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The Monthly Meeting of the Strategic Planning Committee of the University Park Recreation District will be held on **Wednesday, November 12, 2025 at 3:00 pm** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 873 9095 1556 **Passcode:** 765455

Join meeting via Zoom:

<https://us02web.zoom.us/j/87390951556?pwd=8vthWiardxANmhNnXQevsA35GKZVGr.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]

Administrative Matters

1. Approval of Meeting Minutes for 9/29/2025 and 10/08/2025 meetings

Business Matters

1. Review of UPCA/UPRD/PBM organizational structure
2. Review of Focus Groups/Master Plan Historical Files
3. Discussion of involving UPCA Board and Neighborhood Chairs in Strategic Planning

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
December 10, 2025	Strategic Planning Committee Meeting	3:00 pm	Business Office	In person or by Zoom

1. Strategic Planning Committee Member Requests & Public Comments

Adjournment

Meeting Minutes for 9/29/2025 and 10/08/2025 meetings

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT STRATEGIC PLANNING COMMITTEE ORIENTATION

Monday, September 29, 2025

9:00 am

Business Offices

8301 The Park Boulevard, University Park, FL 34201

Strategic Planning Committee Members present in person or via Zoom:

Ken Schreder

Steve Swanson

Jim Freedman

Barbara Somma

Ronni Loundy

Also, present in person or via Zoom:

Sally Dickson Chair - UPRD Board of Supervisors

Jennifer Kakretz Executive Assistant - University Park Country Club

Vivian Carvalho District Manager – PFM Group Consulting LLC

FIRST ORDER OF BUSINESS

Organizational Matters

Call to Order, Roll Call

The meeting was called to order at 9:00 am by Sally Dickson. Those in attendance are outlined above.

Public Comments

There were no public comments at this time.

SECOND ORDER OF BUSINESS

**Overview of Strategic Planning
Committee binder (provided at
meeting), Roles and
Responsibilities, Discuss the**

**Selection of Chair, Vice Chair,
and Secretary roles.**

All committee members were provided with an orientation binder, and a high-level review of the table of contents was conducted. Sally Dickson chaired the meeting until officers were elected. The election of the Chair, Vice Chair, and Secretary is scheduled for the next meeting on October 8 at 3:00 p.m.

Each committee member provided a brief introduction outlining their background and relevant experience. Discussion followed regarding the restrictions imposed by the Florida Sunshine Law, particularly the prohibition on communication between committee members outside of publicly noticed meetings. Attorney Mark Barnebey will attend the October 8 meeting to provide detailed guidance on Sunshine Law compliance.

District Manager Vivian Carvalho provided clarification regarding procedures for meeting notices, attendance, quorum requirements, and the use of workshops. An overview was also given of the Strategic Planning Committee's role in comparison to the previous Business Plan Advisory Group. It was noted that while the work of the previous group will serve as background, the Strategic Planning Committee's purpose is to develop a comprehensive strategic plan, establishing the District's long-term direction prior to addressing financing.

The committee will determine the definitions of short-term and long-term planning, with short-term generally considered to encompass a five-year period. Members will review the existing Business Plan and capital improvement documents included in their binders. Financial data contained in the current packet reflects Fiscal Year 2023, as updates were paused pending resolution of the ongoing bond issue appeal.

THIRD ORDER OF BUSINESS

**Administrative Matters:
Distribution of emails.**

As part of Florida Sunshine Law compliance, University Park Recreation District email addresses will be assigned to all committee members, as all communications between members are considered public record.

The upcoming meeting was noted:

Date	Meeting Type	Time	Location	Note
October 8, 2025	Strategic Planning Committee Meeting	3:00 pm	Business Office	In person or by Zoom

FOURTH ORDER OF BUSINESS

Adjournment

The meeting was adjourned at 10:07 am.

