results showed, and how their feedback will be used. This communication demonstrates the Club's commitment to transparency and responsiveness, builds trust in the planning process, maintains member engagement and enthusiasm for the work ahead, and sets the stage for Phase Three strategic plan development. (McMahon recommends the detailed survey report be made available to members who wish to review full findings through a printed copy that is available to review at the Club.)

McMahon will work with Club management to ensure the member communication is distributed within two weeks of the Board presentation, maintaining momentum and demonstrating that leadership values and acts upon member input. This timely communication reinforces that the strategic planning process is member-driven and transparent.

Summary of Phase Two Investment and Deliverables

Duration: November 2025 – January 2026 (10-12 weeks estimated)

Key Deliverables

1. Customized strategic issues survey instrument incorporating input from Board, Strategic Planning Committee, and management, and building upon previous survey research
2. Professional online survey
3. Professional Survey distribution and collection management
4. Guide the Club through multiple member communications and reminder campaigns throughout collection period
5. Comprehensive data analysis including extensive crosstabs across all demographic segments
6. Detailed survey report with complete findings and analysis, including certain benchmark data
7. Executive summary
8. Site visit: In-person presentation of findings to Board and Strategic Planning Committee (90-120 minutes) and a strategic analysis and member communication planning session (3-4 hours)



9. Member summary report developed and ready for distribution within 2 weeks following presentation
10. Digital files of all survey data and reports will be provided to Club

Expected Outcomes

By the conclusion of Phase Two, the Club will have:

- Current, comprehensive data on member perspectives on strategic issues critical for planning.
- Understanding of member priorities for facility improvements, with specific rankings and support levels for various projects
- Identification of strengths to preserve and enhance
- Identification of areas requiring attention and improvement
- Demographic analysis revealing perspectives across member segments, allowing strategic planning to address diverse needs
- Benchmark comparison showing University Park's performance relative to peer clubs nationwide, providing objective context for assessing club operations
- Solid data foundation for developing strategic plan in Phase Three
- Member communication strategy and summary report ready for timely distribution to all members

Stand-Alone Value:

Even independent of the subsequent strategic planning work, the survey provides immediate value to Club operations. The research offers current feedback on member perspectives on strategic issues, allowing management to identify quick wins for operational improvements that can be implemented immediately. The survey demonstrates leadership's commitment to member input, building goodwill and engagement with the membership. The data creates a current baseline for measuring future progress, allowing the club to track improvements over time. Member participation in the survey itself increases engagement and investment in the club's future, as members feel their voices matter and are being heard. By building upon previous survey work rather than starting from scratch, the survey respects members' time and the Club's previous research while gathering the specific strategic information needed for planning.

Strategic Planning Value:

The survey becomes the essential foundation for all strategic planning work in Phase Three. It provides data-driven justification for all strategic decisions, replacing opinions and assumptions with factual member input. The research offers member validation of priorities and initiatives, ensuring strategic plan aligns with what members actually want rather than what leadership assumes they want. Clear direction on where to focus resources emerges from the priority rankings and satisfaction gaps identified in the survey. The survey builds support for necessary investments and changes by demonstrating member demand and willingness to fund improvements. Most importantly, the survey serves as a consensus-building tool for leadership, helping Board and committee members align around shared priorities supported by data rather than debating based on individual perspectives.



This is typically a two to three-month process from survey launch in November through final results presentation ideally in January, positioning the club perfectly to begin strategic plan development in Phase Three. Extending the survey timeline will undoubtedly affect its completion date.

Tentative Timeline:

- **Week 1 (Late November):** Survey distributed to all members and spouses; collection period begins
- **Week 2-4 (December):** Active survey collection period with multiple reminders and encouragement
- **Week 4 (Mid-December):** Survey closes; data collection complete
- **Week 5-7 (Late December - Early January):** Comprehensive data analysis, crosstab analysis, benchmark comparisons, qualitative analysis, and report preparation
- **Week 8-9 (January):** Final Survey Report Complete.
- **Week 9-10 (Early/Mid-January):** Results presentation to Board and Strategic Planning Committee, followed by planning session
- **Week 11-12 (Late-January, Early February):** Member summary report developed and distributed to all members

With survey findings documented, and a member summary distributed to the full membership, the Club is ready to begin Phase Three strategic plan development with solid data-driven foundation and clear member mandate for action.



PHASE THREE: STRATEGIC PLAN DEVELOPMENT

Overview

Phase Three represents the core strategic planning work, where member input, leadership vision, and operational realities converge to create a comprehensive strategic plan for University Park Recreation District. Building upon the survey results from Phase Two and the historical context from Phase One, this phase will produce a detailed roadmap for the Club's future that balances member priorities with financial sustainability and operational excellence. McMahon will facilitate an intensive, collaborative planning process to develop strategic goals, action plans, and implementation frameworks across all critical areas of club operations.

Scope of Work

3.1 Pre-Planning Preparation and Strategic Issues Assessment

Following the survey results presentations and strategic analysis sessions completed in Phase Two, McMahon will work with the Strategic Planning Committee and General Manager to prepare for the strategic planning process. In preparation for the strategic planning sessions, each Board member and Strategic Planning Committee participant will complete a brief pre-retreat questionnaire to help set the agenda and priorities for the planning work. This pre-retreat survey for the Club's leadership will capture individual perspectives on the Club's most pressing challenges, highest priorities for strategic focus, facility needs and opportunities, governance and operational considerations, and vision for the Club's future direction.

