

# University Park Recreation District

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<http://universityparkrd.com/>

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The Meeting of the **Board of Supervisors of the University Park Recreation District** will be held on **Friday, March 3, 13, 2026, at 1:00 PM** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

**Meeting ID: 648 161 1158**

**Passcode: 597609**

**Join meeting via Zoom:**

<https://us02web.zoom.us/j/6481611158?pwd=eWEwQ01tWUFsNDJRTUpNbCtoQmpHUT09&mn=84588938513>

**Join via mobile:**

+16469313860,,6481611158#,,,,\*597609# US

+19292056099,,6481611158#,,,,\*597609# US (New York)

## **BOARD OF SUPERVISORS' 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 Board]*

### **Administrative Matters**

1. Consideration of Minutes of the:
  - a. February 13, 2026, Board of Supervisors' Meeting
  - b. February 17, 2026, 5<sup>th</sup> Election Meeting
  - c. February 17, 2026, Board of Supervisors' Special Meeting
  - d. February 20, 2026, Professional Consulting Services RFP Bid Opening Meeting

### **Staff Report Matters**

2. District Counsel
3. District Manager
4. Club Management
  - a. Management Discussion & Analysis Report *(provided under separate cover)*
5. Committee Reports
  - a. Finance
  - b. Strategic Planning

### **Old Business Matters**

6. Consideration of **Resolution 2026-12, Appointing District Officers**



7. Public Hearing on the Amending Rates and Fees to Utilize District Facilities
  - a. Public Comments and Testimony
  - b. Board Comments
  - c. Consideration of **Resolution 2026-08, Amending Rates and Fees to Utilize District Facilities**
8. Consideration of Strategic Planning Committee Ranking Recommendation of Professional Consulting Services RFP Responses

**New Business Matters**

9. Discussion and Consideration of Capital Improvement Projects
  - a. Golf Course Front Nine Project
  - b. Boardwalk Replacement Project (*provided under separate cover*)
10. Consideration of Proposed Amendments to Board Meetings
  - a. Changing Workshops to Board Meetings
  - b. All Regularly Scheduled Meetings at 2:00 PM
  - c. Meeting Agenda Format
11. Discussion and Consideration of Town Hall Meetings
12. Nominations/Appointment of Strategic Planning Committee Member

**District Financial Matters**

13. Ratification of Payment Authorization Nos. 156 – 157

<b>Date</b>	<b>Meeting Type</b>	<b>Time</b>	<b>Location</b>
March 16, 2026	Finance Committee Rescheduled Meeting	3:00 PM	University Park Business Offices
March 18, 2026	Board of Supervisors' Meeting & Attorney/Client Session	1:30 PM	University Park Business Offices
March 31, 2026	Board of Supervisors' Workshop Meeting	2:00PM	Varsity Club Card Room
April 8, 2026	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices
April 10, 2026	Board of Supervisors' Meeting	1:00PM	University Park Business Offices
April 15, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices
April 28, 2026	Board of Supervisors' Workshop Meeting	2:00PM	University Park Business Offices

14. Supervisor Comments & Future Agenda Items
15. Public Comments

**Adjournment**



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# University Park Recreation District

## Consideration of Minutes of the:

- a. February 13, 2026, Board of Supervisors' Meeting
- b. February 17, 2026, 5th Election Meeting
- c. February 17, 2026, Board of Supervisors' Special Meeting
- d. February 20, 2026, Professional Consulting Services RFP Bid Opening Meeting

**MINUTES OF MEETING**

**UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' MEETING**

**Friday, February 13, 2026**

**1:00 p.m.**

**Business Offices**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present in person or via phone:

Sally Dickson	Chairperson
Steve Heitzner	Vice Chairperson
Rusty Piersons	2 <sup>nd</sup> Vice Chairperson
David Murphy	Treasurer
Scott Huebner	Assistant Secretary

Also, Present in person or via phone:

