

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT STRATEGIC PLANNING COMMITTEE SPECIAL MEETING

Thursday, November 6, 2025

10:00 am

Business Offices

8301 The Park Boulevard, University Park, FL 34201

Strategic Planning Committee Members present in person or via Zoom:

Jim Freedman	Chair
Ronni Loundy	Vice-Chair
Barbara Somma	Secretary
Ken Schreder	Committee Member
Steve Swanson	Committee Member

Also, present in person or via Zoom:

Sally Dickson	Chair – UPRD Board of Supervisors
John Fetsick	General Manager – University Park Country Club
Jennifer Kakretz	Executive Assistant - University Park Country Club
Vivian Carvalho	District Manager – PFM Group Consulting LLC

Various Audience Members

FIRST ORDER OF BUSINESS

Organizational Matters

Call to Order, Roll Call

The meeting was called to order at 10:00 am by Jim Freedman. Those in attendance are outlined above.

Public Comments

There were no public comments at this time.

SECOND ORDER OF BUSINESS

Discussion – history of how we got here; how a Strategic Plan differs from our Master Plan.

Mrs. Sally Dickson addressed confusion regarding the strategic plan and master plan differences. The committee discussion focused on distinguishing between the strategic plan and the master plan:

History of the Master Plan:

- The Master Plan was initiated in 2001 after the turnover and the availability of bond funds.
- The process involved hiring Folly Bryant and Kimley Horne to create the Master Plan.
- These firms conducted focus groups, polling, and data gathering to develop a plan for the campus, focusing on projects like pickleball courts, dining areas, and other facilities.
- The resulting Master Plan provided a comprehensive list of potential brick-and-mortar projects. Due to funding limitations, the Board selected priority items for implementation based on community input.
- Those selected items became the Capital Improvement Plan, funded through bond issuance and implemented over time.

Differences Between Strategic Plan and Master Plan:

- The Master Plan addressed physical infrastructure projects and facility improvements.
- The Strategic Plan encompasses broader, long-term considerations, including financial direction, membership categories, and overall community goals.
- The Strategic Plan is intended to guide future priorities rather than revisit or replace the Capital Improvement Plan.

Clarifications:

- The Strategic Plan will build upon prior planning work and consider updated cost estimates and evolving needs.
- Community input and consultant engagement will be central to the Strategic Plan development process.

- The committee noted the importance of clearly differentiating the Strategic Plan from the Master Plan to reduce confusion among residents and members.

THIRD ORDER OF BUSINESS

Develop RFP requirements for consulting services

The committee discussed the development of RFP requirements for selecting a consultant to assist with the Strategic Plan.

Purpose of the RFP:

To engage a consultant to assess the current state of the community, conduct competitive and SWOT analyses, and provide recommendations to inform the Strategic Plan. The consultant will review existing materials, prior surveys, financial records, governance documents, and membership demographics.

Key Components of the RFP:

- **Assessment of Current State:** Review of existing materials, membership history, and relevant data.
- **Competitive Analysis:** Benchmarking against comparable country-club communities and identifying factors contributing to successful or struggling clubs.
- **SWOT Analysis:** Review of organizational strengths, weaknesses, opportunities, and threats, including financial and operational considerations.
- **Communications Plan:** Development of a strategy for gathering community input and communicating findings to residents and members.
- **Recommendations:** Identification of areas for improvement and investment.

The committee agreed to remove overly detailed sub-requirements to maintain flexibility.

The RFP will focus on broader categories, including approach/process, communications plan, and recommendations.

Evaluation Criteria:

The committee developed a decision matrix to evaluate proposals based on pricing, approach/process, past experience, creativity, deliverables, and communications plan.

Two additional criteria—Approach/Process and Communications Plan—were incorporated into the evaluation model.

Next Steps:

The RFP will be finalized with the revisions discussed. The finalized RFP will be submitted to the District Manager for placement on the next RD Board agenda. The RD Board will review and approve the RFP prior to publication.

FOURTH ORDER OF BUSINESS

Develop a decision matrix to rank and evaluate vendor responses

The committee discussed the development of a decision matrix to rank and evaluate vendor responses to the RFP. Key points include:

Purpose of the Decision Matrix:

- The matrix provides a structured and objective way to evaluate vendor proposals based on specific criteria.
- It ensures consistency in assessing the strengths and weaknesses of each proposal.

Evaluation Criteria:

The matrix includes the following criteria:

- **Pricing:** Cost of services.
- **Approach/Process:** The methodology and process proposed by the vendor.
- **Past Experience:** Vendor's track record and relevant experience.
- **Creativity:** Innovative ideas and solutions presented.
- **Deliverables:** Quality and clarity of the proposed outcomes.
- **Communications Plan:** Vendor's strategy for engaging and informing the community.

Two additional criteria were added during the discussion: "Approach/Process" and "Communications Plan." Each criterion will be weighted based on its importance to the decision-making process. Vendors will be scored on each criterion, and the scores will be totaled to determine the best fit. The matrix allows for subjective evaluation within each criterion, ensuring the committee can account for nuances in vendor proposals. The committee agreed that the matrix should be finalized and included in the RFP package so vendors understand how their proposals will be judged.

Next Steps:

The finalized decision matrix will be submitted to the District Manager along with the RFP document. The committee will use the matrix to evaluate proposals once they are received.

The next upcoming meeting:

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 11:37 AM.