McMahon will analyze the responses from this brief leadership strategic issues assessment along with the comprehensive member survey results from Phase Two to develop a clear understanding of both member priorities and leadership perspectives. This dual input ensures the strategic planning process addresses both member needs and the operational and governance realities understood by club leadership. McMahon will use these insights to develop the agenda and focus areas for the strategic planning sessions, ensuring time is spent on the issues that matter most.

3.2 First Site Visit: Strategic Planning Retreat

Timing: Late January or Early February 2026

Format: Half-day strategic planning retreat (3-5 hours, can be conducted in-person or via Zoom)

Participants: Strategic Planning Committee, General Manager, and McMahon Group representatives

The meeting is structured as a comprehensive strategic planning retreat bringing together key leadership to develop the Club's strategic direction. This intensive half-day session follows McMahon's proven strategic planning methodology developed over 800+ strategic plans and will be moderated by McMahon's experienced club consultants.



Strategic Planning Retreat Agenda:

Introduction and Context Setting

The retreat will begin with an introduction by the Board President or Strategic Planning Committee Chair establishing the importance of the planning work and the commitment to developing a member-driven strategic plan. The General Manager will provide a State of the Club presentation covering current operations, financial position, recent accomplishments, current challenges, and emerging opportunities. This presentation sets the context for strategic discussions by ensuring all participants understand the club's current reality.

Review and Discuss Research Findings

McMahon will present a brief review of the membership survey findings from Phase Two, highlighting key themes, priority areas identified by members, strengths to preserve and build upon, areas requiring attention and improvement, member willingness to fund various improvements, and demographic differences in perspectives and priorities. The pre-planning questionnaire results from Board and Strategic Planning Committee members will also be presented, showing leadership perspectives on strategic priorities and challenges. This dual presentation ensures both member input and leadership insight inform the strategic planning discussions.

Analyze the Club's Strategic Position (SWOT Analysis)

McMahon will facilitate a SWOT analysis where participants identify and discuss:

- **Strengths:** What does University Park do exceptionally well? What competitive advantages does the Club have? What resources and capabilities can be leveraged? What do members value most?
- **Weaknesses:** What areas need improvement? Where are there operational or facility limitations? What internal challenges must be addressed? Where does the Club underperform relative to member expectations?
- **Opportunities:** What external opportunities can the Club capitalize on? What demographic or market trends favor the Club? What new programs or services could enhance member satisfaction? What facility improvements would drive significant value?
- **Threats:** What external challenges face the Club? What competitive pressures exist? What demographic or cultural trends could negatively impact the Club? What risks must be managed?

In addition to SWOT analysis, the group will identify Key Success Factors—the critical elements that must be in place for University Park to achieve its vision and remain competitive. This analysis provides the strategic foundation for goal setting and action planning.

Identify the Club's Mission and Vision

McMahon will facilitate discussions to review and potentially revise the Club's Mission Statement, ensuring it clearly articulates University Park's fundamental purpose and reason for existence. The group will examine or develop the Club's Vision Statement, describing what the Club aspires to become over the



next three to five years. Core Values that guide club decisions and actions will be affirmed or established, creating a values framework that will inform all strategic decisions. This foundational work ensures the strategic plan is built on a clear sense of identity and direction.

Establish Goals for Achieving the Mission

Based on the SWOT analysis, survey findings, and mission/vision work, McMahon will guide the group in establishing strategic goals across all critical areas of club operations. The strategic goal areas will be customized for University Park but typically include:

- **Financial Stewardship and Sustainability:** Long-term financial stability, reserve funding, dues and fee structure optimization, revenue enhancement, and cost management
- **Compelling Member Experience:** Overall member satisfaction, service excellence, member retention, new member integration, and multi-generational appeal
- **The Golf Experience:** Course conditions, golf operations, player development, programming, and practice facilities
- **Racquet Sports Excellence:** Program quality, facility conditions, instruction, competitive opportunities, and junior development
- **Favorite-Place Dining:** Food quality, menu variety, service standards, atmosphere, and operational efficiency
- **Social Programming and Member Engagement:** Event quality and variety, family programming, adult social opportunities, and community building
- **Fitness and Wellness:** Facility quality, programming, instruction, and integration with overall club experience
- **Commitment to Staff and Management:** Competitive compensation, recruitment and retention, training, professional development, and organizational culture
- **Strategic Governance and Empowered Management:** Board effectiveness, committee structure, policy governance, Board/management relationship, and leadership development
- **Effective Club Communications:** Communication channels, member information access, transparency, technology platforms, and brand identity
- **Master-Planned Facilities:** Facility condition and maintenance, prioritized improvement projects, phasing and implementation timeline, funding strategies, and design standards
- **Sustainable Membership:** Membership levels and categories, initiation fees and dues structure, membership marketing and recruitment, and demographic diversity

For each strategic goal area, the group will articulate clear goal statements that describe what the Club wants to achieve and why it matters.