Vivian Carvalho	District Manager – PFM Group Consulting LLC
Kwame Jackson	ADM - PFM Group Consulting LLC (via Zoom)
Mark Barnebey	District Counsel - Blalock Walters
John Fetsick	General Manager - Country Club
Curtis Nickerson	Director of Properties & Facilities– Country Club

Various Audience Members in-person and via Zoom

**FIRST ORDER OF BUSINESS**

**Organizational Matters**

**Call to Order, Roll Call, and Pledge of Allegiance**

The meeting was called to order at 1:00 p.m. by Ms. Dickson. Those in attendance are outlined above.

The Pledge of Allegiance was recited.

**Public Comments**

Mr. Selep commented on an email that was received from Mr. Dean Matt. The email noted that Mr. Matt has a five-year plan for the District. Mr. Selep recommended forming an impartial committee to review the plans for agreement. It was recommended that a member of both the Finance Committee and Strategic Planning Committee attend. Mr. Selep will be the moderator.

There was brief discussion regarding a resident proposing a five-year plan and review of the plan. It was agreed that one member of each committee and Mr. Selep will review the plan prior

to forming a committee.

Mr. Ludmerer commented on the increase in initiation fees for racquet membership. He noted the increase is too high.

There were no further public comments at this time.

## **SECOND ORDER OF BUSINESS**

### **Consideration of Updated Floor Plans for the Kitchen Project**

This item was moved to the beginning of the meeting at the request of the Chair.

Mr. Fetsick and Mr. Heitzner gave an update on the kitchen plans. It was noted the architects and consultants have worked with many country clubs in South Florida.

Mr. Heitzner gave an overview of the Kitchen Advisory Group, the existing kitchen design, current kitchen issues, the impact of the current working conditions on members and staff, and key planning outcomes. It was noted financing is not yet in place for the new design.

Mr. Gallagher and Mr. Aultman gave an overview of the new kitchen space design, proposed square footage, and bar updates. There was brief discussion regarding the dry storage area and prep kitchen area. It was noted the bar updates can be completed as a separate project.

Mr. Fetsick gave an overview of the new kitchen location. The Board reviewed the site plan pictures. It was noted there is not a direct connection from the kitchen to the Varsity Club.

There was discussion regarding savings from buying in bulk due to increased available storage area and ability to hold larger events, while still serving the dining room.

Hoyt Architects gave an overview of the various country clubs they have worked with previously, including Riverfield and Laurel Oaks.

There was discussion regarding the new kitchen design.

Mr. Heitzner requested that the Board approve a not-to-exceed amount of \$15,000.00 for Willis Smith Construction to start the bidding process.

Mr. Baumier gave an overview of the design and bidding process. It was noted the next steps include walkthroughs with the various engineers and creation of a final pre-construction design with the sub-contractors.

There was brief discussion regarding the options for setting up a temporary kitchen during construction and location.

Ms. Dickson commented on the budget for the project.

It was noted the \$15,000.00 is for Willis Smith Construction and the originally approved \$36,000.00 was for Hoyt Architects. There is enough money in the capital reserve budget for these amounts.

There was discussion regarding the budget and expenses. Mr. Piersons noted the new Board members will be seated on Tuesday and should have a vote on this project. Mr. Beaumont noted the Board should vote on the first plan design to prepare pricing, but the not-to-exceed amount can be voted upon by the new Board at the next meeting.

Ms. Dickson noted concern with Board candidates speaking with Board Supervisors outside of a meeting.

ON MOTION by Mr. Heitzner, second by Mr. Murphy, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Willis Smith Construction First Plan Design in order to Prepare Pricing.

The not-to-exceed monetary amount for Willis Smith Construction will be on the next meeting agenda.