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT STRATEGIC PLANNING COMMITTEE MEETING

Wednesday, October 8, 2025

3:00 pm

Business Offices

8301 The Park Boulevard, University Park, FL 34201

Strategic Planning Committee Members present in person or via Zoom:

Ken Schreder

Steve Swanson

Jim Freedman

Barbara Somma

Ronni Loundy

Also, present in person or via Zoom:

John Fetsick General Manager – University Park Country Club

Sally Dickson Chair – UPRD Board of Supervisors

Jennifer Kakretz Executive Assistant - University Park Country Club

Vivian Carvalho District Manager – PFM Group Consulting LLC

Mark Barnebey District Counsel

David Dew McMahon Group

Bill McMahon, Sr. McMahon Group

Various Audience Members

FIRST ORDER OF BUSINESS

Organizational Matters

Call to Order, Roll Call

The meeting was called to order at 3:00 pm by John Fetsick. Those in attendance are outlined above.

Public Comments

There were no public comments at this time.

SECOND ORDER OF BUSINESS

District Counsel: Overview of Sunshine Laws

District Counsel Mark Barnebey provided an overview of Florida's Sunshine Law, Public Records Law, and Ethics Laws as they apply to District advisory committees. He explained that all committee meetings must be open to the public, properly noticed, and recorded with minutes. Committee members are prohibited from discussing committee business outside of a noticed meeting, including through email, text, or intermediaries.

Mr. Barnebey emphasized that all communications related to committee business are considered public record, and members will be provided District email addresses for compliance. A quorum of three members physically present is required to conduct business; otherwise, the meeting may proceed as a workshop without formal action.

He also reviewed potential penalties for Sunshine Law violations and reminded members to forward any public correspondence related to committee business to their District email for proper recordkeeping.

THIRD ORDER OF BUSINESS

McMahon Group Presentation

McMahon Group representatives Bill McMahon and David Dew shared their firm's 40-year experience with over 2,000 clubs, including many in Florida, highlighting their expertise in strategic and facility planning for gated community clubs and the impact on property values. They explained their planning process, using member surveys and focus groups to guide decisions and define the Club's mission, vision, and goals. Discussion addressed survey participation, communication, and transparency. The McMahon Group is preparing a proposal for the Strategic Planning Committee. If approved by the committee, it will be forwarded to the UPRD Board of Supervisors for consideration, tentatively scheduled for the October 17 board meeting.

FOURTH ORDER OF BUSINESS

Review roles and responsibilities of committee officers

John Fetsick provided a brief overview of the roles and responsibilities of the Strategic Planning Committee Chair, Vice Chair, and Secretary.

Discussion was held regarding committee terms. Of the five members, three will serve two-year terms and two will serve one-year terms. Members may choose to continue or step down at the end of their term. The committee will determine initial term assignments and

leadership roles. After the first year, the committee will reassess which members continue to maintain staggered terms.

Election of Chair, Vice Chair, and Secretary

The committee proceeded with the selection of Chair, Vice Chair, and Secretary.

Mr. Freedman was nominated for Chair by Ms. Somma and seconded by Mrs. Loundy. A vote was held, and Mr. Freeman was unanimously elected Chair.

Mrs. Loundy was nominated for Vice Chair by Mr. Freedman and seconded by Mr. Swanson. A vote was held, and Mrs. Loundy was unanimously elected Vice Chair.

Ms. Somma was nominated for Secretary by Mrs. Loundy and seconded by Mr. Swanson. A vote was held, and Mrs. Sommer was unanimously elected Secretary.

FIFTH ORDER OF BUSINESS

Administrative Matters

The next upcoming meeting was noted:

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

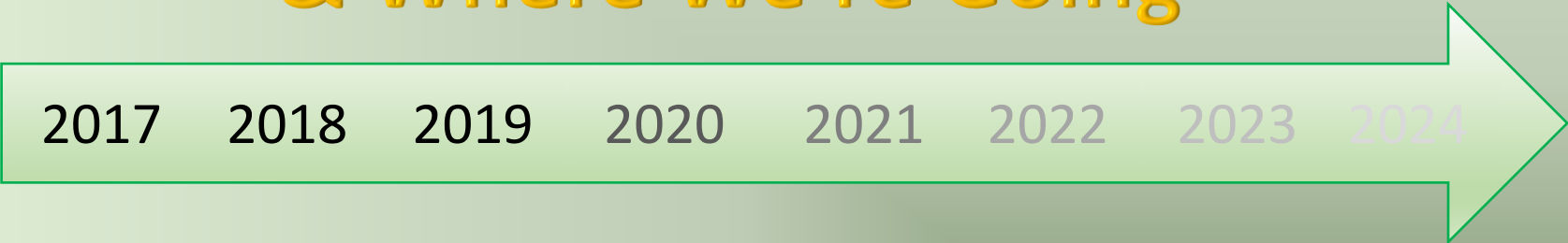
SIXTH ORDER OF BUSINESS

Adjournment

The meeting was adjourned at 5:37 pm.