Develop and Prioritize Action Plans for Achieving Strategic Goals

McMahon will facilitate the development of specific action plans for each strategic goal. The group will work collaboratively to identify the steps necessary to achieve each goal, assign leadership responsibility for each action plan, establish timelines and key milestones, discuss resource requirements including financial and staffing needs, determine success metrics and how achievement will be measured, and identify dependencies and implementation considerations.



Special emphasis will be placed on facility-related action plans, given the importance of facility improvements identified in member surveys and the club's history of facility investment. The group will prioritize facility improvement projects based on member input, operational necessity, financial feasibility, and sequencing requirements. Preliminary phasing for facility improvements will be discussed, along with funding considerations and potential need for comprehensive facility master planning.

Throughout the retreat, McMahon will employ proven facilitation techniques to ensure productive discussions, build consensus around priorities, translate member feedback and strategic analysis into actionable plans, balance aspirational thinking with practical constraints, and keep the group focused on the most critical strategic issues.

As part of this retreat, the group will begin developing a comprehensive framework for the strategic plan including Mission, Vision, and Values; strategic goals across all operational areas; and preliminary action plans with responsibilities and timelines.

3.3 Strategic Plan Draft Development

Following the strategic planning retreat, McMahon will prepare the first comprehensive draft of the strategic plan document. This development work synthesizes all input from the retreat, survey results, pre-planning questionnaires, and McMahon's expertise in effective strategic planning for private clubs.

Draft Strategic Plan Structure:

The strategic plan will be organized to provide a clear, comprehensive roadmap for University Park's future. The document will begin with an Executive Summary providing an overview of the planning process, key strategic priorities, major initiatives and investments, implementation timeline overview, and expected outcomes.

An Introduction and Planning Context section will establish the purpose of the strategic plan, describe the planning process and member engagement, summarize survey results and key findings, present the SWOT analysis and strategic position assessment, and provide relevant market context and trends affecting the club.

The Mission, Vision, and Values section will present the Club's mission statement, vision for the future, core values, and guiding principles developed during the strategic planning retreat. The heart of the document will be the Strategic Goals and Action Plans section, which will address each of the strategic goal areas identified during the retreat.

3.4 Strategic Planning Committee Review Period

Once the first draft is complete, McMahon will distribute it to the Strategic Planning Committee and General Manager for detailed review. Committee members will be given time to read the document thoroughly, provide feedback and suggestions, identify areas requiring clarification or modification, and prepare questions for discussion. McMahon will be available by phone and email during this review period to address questions, clarify content, and gather preliminary feedback.



3.5 Strategic Plan Refinement and Board Preparation

Timing: Late February 2026

Format: Up to two Zoom sessions to review and finalize Strategic Plan

Participants: Strategic Planning Committee, General Manager, and McMahon Group representatives

The Zoom Session(s) focus on reviewing and refining the strategic plan draft based on Strategic Planning Committee feedback and ensuring the plan is ready for Board review and member presentation.

Session Activities:

McMahon will facilitate a systematic review of the strategic plan draft, addressing each major section and soliciting detailed feedback from the committee. The session will begin with discussion of the Mission, Vision, Values, and overall strategic framework to ensure these foundational elements accurately reflect the retreat discussions. The group will then proceed through each strategic goal area, reviewing goals, objectives, and action plans for clarity, feasibility, alignment with member priorities, and practical implementation considerations.

Committee members will have the opportunity to suggest modifications, additions, or deletions based on their review of the draft. McMahon will facilitate discussions about any areas where committee members have divergent views, working to build consensus around the plan content. The group will work with McMahon to refine facility improvement priorities and phasing based on survey data, strategic importance, and financial realities.

An important component will be discussing the Board presentation strategy, anticipating potential questions or concerns, and ensuring committee members are prepared to support and advocate for the plan. By the end of the Zoom session(s), the Strategic Planning Committee and General Manager will have thoroughly reviewed and refined the strategic plan draft, reached consensus on major elements and action plans, prepared for effective Board presentation, and developed the comprehensive member presentation and feedback strategy that will occur in Phase Four. McMahon, along with staff, will document all revisions, clarifications, and decisions made during the session(s). The plan will remain in draft form, ready for Board review.

3.6 Draft Strategic Plan Document Preparation for Board and Member Review

Following the Zoom Session(s) and incorporating all refinements agreed upon by the Strategic Planning Committee, McMahon will prepare the draft strategic plan document ready for Board review. This polished draft document will include professional layout and design, clear organization and structure, and visual elements that enhance understanding.



It is important to note that this document remains a draft at this stage. The strategic plan will be finalized only after the Board has reviewed and approved the plan for member presentation, and after the membership has been given opportunity to provide input and feedback during Phase Four. This approach ensures the final strategic plan truly reflects input from leadership and the broader membership.