### **THIRD ORDER OF BUSINESS**

### **Administrative Matters**

#### **Consideration of Minutes of the:**

- a. December 12, 2025, Board of Supervisors' Meeting**
- b. December 19, 2025, Board of Supervisors' Continued Meeting**
- c. January 9, 2026, Board of Supervisors' Meeting**
- d. January 16, 2026, Board of Supervisors' Workshop Meeting**

The Board reviewed the minutes.

Mr. Huebner noted he requested amendment to the minutes of January 16, 2026, regarding his request to go in Mr. Murphy's stead to the Finance Committee meeting. Mr. Murphy denied that request. This is not reflected in those minutes.

There was discussion regarding the changes to the meeting minutes.

Mr. Jackson noted that exact details of all conversations are not given in meeting minutes. It was noted the recordings of all meetings are available on the District's website for reference and can also be requested at any time from District Management.

ON MOTION by Mr. Heitzner, second by Mr. Piersons, with Mr. Huebner opposed, and all others in favor, the Board of Supervisors for the University Park Recreation District approved the Minutes of the December 12, 2025, Board of Supervisors' Meeting, the December 19, 2025, Board of Supervisors' Continued Meeting, the January 9, 2026, Board of Supervisors' Meeting, and the January 16, 2026, Board of Supervisors' Workshop Meeting.

#### **FOURTH ORDER OF BUSINESS**

#### **Staff Report Matters**

##### **District Counsel**

Mr. Barnebey gave an update on the Supreme Court litigation. It was noted the District won the lower court case and the court validated the issuance of the bonds.

Mr. Barnebey noted, in respect of the Bond Alternative document on the agenda provided by Mr. Huebner, that neither he nor anyone in his office coordinated with Mr. Huebner on his analysis of the litigation. District Counsel is not in agreement with the risk analysis, but financing options can be discussed. Settlement options have previously been discussed, but Mr. Barnebey recommended discussion in an attorney-client session moving forward.

##### **District Manager**

Ms. Carvalho noted there are eight open public records requests; six are new requests and two are follow-up requests. It was noted the Election is Tuesday, February 17, and polls open at 9:00 a.m. and close at noon.

##### **Club Management**

###### **a. Management**

###### **Discussion & Analysis Report**

Mr. Fetsick gave an overview of the report, including member experience, golf operations, racquets operations, and fitness and wellness. He reviewed previous and upcoming events. It was noted that the Valentine's Ball is sold out.

Mr. Fetsick gave an overview of the Men's Member Guest Golf Tournament and noted it has a waitlist. There are currently 60 teams participating. Brian Cook, a new tennis and pickleball

professional has been hired, and Trey Cunningham, a new fitness and wellness instructor, has been hired.

Mr. Fetsick gave an update on memberships and noted there is now a waitlist.

Mr. Fetsick gave an overview of the Statement of Operations, Comparative Balance Sheet, Capitol Sources and Uses, Statement of Cash Flows, and General Fund Actual to Budget.

There was brief discussion regarding a racquets campaign. It was noted that Mr. Heitzner is working with the Racquets Advisory Group and Staff on marketing and a campaign plan.

Mr. Piersons recommended testing out two seating schedules based on the dining room sales.

Mr. Fetsick noted he will discuss it at the next Food and Beverage meeting.

Mr. Piersons commented on the golf tournament and the number of people participating.

There was discussion regarding the cost of the golf tournament.

Mr. Murphy recommended implementing a charitable component and increasing the price of participation.

Mr. Fetsick will follow up on these possibilities.

## **Committee Reports**

### **a. Finance**

Mr. Crouch gave an update on the Finance Committee. He noted the club is only increasing the net worth by 2% each year; the benchmark is 4%. The investment portfolio has been reviewed by the committee, and the recommendation is not to take any further risk. Capital income options are still being discussed. There is a continuing project on the cost of home ownership. The Finance Committee recommends discussing the increase in tennis fees. The P-card has been denied by Chase Bank. It was noted the club is an asset of the District. The Finance Committee has created a draft of the capital improvement process and will be reviewing it. Mr. Crouch also noted the five-year limit is statutory, not charter driven, regarding short-term financing. He recommended having a workshop with the new Treasurer.