Focus Groups/Master Plan Historical Files

How We Got Here & Where We're Going



2017 2018 2019 2020 2021 2022 2023 2024

How We Got Here & Where We're Going

The information contained herein is intended as a reference and update for the entire University Park Community on the work that has taken place leading to the establishment and initial activities of the UP Recreation District including Phase I Capital Spending.

It was compiled and offered as a refresher for all Board Members, homeowners and residents.

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UP's Road To Independence

How We Got Here

- A Herculean Effort by Volunteer Residents Executing Due Diligence, Negotiations, Communications and Turnover Preparation Assisted by Outside Experts
- Building and Sustaining Credibility and Support with a Super Majority of Homeowners & Club Members

Where do We Go from Here?

- Complete Phase I Projects and Renovations with Quality Results
- Revisit Master Plan and Determine Process for Advancing Phase II Plans
- Improve Execution & Communications to Strengthen Credibility with Residents

An Historical Perspective on Achieving Independence

How We Got Here

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From Opening Sales Offer to . . . Closing Purchase & Community Turnover

2017

UP Ownership
Announce Intent to
Sell/Re-develop UP

Volunteer Resident
Committee Formed
to Evaluate

Opportunity?

Yes or **No**

**Due Diligence
Performed**

Communications Kept
Residents Informed

A Recommended
Plan for Acquisition

- Form an RD
- Issue Muni/Bonds

2018

16 Neighborhood
Meetings Attended
by 1,000+ to See Plan

Resident Survey Conducted

- 86% Returns
- 83% Responders Favor

Review Due Diligence
Docs with Residents
“Detail Days”

1200+ Petitions to
County to Form RD

- County Board
Approves RD 7-0

1st RD Board Elected

- Assessment Method Approved
- Bond Referendum Scheduled

2019

Referendum Held on
\$24M Bond Issue
• 70%+ Participated

Resident Lawsuit Settled

- **Suit Delayed Certification**
- **Bond Issue Legal Approval**

Dual Surveys Conducted

- Club Members
- Homeowners & Residents
- Returns Similar on
Need for changes

Mutual-Cooperation
Agreement Signed
By UPCA and UPRD

Purchase & Turnover
Completed
in November

A “New” University Park

University Park Community Association Inc. Residential

- All residential common land, including
 - Frontage & entry on University Pkwy.
 - Neighborhood common areas & pools
- Surface water system, including all ponds & main drainage system.
- Gatehouse, access control & perimeter fence
- Ground water (wells) & surface water facilities
- Infrastructure facilities:
 - Roads and sidewalks, including lighting
 - Sewer system and other utilities
 - Residential irrigation systems
- Water rights
- “University Park” registered trademark
- Park Boulevard Management LLC
- SWFWMD permits