Summary of Phase Three Investment and Deliverables

Duration: January/February 2026 – March 2026 (12 weeks)

Key Deliverables

1. Pre-retreat strategic issues questionnaire for Board and Strategic Planning Committee
2. Analysis of leadership strategic issues responses
3. Strategic planning retreat agenda customized for University Park
4. Half-day strategic planning retreat (3-5 hours) including:
 - State of the Club review
 - Membership survey findings presentation
 - SWOT analysis facilitation
 - Mission, Vision, and Values development
 - Strategic goals establishment
 - Action plan development
5. First draft of strategic plan document
6. Strategic Planning Committee review period with McMahon support
7. Zoom Session(s): plan refinement and presentation preparation session
8. Draft strategic plan document - complete version ready for Board and member review

Expected Outcomes

By the conclusion of Phase Three, the Club will have:

- A draft strategic plan developed collaboratively by the Strategic Planning Committee, General Manager, and McMahon using McMahon's proven strategic planning methodology
- Clear mission, vision, and values statements that guide all Club decisions and reflect the Club's identity and aspirations
- SWOT analysis providing strategic context and understanding of the Club's competitive position
- Strategic goals aligned with member priorities identified in survey research
- Facility improvement goal with priorities identified
- Consensus among Strategic Planning Committee members on priorities and action plans

Timeline Detail

- **Week 1-2 (Mid January):** Pre-planning strategic issues questionnaire distributed and completed by Board and Strategic Planning Committee; McMahon analyzes responses and prepares retreat agenda



- **Week 3 (Late January/Early February):** Half-day strategic planning retreat following McMahon's proven methodology: review research findings, conduct SWOT analysis, establish Mission/Vision, develop strategic goals and action plans
- **Week 4-6 (February):** McMahon develops first draft of strategic plan document incorporating all retreat outcomes and survey findings
- **Week 7 (Late February):** First draft distributed to Strategic Planning Committee for review; committee review period with McMahon available for consultation
- **Week 8 (Late February):** Zoom Meeting refinement of plan
- **Week 9-11 (March):** McMahon incorporates all revisions and prepares draft strategic plan document
- **Week 12 (Late March/Early April):** Draft strategic plan delivered to Board

By late March/Early April, the Strategic Planning Committee and General Manager will have completed development of a draft strategic plan ready for Board review, positioning University Park to move forward with Phase Four where the plan will be presented to the membership for their input and feedback before final approval and adoption.



PHASE FOUR: BOARD FINALIZATION AND MEMBER PRESENTATION

Phase Four focuses on finalizing the strategic plan with the Board and presenting it to the members for their input, then making final edits. This phase is critical for building broad-based support for implementation, ensuring transparency in the planning process, and incorporating member feedback before final adoption. The scope and investment for Phase Four would be invoiced as additional McMahon services when the requested services are determined.

Phase Four begins with Board review and approval to present the plan to the membership, followed by member presentation forums where members provide input and suggestions, and concludes with final edits and adoption of the strategic plan. This inclusive process ensures the final plan truly represents both leadership vision and member priorities. The specific services and scope for Phase Four will be customized based on the Club's needs, the complexity of the strategic plan, and the desired level of member engagement.

Overview

Following the completion of the draft strategic plan in Phase Three, McMahon will work with the Strategic Planning Committee and Club leadership to prepare for a comprehensive Board review. The goal of this initial Board review is to secure approval from the Board to present the plan to the membership for their input.

McMahon will prepare materials and support for presenting the draft strategic plan to the full Board of Directors. This presentation will provide an overview of the entire strategic planning process, highlight how member survey input shaped the plan's priorities, present the Mission, Vision, and Values developed during the planning process, review strategic goals and action plans across all operational areas, detail facility improvement priorities, discuss financial implications and funding considerations, and outline any proposed implementation framework.

Following the presentation, the Board will have opportunity for thorough discussion of the draft strategic plan. McMahon will facilitate or support these discussions as needed, helping to address questions and concerns. It is normal at this stage for some refinements to be made based on Board input. McMahon will work with the Strategic Planning Committee to incorporate any Board-requested modifications while maintaining alignment with member survey priorities.

Once the Board is satisfied with the draft strategic plan, a formal vote will be taken to approve presenting the plan to the membership for their input and feedback. This approval represents the Board's endorsement of the strategic direction while acknowledging that member input may lead to further refinements before final adoption.

Once the Board has approved the draft strategic plan for member presentation, McMahon will work with Club leadership to develop comprehensive, compelling materials for sharing the plan with the full membership. These materials will be designed to effectively communicate the strategic plan in accessible formats that allow members to understand the recommendations, and see how their survey input shaped the plan's priorities.



McMahon will work with club management and the Strategic Planning Committee to develop a communication strategy including timing and sequence of communications to members, channels for distribution, messaging framework emphasizing the member-driven process, and schedule for member feedback opportunities.

With member input incorporated, the strategic plan will return to the Board for final review and formal adoption. McMahon will prepare materials for the final Board meeting including the revised strategic plan document, summary of member feedback received, explanation of modifications made in response to member input, and rationale for maintaining elements despite any concerns raised.

The Board will vote on formal adoption of the strategic plan, establishing the plan as the official guiding document for the Club's direction over the next three to five years. Following Board adoption, McMahon will assist with final communication to the membership about the approved strategic plan, including adoption announcement and distribution of the final approved plan.

