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<https://universityparkrd.com/>

The Special Meeting of the Strategic Planning Committee of the University Park Recreation District will be held on **Thursday, November 6, 2025 at 10:00 am** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 839 8942 8507 **Passcode:** 452199

Join meeting via Zoom:

<https://us02web.zoom.us/j/83989428507?pwd=3ASWbsai5JPlcvZxjWgvxhAMlqKpMb.1>

Strategic Planning Committee Meeting Agenda - Revised on 10/31/2025

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. Discussion - history of how we got here; how a Strategic Plan differs from our Master Plan.
2. Develop RFP requirements for consulting services
3. Develop a decision matrix to rank and evaluate vendor responses

Next Meeting Scheduled

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

4. Strategic Planning Committee Member Requests & Public Comments**Adjournment**

Strategic Consulting RFP

1. Assess current state - Review University Park background material
 - a. HOA (UPCAI) and RD (Country Club) - review existing material that may provide insight into resident amenity preferences
 - i. Past surveys, questionnaires, studies
 - ii. Capital Project Documentation
 - iii. Financial Records
 - iv. Governance Documents
 - v. Membership - demographic information in general and past year
 - vi. Operations Information
 - vii. Facility Information
2. Competitive analysis - Benchmark data research and analysis
 - a. Identify HOAs that have country clubs that have a similar demographic to UP
 - i. In our immediate Sarasota area that cater to the same demographic
 - ii. Within Florida and the Southeast
 - iii. Both thriving as well as those that are declining
 - b. What are the major factors where these clubs are more progressive than UP
 - c. What types of amenities or services are important (ie. Weddings/corporate outings, Golf Simulators, Covered Pickleball/Tennis, culinary center, cooking lessons)
3. SWOT analysis based upon the information that has been gathered and comparison to other HOAs/clubs
 - a. Identify key strengths and weaknesses of UP in potential buyers minds
 - b. What opportunities do we have to differentiate UP in the eyes of the market
 - c. Where are the areas that we must improve in response to competition
 - d. Review and recommend financing approach for equipment and facilities. Is the current RD structure that helps with low cost muni bonds to fund capital expenditures the best way to continue or is there a better way to fund long term assets.
 - e. How does UP compare to other clubs in terms of their overhead costs, management structure and profitability by cost center/amenity
4. Confirm Future state - conduct community town halls, outreach meetings, engage neighborhood chairs to engage residents
 - a. Identify and address major issues against past plans (fitness center plan, clubhouse/staff office building, organizational structure (UPCAI/PBM/RD/DM), Bond vs. assessment, delay and use operations profits vs. capital reserves
 - b. Provide feedback about the past surveys as well as competitive data and SWOT analysis to residents
 - c. Justification for aspirational investments based upon perceived value in the marketplace reflected in home prices as supported by consultant's database and local realtor input
 - d. Gain input (support or resistance) on aspirational investments that we should make based upon the data that we have received and analyzed
 - e. Design ongoing process to allow residents to provide input and feedback on changes that they believe should be considered to improve the club and/or HOA

5. Recommendations for areas of improvement and investment including but not limited to:
 - a. Changes to profitability by amenity, capital reserve requirements, overhead and management structure based upon benchmarking analysis and previous experience
 - b. Changes to membership categories and pricing based upon comparison to other similar clubs including possible changes to amenities available to each category.
 - c. Changes to governance structure, spending authority and decision making
 - d. Help in setting priorities for capital improvement as well as future investments
6. Identification of specific projects as well as assignment to individuals to develop and oversee progress for the project.
7. Consulting project pricing, timeframe and guarantees
8. Credentials and client affidavits/references

RFP Decision Matrix

Decision Criteria	Weighting/ Importance	Current State Background Review	Benchmark Research	SWOT Analysis	Membership Feedback/ Support	Implementation Plan
	(1-5)					
Approach						
Pricing						
Creativity						
Past Experience						
Completeness						
Customization to UP needs						

Committee Member Recommendations

From: Ken.Schreder@universityparkrd.com
To: [Jennifer Brown](#)
Subject: Re: Action Requested Before 11/6 Strategic Planning Meeting
Date: Wednesday, November 5, 2025 9:46:11 AM

Hi Jennifer,
I would propose two additional decision criteria:
Process - meaning the work steps to create the survey with the named consultant.
Deliverables - meaning the result to be shared with community including format and how communicated
Thanks, Ken

On 10/31/2025 11:50 AM EDT Jennifer Brown <jbrown@universitypark-fl.com> wrote:

Committee Members, please do not reply all to this email.

Dear Strategic Planning Committee Members,

Per the last Board of Supervisors Meeting the Board approved to have the Strategic Planning Committee draft an RFP for a consulting services company.

Attached is a form of a scope and scoring matrix that Jim has drafted for review.

Please provide me any additional suggestions and drafts to be included in the RFP scope so the information can be compiled and distribute to the committee accordingly prior to the next Committee meeting scheduled for November 6, 2025.

Regards,

Jennifer

Jennifer Brown

Executive Assistant to the General Manager

& Human Resources Director

[Park Boulevard Management, LLC](#)

[Serving: University Park Country Club & UPCA](#)

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*Please make note of my new email address and name change in your contacts.
Thank you!*