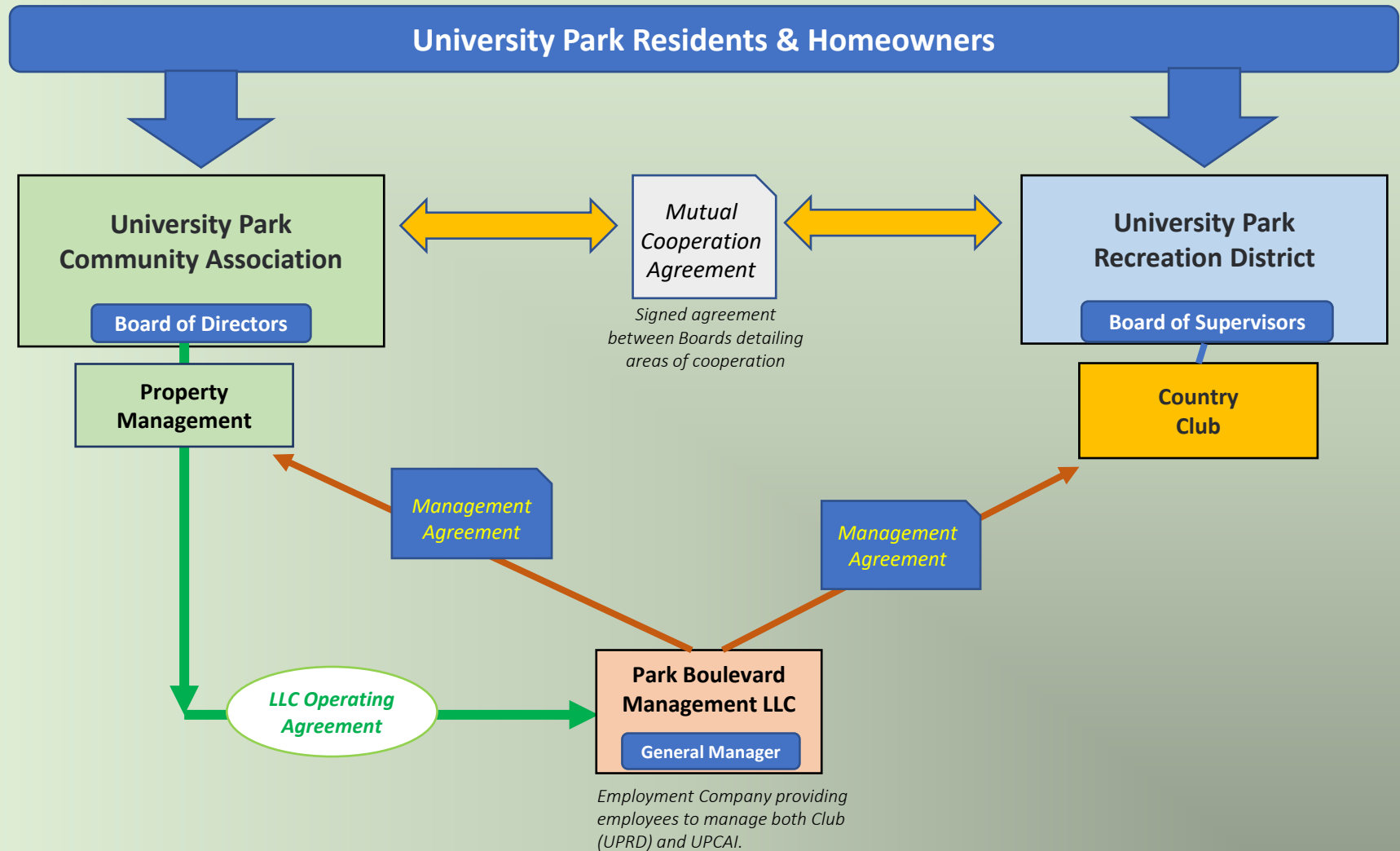
University Park Recreation District Country Club

- 27-hole golf course, including
 - Driving range, cart paths & putting facilities
 - Golf course irrigation system
 - Cart barn and maintenance facilities
- Tennis courts, croquet & bowling areas
- Fitness center
- Park Grill & Café, including Lakeside room
- Varsity Club & Card Room
- Pro shop
- Administration offices
- Club parking lot & access road
- Parcel L-south
- Conservation & preservation areas
- FPL power-line easement
- Sales office & parking lot

Separate Boards, with a Mutual Cooperation Agreement

University Park Management Process & Structure

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Resident Elected Boards... Working for Residents

Recreation District Vision, Mission & Core Values

Vision

“To be the pre-eminent gathering place for members and guests to meet, socialize and enjoy lifestyle opportunities that exceed their expectations in a modern club environment, that also enhances our residential community.”

Mission

“Deliver to members and guests ever evolving lifestyle experiences that are engaging and inclusive by providing exemplary service, facilities and amenities.”

Core Values

Values truly important that direct the decisions we make, define our character, and preserve what is special about our Club. They are:

- **Integrity, Trust & Mutual Respect** – Acting ethically in the best interests of our members, staff and community.
- **Quality** – Striving to be the best that we can be in all that we do.
- **Fiscal Responsibility and Transparency** – Openly communicating our financial position and ensuring that operating budgets and reserves are sufficient to meet the current and future needs of the Club.
- **Environmental stewardship** – Commitment to preserving our natural landscape and considering the environmental impact of our decisions.