CONCLUSION

Our team at the McMahon Group is genuinely enthusiastic about the opportunity to partner with University Park Recreation District in developing a clear, member-driven strategic vision for the future. We recognize and value the important groundwork already established over the past four years through focus groups, surveys, and capital planning efforts. Our approach is designed to honor that investment while providing the fresh insights, current data, and structured planning process needed to move forward with confidence and consensus.

The seven-month strategic planning engagement we've outlined represents a proven methodology refined through work with over 2,000 clubs nationwide. This is not a theoretical framework, but a practical process that consistently produces actionable plans that clubs implement. Our track record demonstrates that when clubs engage their members through comprehensive surveys, analyze data objectively, and plan collaboratively with both leadership and membership involvement, they make better decisions, build stronger consensus, and achieve superior outcomes.

University Park Recreation District stands at an important decision point. The work done over the past several years has created awareness and expectations among your membership. The capital project approved two years ago demonstrated the Club's willingness to invest in its future. Now is the time to build upon that momentum with comprehensive strategic planning that will guide your Club for the next three to five years and beyond.

The proposed timeline allows for thorough, inclusive planning while maintaining momentum. The seven-month process from November 2025 through June 2026 provides adequate time for comprehensive member research, collaborative strategic planning, Board review and refinement, member input and feedback, and final adoption. The phased approach ensures each stage builds upon the previous work, creating a strategic plan that truly reflects the collective wisdom of leadership and membership.

We don't just create plans—we partner with clubs to develop strategies that get approved and implemented. We facilitate the difficult conversations, build consensus across diverse perspectives, and



provide the expertise and objectivity that internal teams cannot provide themselves. Our success is measured not by the documents we produce, but by the positive changes clubs achieve after our engagement.

David Dew will serve as your dedicated project manager throughout this engagement, supported by Bill McMahon, SR. and the McMahon Group's team of specialists in survey research, strategic planning, facility assessment, financial analysis, and member engagement.

We invite you to contact us with any questions about this proposal. We are available to meet with your Board, Strategic Planning Committee, or other leadership groups to present our methodology in greater detail and answer questions.

Once you provide us with an executed Consulting Services Agreement, we are prepared to begin immediately with Phase One, gathering and reviewing your historical planning materials and scheduling the initial joint planning meeting for early November as outlined.

Thank you for considering McMahon Group as your strategic planning partner. We look forward to the opportunity to work with the leadership, membership, and staff of University Park Recreation District to create a strategic plan that positions your club for a successful and vibrant future.

Most Respectfully,

William P. McMahon, Sr., AIA
Founder
McMahon Group, Inc.

David Dew, CCM
Operations Management Director
McMahon Group, Inc.

Attachments

October 17, 2025

CONSULTING SERVICES AGREEMENT

between

UNIVERSITY PARK RECREATION DISTRICT

Sarasota, Florida

and

McMAHON GROUP, INC.

St. Louis, Missouri

McMahon Group will provide the following consulting services for the University Park Recreation Districts' club (hereinafter referred to as "the club"):

BASIC SERVICES

PHASE ONE – FOUNDATION AND PROCESS ALIGNMENT

McMahon Group will meet with the Board, Strategic Planning Committee and executive management team for establishing the groundwork for the entire strategic planning engagement by gathering historical context, reviewing previous member input, and securing unanimous buy-in from leadership through two comprehensive initial strategic planning meetings designed to establish the scope of work, timetable of events, and build consensus among all parties on the planning objectives. The scope of services is as follows:

1. The club will provide McMahon Group with the following:
 - a. Historical Survey and Focus Group Data: All survey instruments, results reports, raw data files, focus group summaries, key themes, and any member feedback from town halls or other engagement efforts conducted over the past 4 years.
 - b. Capital Project Documentation: Complete information on the capital project approved two years ago, including project scope and specifications, architectural plans and renderings, original budgets and actual costs, funding plan and financing structure, member presentation materials (booklets, PowerPoint presentations), voting procedures and results, project timeline (planned vs. actual), post-project evaluation, and member feedback received during and after completion.
 - c. Financial Records: Current operating budgets, capital budgets, reserve studies, membership dues schedules, initiation fee structures, and multi-year financial trends to understand the club's current financial position.
 - d. Governance Documents: Bylaws, standing rules, Board meeting minutes from the past 12 months, committee structures, and any existing strategic documents that guide club operations.
 - e. Membership Information: Current membership counts by category, demographic data, initiation fees, waiting lists (if applicable), resignation trends, and new member patterns.
 - f. Operations Overview: Staff organizational charts, departmental budgets, service standards, and documented operational challenges.
 - g. Facility Information: Any existing master plans, deferred maintenance lists, recent capital improvements, and facility condition assessments.