There was discussion regarding the statutory requirement and the note. Mr. Crouch noted that while the bond issuance is outstanding, there cannot be any short-term financing for any items within the bond validation.

There was also brief discussion regarding a referendum and options to pay off the note.

## **b. Strategic Planning**

Ms. Loundy gave an update and noted the Strategic Planning Committee has discussed the RFP for consulting services.

Mr. Fetsick noted the deadline for RFP submissions is February 20, and one proposal has been received thus far. The bid award date is March 13, which is the date of the March Board meeting. The Strategic Planning Committee will give a recommendation at that meeting.

Ms. Loundy also noted that the committee has discussed a joint communication project with the RD and PBM to provide clarification of roles and responsibilities. The committee has also discussed holding a community meeting to increase attendance and provide information.

## **FIFTH ORDER OF BUSINESS**

### **Business Matters**

#### **Review of Proposed Amendments to Country Club Facility Usage Policy and Fee Structure – Initiation Fees**

Mr. Fetsick gave an overview and noted the rule making hearing is in March. There have been no changes since the initial recommendation of the Finance Committee.

There was lengthy discussion regarding the increase in fees. It was noted the Finance Committee recommendation for racquet membership was \$6,500.00.

Mr. Heitzner noted the full membership is underpriced and gave a historical overview of the membership dues.

There was continued discussion regarding the increase in fees and the timing of the increase.

Mr. Piersons recommended increased marketing of the tennis facilities. He also commented on golf initiation fees for non-members and members.

Ms. Loundy noted that reviewing membership levels is a task that the Strategic Planning Committee will be working on, once the consulting company has been hired.

Ms. Dickson noted this decision is for the upcoming budget, not the long term.

Mr. Murphy reviewed membership numbers and initiation fees.

There was discussion regarding the Public Hearing and requirement for advertisement. Mr. Jackson noted the Public Hearing advertisements have already been submitted. It was noted that anyone can request the details regarding the increase in membership.

There was continued discussion regarding the exact numbers for increase. Mr. Huebner recommended increasing everything by 5%.

There was discussion regarding the increase in resident membership fees and the final amounts.

The Board agreed on the following membership fees:

Full Resident Membership \$25,000.00

Full Non-Resident Membership \$50,000.00

Racquet Resident Membership \$4,500.00

Racquet Non-Resident Membership \$5,500.00

Social Resident Membership \$3,500.00

ON MOTION by Mr. Piersons, second by Mr. Heitzner, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Proposed Amendments to Country Club Facility Usage Policy and Fee Structure – Initiation Fees, as amended.

**Clarification of Provision of Office  
Space for UPCA Staff Under the  
Mutual Cooperation Agreement  
Between the District and UPCA**

Mr. Huebner introduced the item.

Ms. Dickson gave an overview of the previously approved amendments to the Mutual Cooperation Agreement. She noted the second amendment will be brought to the new Board for review.

There was discussion regarding the agreement.

Mr. Huebner noted he would like clarification on what the RD's obligation is to house staff for PBM.

Ms. Dickson provided clarification of the wording within the agreement. It was noted there is no obligation to house staff for PBM as they are owned by the HOA.

Mr. Fetsick gave an overview of the PBM staff. There is no technical requirement of the RD to provide office space for any PBM employee.

There was brief discussion regarding the financial responsibilities of the RD and the UPCA.

Ms. Dickson noted that UPCA is making changes as needed for their staff. Any office space that will be paid for by the RD will be for Country Club staff.

There was brief discussion regarding changing the amendment to the agreement. The amendment will state that the UPCA will house their employees within their facilities, and the RD will do the same. District Counsel will add these changes to the second amendment.

**Consideration of Resolution 2026-09, Adopting Revised Fiscal Year 2025 General Fund Budget**

Mr. Fetsick gave an overview and noted this is an annual requirement. It was noted these have been reviewed and approved by the Finance Committee. The line items are adjusted based on actual expenditures.