Where We Are Today

Capital Funds Generated and Spent from November 2019 through December 2022	\$ in thousands	Comments
2019 Bond proceeds, net of purchase price and issuance costs	\$4,221	Net bond proceeds 11-22-19 (net of insurance, issuance fees, professional fees and brokers fees)
FY'21 Club revenues designated for projects	673	Initiation fees, outside golf allocation & operations surcharge
FY'22 Club revenues designated for projects	666	Initiation fees & outside golf allocation
Non-operating income designated for projects	<u>856</u>	Non-operating income
TOTAL FUNDS GENERATED through 12/31/22	6,416	
Funds spent and committed:		
Dining renovation	-3,000	Indoor & outdoor
Pickleball, & croquet	-447	Croquet & Pickleballs courts installed
Parking lot	-101	Seal and Stripe
Golf course rehab, golf course infrastructure & maintenance related buildings/projects	-1,883	Holes 1-27 completed in FY'20, '21 & '22. Also includes storage bins, lake banks & wash rack projects
Equipment, F&B, golf operations & infrastructure, professional fees	-420	Air conditioners, roof replacements, maintenance building repairs, master plan professional fees
Designated reserve funds--operations	-400	Designated for "emergency operational needs"
Designated reserve funds--District	<u>-100</u>	FY '22 District expenditure funding from Club ops/reserves
LESS: TOTAL USES & COMMITMENTS	-6,351	
Remainder	\$65	

Index of Supporting Reference Documents

Document Title	Subject	Date Issued	
Report of visit to Herons Glen, a Recreation District	Group of volunteers visited Herons Glen as part of due diligence during turnover process	Oct '17	
UPCC Member Survey Summary	Survey to obtain feedback on Club related issues	Dec '19	
Community Survey Summary	Survey to obtain feedback on Community related issues	Jan '20	
UP Mission and Strategy Planning Framework for the Community	Overview of Community-wide approach to developing strategic, tactical and operational plans	Mar '20	
Strategic Planning Group Update Report—over 100 members participated	Report to group input concerning core values, mission and values , key metrics, SWOT analysis and key strategic issues	June '20	
RD Newsletter	Example of concise, clear report to Community after each Board meeting	Feb '21	
Where We Are Today—An Historical look at Sources & Uses of Capital Funds	Summary of UPCC capital investments made since RD inception	Jan '23	

University Park Country Club
Business Model Executive Summary
Board of Supervisors Meeting

April 11, 2025



Vision/Mission/Values

- **Vision** - To be the **preeminent gathering place** for members and guests to meet, socialize and enjoy lifestyle opportunities that **exceed their expectations** in a modern club environment that **enhances our residential community**.
- **Mission**- Deliver to members and guests ever evolving **lifestyle experiences** that are engaging and inclusive by providing **exemplary service, facilities and amenities**.
- **Values**
 - **Integrity, Trust & Mutual Respect** - Acting ethically in the best interests of our members, staff, and community.
 - **Quality** -Striving to be the best that we can be in all that we do.
 - **Fiscal Responsibility and Transparency** – Openly communicating our financial position and ensuring that operating budgets and reserves are sufficient to meet the current and future financial needs of the Club.
 - **Environmental stewardship** – Commitment to preserving our natural landscape and considering the environmental impact of our decisions.

Why Build a Business Plan?

“The path to improve profitability to reduce the need for debt or assessments, while enhancing member experience and community value”

- Provide homeowners an easy-to-understand roadmap that shows how we can leverage the natural beauty of our country club community, convenient location, golf and active lifestyle experiences to produce the revenue and profit we need to invest in our facilities and generate increasing demand for our homes
- Need to plan for strategic RD capital investments, expected returns, both measurable and qualitative, along with determining the needed capital or income to fund the investments
- Define a plan that can be assigned, executed and measured and hold the Board and management accountable
- Better understand the capital sources (e.g. initiation fees, capital dues, golf allocation, club profits) and uses (projects, deferred maintenance)