BASIC SERVICES – PHASE ONE (continued)

2. McMahon Group will conduct two initial strategic planning meetings to establish the scope of work, timetable of events and to build consensus among all parties on the planning objectives. These meetings ensure all stakeholders—the Board, Strategic Planning Committee, and management—are aligned and committed to the planning process before moving forward with survey research and strategic plan development.
 - a. Meeting #1 - Initial Joint Planning Meeting: The initial joint planning meeting serves as the foundation for the entire strategic planning engagement, bringing together all key stakeholders to establish consensus and alignment before work begins. Following meeting #1 McMahon Group will provide the following deliverables:
 - Meeting minutes capturing discussions and decisions;
 - Finalized and accepted strategic planning timeline with specific dates and milestones;
 - Roles and responsibilities matrix for all parties;
 - Member communication framework for keeping the membership involved throughout the process; and
 - Action items list with assignments and deadlines.
 - b. Meeting #2: Survey Review and Approval Meeting: McMahon Group will develop a draft survey based on the key themes and insights developed from the committee, Board leadership, and management, as well as priority issues identified by different stakeholder groups. The core of the meeting will be a detailed, section-by-section review of the draft strategic issues survey developed by McMahon Group. Following meeting #2 McMahon Group will provide the following deliverables:
 - Final Strategic Issues Survey incorporating all approved refinements and ready for distribution;
 - Meeting minutes documenting survey review discussions and decisions;
 - Suggestions on pre-launch member communications;
 - Survey distribution timeline and timetable of events; and
 - Action items list for survey launch preparation.

Foundation and Process Alignment basic services include the man-hours for two (2) site visits by McMahon Group.

McMahon Group's fee for Phase One, Foundation and Process Alignment, basic services is \$20,000. Reimbursable expenses are in addition to the basic fee.

Note: The initial \$10,000 report and October 2025 site visit with McMahon Group provided to the club is not included in this Phase One scope of services.



BASIC SERVICES – PHASE ONE (continued)

PHASE TWO – STRATEGIC ISSUES SURVEY and MEMBER RESEARCH

McMahon Group will develop, tabulate and interpret a survey testing strategic issues with the members and spouses of the club. The services provided are:

1. After review and approval of the Strategic Issues Survey by the club's leadership and management in Phase One, McMahon Group provides the club with an electronic link of the survey questionnaire for the club to email members and spouses, so they are able to complete the survey.
2. The completed survey questionnaires will be tabulated and analyzed by McMahon Group into a formal report. The survey report will include:
 - An Executive Summary;
 - A question-by-question analysis and interpretation of the results;
 - A comparison of the club's member survey results with the most recent full McMahon survey database;
 - Data tables broken down by member category, age, gender and membership tenure, etc.;
 - Unedited member written comments as approved by the club; and
 - The survey questionnaire itself.
3. McMahon Group will also provide the club upon request with a McMahon Quality Index™ score. (The McMahon Quality Index™ is McMahon Group's national quality rating system for comparing the club's quality and satisfaction scores to McMahon Group's national quality rating system for North American clubs.)
4. A Summary of the Survey Results will be provided for duplication and/or electronic distribution to the membership.
5. McMahon Group will prepare a PowerPoint summary of the results including a consultant's recommended course of action and present it to the leadership.

Per this agreement, the McMahon Group will provide the basic services to develop an anonymous survey that will be up to 12 pages (8-1/2" x 11") in length. Additional content added to the survey by the club that extends its length beyond 12 pages will be charged at the rate of an additional \$500 per page.

The survey will include a maximum of four (4) open-ended questions that will provide space for members to offer their written comments and suggestions on a variety of subjects. If, during the survey review process, the club adds additional open-ended questions that are included in the survey, there will be an additional processing charge of \$500 per question.

The member comments and suggestions in the survey will be transcribed by McMahon and included in the final survey report, separated by each question asked. McMahon Group's analysis is conducted using AI (Artificial Intelligence).



BASIC SERVICES – PHASE TWO (continued)

Strategic Issues Survey and Member Research basic services include the man-hours by McMahon Group for one (1) site visit or Zoom meeting at the conclusion of the survey process to explain the final results of the survey to the Board, Strategic Planning Committee and management.

McMahon Group's fee for Phase Two, Strategic Issues Survey and Member Research, basic services is \$27,000. Reimbursable expenses are in addition to the basic fee.

PHASE THREE – DEVELOPING AND FINALIZING THE STRATEGIC PLAN

Utilizing the information developed from Phase One's Foundation and Process Alignment and the results from Phase Two's Strategic Issues Survey and Member Research; the Board members, Strategic Planning Committee and key management personnel will work with McMahon Group on a mutually agreeable date for a planning session to develop the club's strategic plan. The steps in the phase are as follows:

1. Research: McMahon Group will issue a brief strategic issues, pre-retreat survey that is emailed to each member of the Board, Strategic Planning Committee and the participating Executive Management Team members prior to the retreat planning session. This survey will identify key issues for preparing the agenda for the retreat planning day.
2. Planning Session:
 - a. A review and discussion of the Strategic Issues Pre-Retreat Survey results.
 - b. Identification of the club's strengths, weaknesses, opportunities and threats.
 - c. The strategic planning team (Board, Strategic Planning Committee, management and McMahon Group) will identify the club's mission of :
 - Who the club serves (homeowners, outside community members, golfers, diners, etc.),
 - What the club should provide in offerings,
 - What quality level the club should achieve, and
 - What should make the club unique in its marketplace.
 - d. Next, the strategic planning team will identify the primary goals for the club aspects of governance, membership, finances, management, communications, golf, dining, facilities, etc.
 - e. Then the strategic planning team will identify and recommend specific action plans on how to achieve each goal with a prioritized schedule for implementation. It is important to note that the identification of the overall mission, goals and implementation of specific action plans for achieving the club's mission must be



reviewed and ultimately approved by the Board. The Board has the ultimate responsibility to approve and implement the strategic plan by assigning existing or new committees/task forces or the management team to work through the implementation details and to recommend the best methods for the club to achieve success. McMahon Group is available to help in advising and executing the specific action plans if needed for additional services.