**Consideration of Resolution 2026-10, Adopting Revised Fiscal Year 2025 Enterprise Fund Budget**

The Board reviewed the resolution and revised budget.

ON MOTION by Mr. Murphy, second by Mr. Piersons, with all in favor, the Board of Supervisors for the University Park Recreation District approved Resolution 2026-09, Adopting Revised Fiscal Year 2025 General Fund Budget and Resolution 2026-10, Adopting Revised Fiscal Year 2025 Enterprise Fund Budget.

**Consideration of Mauldin & Jenkins, LLC Proposal for Election Ballot Counting Services**

Mr. Fetsick gave an overview of the accounting firm that has agreed to complete the election ballot counting for the District. Mr. Daniel Anderson and Associates will be on campus to conduct the ballot counting. The proposal charge is estimated to be \$2,000.00 - \$3,000.00. It was noted there is an addendum to the proposal drafted by District Counsel addressing governmental requirements.

ON MOTION by Mr. Piersons, second by Mr. Heitzner, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Mauldin and Jenkins, LLC Proposal for Election Ballot Counting Services, and addendum addressing governmental requirements.

**Discussion of Bond Alternative –  
Submitted by Supervisor Scott  
Huebner**

Ms. Dickson noted concern with Mr. Huebner’s document and the contact sources. She recommended that Mr. Huebner present this to the Finance Committee and come back to the Board with the Finance Committee’s recommendation.

ON MOTION by Mr. Murphy, second by Mr. Piersons, with all in favor, the Board of Supervisors for the University Park Recreation District authorized Mr. Huebner to present his Bond Alternative to the Finance Committee for review and recommendation.

Mr. Huebner reviewed the bond timeline.

There was brief discussion regarding the bond alternative and presentation to the Finance Committee.

Mr. Crouch noted the Finance Committee will review the bond alternative presentation prior to the Finance Committee meeting. He extended an invitation to Mr. Huebner to attend the next meeting. He noted the next Finance Committee will be discussing options for paying off the Note and options for bond financing.

**SIXTH ORDER OF BUSINESS**

**District Financial Matters**

**Ratification of Payment  
Authorization Nos. 154 – 155**

The Board reviewed the payment authorizations.

ON MOTION by Mr. Murphy, second by Mr. Piersons, with all in favor, the Board of Supervisors for the University Park Recreation District ratified Payment Authorization Nos. 154-155.

### Supervisor Requests & Future Agenda Items

The upcoming workshops and meetings were noted.

<b>Date</b>	<b>Meeting Type</b>	<b>Time</b>	<b>Location</b>
February 17, 2026	General Election	9:00 AM – 12:00 PM	Varsity Club
February 17, 2026	Board of Supervisors' Special Meeting	4:30 PM	University Park Business Offices
February 18, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices
March 3, 2026	Workshop Meeting	2:00 PM	University Park Business Offices
March 11, 2026	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices
March 13, 2026	Board of Supervisors' Meeting	1:00PM	University Park Business Offices
March 18, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices
March 31, 2026	Workshop Meeting	2:00 PM	University Park Business Offices

There was brief discussion regarding a quorum at the upcoming meetings and agenda items for the workshop meetings.

Mr. Huebner noted he will not be present at the March 3 Workshop.

Mr. Huebner commented regarding his suggested items for Workshop and Board meeting topics. He noted the Finance Committee is not reviewing items in a timely manner.

It was noted that the Finance Committee was given a deadline of March 31 for review of options

for bond alternatives.

Ms. Dickson noted this is Mr. Murphy's last Board meeting and gave an overview of his contribution and service to the District.

Mr. Murphy thanked the Board and gave an overview of his time on the Board.

There were no further Supervisor requests.

### **Public Comment Period**

Mr. Ludmerer commented regarding the increase in membership fees.