The Roadmap

- Prioritize investments in the amenities that generate the most demand, revenue and profit (priorities can shift as circumstances change)
 - Golf, Dining, Pickleball, Tennis, Fitness, Events
- Offer **TWO** memberships for **NEW** homeowners
 - A Lifestyle membership that includes pickleball, tennis, fitness, dining and events
 - A Full membership, that includes all Lifestyle amenities and Golf
- **Allow all current homeowners and non-resident members the ability to continue with their current membership status**
- Model assumes consistent level of outside play; however, we strongly suggest analyzing tee times, especially in busy months to create an enhanced country club experience
- Offer outside events on a seasonal or as available basis, but not to the detriment of members

“Attracting new, active homeowners and improving homeowner/member experience”

The Roadmap (cont.)

- Create homeowner committees that provide recommendations to the board on membership expectations, revenue enhancements and cost controls. Some Committees might be:
 - **Finance** – monthly statement review, annual audits, G&A expense review
 - **Governance** – BoS, management, committee structure, responsibilities and reporting relationships
 - **Strategic and Business Planning** – annual update to strategic plan, investment plan and forecasts
 - **Golf** – improved member experience
 - **House** (dining, events, Varsity Club) – improved member experience
 - **Racquets and Fitness** (Lifestyle) – improved member experience
 - **Capital Project Committees** (Fitness Center, Kitchen, Office/Activity Center) to review all options and priorities
 - Others as identified by the Board
- **Club Management should be dedicated and report to the UPRD Board to execute the roadmap**

“Attracting new, active homeowners and improving homeowner/member experience”

Summary Financial Plan

(\$M's)	<u>2025 (B)</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
REVENUE	\$13.6	\$15.5	\$16.3	\$17.2	\$18.2
OP. INC.	\$0.3	\$1.7	\$1.9	\$2.1	\$2.4
<u>Capital Plan</u>					
<i>Sources</i>	\$3.5	\$4.9	\$2.9	\$2.2	\$4.9
<i>Uses</i>					
Def. Maint.	<u>\$2.0</u>	\$2.0	\$1.5	\$1.5	\$1.5
Fitness Center		<u>\$3.5</u>			
Kitchen Project			<u>\$3.0</u>		
Office/Activity					<u>\$5.5</u>
Net Capital	\$1.5	(\$0.6)	(\$1.6)	\$0.7	(\$2.1)

“Increase profitability from country club to maintain our assets and invest in our future”

Total shortfall = \$2.1M
 BAN Debt = \$3.8M
 Total Debt required = \$5.9M

1. Timing and scope of projects can reduce or increase capital need

2. Additional identified revenue or cost reductions not included in forecast, but should be developed to reduce need for outside debt capital

University Park Business Plan Projections - Assumptions

- Current homeowners and members have choices, including all existing categories:
 - Full, Racquets, Social and all current member passes
 - All existing members will continue in their current membership category, unless they choose to change their membership level
- Future homeowners will have two choices:
 - Full and Lifestyle (all amenities but no golf)
- All fees are similar to the marketplace in which UPCC operates
- Continue to allow outside play on the golf course, but with rules to enhance the member experience
- Capital dues and operating expenses to increase
- Social categories will transition to Lifestyle over time
- Expect Full members to remain stable
- Passes, summer golf and tennis memberships will remain in place while we transition to the Lifestyle category
- Model assumes consistent level of outside play; however, we strongly suggest analyzing tee times, especially in busy months to create a more country club environment
- Outside greens and cart fees increase
- Food & Beverage prices will increase, predominately for the public

Summary

- Allows for important investments in the Club infrastructure to attract new homeowners to UPCC
 - Expanded fitness center and kitchen are key to executing this plan
- With certain revenue enhancements, debt required to meet deferred maintenance and capital investment plan is minimized to under \$6 million
 - Adjusting some projects and adding additional revenue streams could also reduce the need for additional debt or assessments
- Existing homeowners and non-resident members can remain in their membership category
- New homeowners will become a Full or Lifestyle member
- **Board decision date on this plan should be established**

Summary

“All these changes point towards improved profitability to reduce the need for debt financing or assessments and enhance member experience and homeowner value”