BASIC SERVICES – PHASE THREE (continued)

- f. After the strategic planning day McMahon Group's personnel will assemble the discussion material into the first draft of the Strategic Planning Report. This initial strategic plan draft will be provided to all strategic planning participants for their review and comment. Revisions to the Strategic Plan can be made by telephone conference calls/Zoom meetings until the final report is issued to the Board for approval.
- g. A strategic planning summary is provided by McMahon Group to the club's office for mailing to all members and to post on the club's website.

Developing and Finalizing the Strategic Plan basic services include the man-hours for one (1) site visit for the strategic planning development session and up to two (2) Zoom meetings to review and finalize the strategic plan by McMahon Group.

McMahon Group's fee for Phase Three, Developing and Finalizing the Strategic Plan, basic services is \$25,000. Reimbursable expenses are in addition to the basic fee.

Note: If the club's Board would require any major changes to the Strategic Planning Committee's recommended strategic plan for the club, this additional McMahon Group work would be done as extra services to this agreement and would require club pre-approval.

OPTIONAL SERVICES – If the club would want McMahon Group to present the final strategic plan to the membership for its approval, then this service would be additional services and is not included in the basic services fee of \$25,000 above for Phase Three. Once the scope of the optional presentation service is determined, then McMahon Group can quote a fee for this optional service.



GENERAL ISSUES

If additional site visits are authorized by the club, they will be invoiced at the rate of \$7,000 per day per McMahon consultant plus any reimbursable expenses.

ADDITIONAL SERVICES (Must be approved in advance by the club.)

If additional work other than visits is required beyond the services listed above, it will be invoiced on an hourly basis at the following rates:

Planning Principal	\$875/hr.
Assistant Planning Manager	\$500/hr.
Survey Consultant	\$425/hr.
Facility Planning Consultant	\$425/hr.
Graphics Consultant	\$325/hr.
CADD Personnel	\$200/hr.
Survey Tabulator	\$200/hr.
Clerical Personnel	\$100/hr.

FEE/EXPENSE PAYMENTS

McMahon Group will invoice on a monthly basis using the percentage of completion as calculated by McMahon Group for the basis of the fee due. All fee and expense invoices are due upon receipt.

An initial retainer of \$4,000 is due with the executed agreement, and it is applicable to the final invoice.

REIMBURSABLE EXPENSES

Reimbursable expenses will be invoiced as follows and these amounts are not included in the basic fee amounts:

- Air fare (coach class) Actual cost + 10%
- Lodging, meals, rental car and misc. expenses (per person)..... \$650 per day
- Normal misc. project expenses of copying, postage, etc.
until project completion \$100 per month
- Printing, delivery charges, computer plotting,
business reply postage, photography/slide production,



conference call service, computer presentation
production Actual cost + 10%

Should the state of Florida, the U.S. Federal government or any local municipality enact sales and use tax legislation affecting fees for services of McMahon Group, Inc., these taxes will be treated as reimbursable expenses and are in addition to the basic fees set forth in this agreement.

GENERAL CONDITIONS

McMahon Group, Inc. and the club acknowledge and agree that McMahon Group is being retained to review and recommend options to club issues and methods to improve conditions of the club, but that McMahon Group does not, and cannot guarantee the financial and/or social success of the club, and no liability or responsibility shall inure to McMahon Group, or any of its officers, directors, shareholders, employees, agents, or representatives if the results of McMahon Group's efforts hereunder are not successful or do not meet the club's expectations. In consideration of McMahon Group providing the services to the club described herein, the club covenants and agrees to defend, indemnify and hold harmless McMahon Group, Inc., William P. McMahon, Sr., Glen Selligman, Christian Clerc, and other officers, directors, shareholders, employees, agents and representatives, jointly and severally, from and against any and all actions, claims, costs, damages, demands, expenses and liabilities (including, but not limited to reasonable attorney's fees, court costs, expert witness fees and any amounts paid in settlement of any litigation or controversy) imposed upon, incurred by or asserted against McMahon Group or any of its officers, directors, shareholders, employees, agents and representatives by any third party, including but not limited to club members, employees and vendors, arising directly or indirectly out of McMahon Group's performance of services pursuant to this agreement, excluding only acts or omissions of McMahon Group constituting gross negligence. Furthermore, an error or omission is not a breach of this agreement.

The parties acknowledge and agree that all surveys conducted as part of the services provided under this agreement will be anonymous. McMahon Group will not collect, store, or have access to any personally identifiable information of the respondents. The anonymity of the respondents and the confidentiality of their responses are paramount, and all necessary measures will be taken to ensure that the surveys are conducted and information gathered therein shared in accordance with these principles. McMahon Group will be utilizing the club's survey results in its overall club survey database for maintaining an overall quality rating index to provide the McMahon Quality Index™ scoring system for University Park Recreation District and the overall club industry. University Park Recreation District survey results will not be released to anyone except University Park Recreation District officials and remain confidential except for anonymous inclusion of the results in the overall club survey database, for the benefit of the club and the entire club industry.



The club understands that the McMahon Group's duties are limited to those described in the consulting services agreement and that it is beyond the scope of McMahon Group's engagement to be responsible for investigating, discovering, reporting or remedying defects of any nature with regard to the club's physical premises, including, but not limited to, structural defects, mold, radon gas, pollutants of any nature, soil condition, environmental impairment, improper storage, handling or disposal of hazardous or toxic materials, safety violations, building code violations or any other condition which may result in damage to the club or the club's potential liability to any third person or persons.

In order to promote efficiency and completeness, McMahon Group uses artificial intelligence (AI) to review, compile, and analyze some survey responses. While AI can enhance the efficiency and accuracy of the data analysis process, it is not perfect and may occasionally produce anomalies or inaccuracies, commonly referred to as "hallucinations." The club agrees that McMahon Group shall not be held liable for any such errors or inconsistencies resulting from the use of AI in the data analysis process. While McMahon Group will employ reasonable efforts to ensure the reliability and accuracy of the AI-generated insights, however, it makes no warranty, express or implied, as to the insights' correctness, completeness, or suitability for any particular purpose. The club agrees to exercise its own judgment in its reliance on or

GENERAL CONDITIONS (continued)

use of these AI-generated insights. Furthermore, McMahon Group respects the privacy of all survey respondents and data provided and will ensure that all AI tools it uses adhere to strict data privacy and security standards. However, the club acknowledges that no system is entirely secure, and thus, accepts the inherent risks associated with the use of AI in this data analysis.

If for any reason, whatsoever, any term, covenant or condition of this agreement, or the application thereof to any person or circumstance, is to any extent held or rendered invalid, unenforceable or illegal, then such term, covenant or condition is deemed to be independent of the remainder of the agreement and to be severable and divisible therefrom, and its invalidity, unenforceability or illegality does not affect, impair or invalidate the remainder of the agreement or any part thereof; and continues to be applicable to and enforceable to the fullest extent permitted by law against any person or circumstance other than those as to which it has been held or rendered invalid, unenforceable or illegal.

McMahon Group shall not be in default by reason of any failure in its performance of this contract in accordance with its terms and conditions if such failure arises out of causes beyond the control and without the negligence of McMahon Group. Such causes include, but are not restricted in any way to, acts of God, acts of government, riots, fire, floods, epidemics, quarantine restrictions, strikes or other labor disputes, delays in transportation, freight embargoes, severe weather, acts of the club, acts of civil or military



authority, accidents, war, or other circumstances beyond McMahon Group's reasonable control, whether similar or dissimilar to the foregoing.

Limitation of Liability: The parties hereto expressly acknowledge, agree and consent that the maximum liability of McMahon Group and any of its officers, directors, shareholders, employees, agents and representatives pursuant to any cause or action arising out of or related to the agreement shall be limited to fees for basic services paid by the club to McMahon Group for services provided pursuant to this agreement.

University Park Recreation District agrees to hold harmless and waive any claims against McMahon Group, who shall not be liable to them for any direct, indirect, incidental, special, or consequential damages or any damages whatsoever, including but not limited to, damages for loss of profits, goodwill, use, data, or other intangible losses resulting from the content of the survey responses, the disclosure of the survey responses, or the manner in which the survey responses are interpreted or used by University Park Recreation District or any third party.

Furthermore, University Park Recreation District agrees to defend, indemnify, and hold harmless McMahon Group, its officers, directors, employees, agents, and representatives from any claims, damages, liabilities, costs, and expenses (including reasonable attorneys' fees) arising from or related to the collection, use, or disclosure of the survey responses, except to the extent such claims arise from the gross negligence or willful misconduct of McMahon Group.

This liability disclaimer and hold harmless provision shall survive the termination or expiration of this agreement and shall apply to all surveys conducted by McMahon Group as part of the services provided under this agreement.

GENERAL CONDITIONS (continued)

This agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective legal and personal representatives, voluntary and involuntary successors and permitted assigns.

This agreement may be terminated by either party upon seven (7) days written notice. In the event of such termination by the club, McMahon Group, Inc. shall be compensated for all services performed to termination date, together with reimbursable expenses then due.

This agreement represents the entire agreement between University Park Recreation District and McMahon Group, Inc., and supersedes all prior negotiations, representations or agreements, either written or oral. This agreement may be amended only by written instrument signed by both the club and McMahon Group, Inc. The terms of this agreement are valid for 60 days from the date given on



the first page of this document. If the project is not completed within one year of the agreement date, the fees are subject to change by McMahon Group, Inc.

This agreement is accepted by both parties and is governed by the laws of the State of Missouri, and the Court of St. Louis County shall have jurisdiction in the event of a dispute. The work is to proceed immediately.

ACCEPTED:

**UNIVERSITY PARK
RECREATION DISTRICT**
Sarasota, Florida

McMAHON GROUP, INC.
St. Louis, Missouri

Martha M. Acker

President

Date

Martha M. Acker, President



McMahonGroup

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