There were no further public comments at this time.

### **FIFTH ORDER OF BUSINESS**

### **Adjournment**

There was no further business to discuss.

ON MOTION by Mr. Murphy, second by Mr. Heitzner, with all in favor, the February 13, 2026, Board of Supervisors Meeting for the University Park Recreation District was adjourned at 3:53 p.m.

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Secretary / Assistant Secretary

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Chairperson / Vice Chairperson

**MINUTES OF MEETING**

**University Park Recreation District**

**5<sup>th</sup> Election Meeting**

**Tuesday, February 17, 2026**

**Varsity Club Room**

**7671 The Park Blvd,**

**University Park, FL 34201**

**9:00 A.M Polls Open – 12:00 P.M. Polls Close**

Below is the list of volunteers and Election representatives present during the Election Meeting.

Don Ferris                      Election Chair

Ken Gray                        Volunteer

Ailsa Deitemeyer            Volunteer

Susie Schell                    Volunteer

Vivian Carvalho              District Manager- PFM Group Consulting LLC

Kwame Jackson              Assistant District Manager - PFM Group Consulting LLC

Kristin Lasky                 Admin – PFM Group Consulting LLC

Mark Barnebey                District Counsel – Blalock Walters

Matt Hall                        Off Duty Manatee County Sheriff

Daniel Anderson              Mauldin & Jenkins

Madison Parry                 Mauldin & Jenkins

Chase Garcia                 Mauldin & Jenkins

**FIRST ORDER OF BUSINESS**

**Call to Order**

The meeting was called to order at 9:00 a.m. by Election Chair - Don Ferris.

Mr. Ferris provided a brief overview of instruction of the casting vote process. He stated the polls will close at 12:00 PM and the ballot counting process will begin.

The meeting was recessed at 9:01 AM.

Mr. Ferris reconvened the Election Meeting at 12:00 PM in which Mr. Ferris announced the closing of the polls. He stated the meeting will be recessed for the counting process to begin. The meeting will be reconvened once all ballots have been counted.

The meeting was recessed at 12:00 PM.

**SECOND ORDER OF BUSINESS**

**ANNOUNCEMENT OF ELECTIONS**

Mr. Ferris reconvened the Election Meeting at 4:03 PM in which the ballot counting process was completed.

He stated the results of the election were as follows:

Russell "Rusty" Piersons received at total of 403 votes.

Greg Selep received a total of 819 votes.

Steve Swanson received a total of 808 votes.

Lee Underwood received a total of 396 votes.

He stated that there was one write-in candidate nomination for Jim Pearson.

The two (2) candidates with the highest number of votes Greg Selep and Steve Swanson, were elected RD Board of Supervisors.

Gregory Selep will receive a 3 Year Term, expiring in 2029 and will be assigned Seat # 2.

Steve Swanson will receive a 3 Year Term, expiring in 2029 and will be assigned Seat # 4.

He noted that the ballots were certified by 3 accountants and stated that the total number of completed ballots received and accounted for was 1,230.

**THIRD ORDER OF BUSINESS**

**Adjournment**

Mr. Ferris adjourned the University Park Recreation District General Election Meeting at 4:04 PM.

\_\_\_\_\_  
Secretary / Assistant Secretary

\_\_\_\_\_  
Chairperson / Vice Chairperson

**MINUTES OF MEETING**

**UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' SPECIAL MEETING**

**Tuesday, February 17, 2026**

**4:30 p.m.**

**Business Offices**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present in person or via phone:

Sally Dickson	Chairperson
Steve Heitzner	Vice Chairperson
Scott Huebner	Assistant Secretary

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC	
Kwame Jackson	ADM - PFM Group Consulting LLC	(via phone)
Kristin Lasky	Admin – PFM Group Consulting LLC	
John Fetsick	General Manager - Country Club	(via phone)
Mark Barnebey	District Counsel - Blalock Walters	
Various Audience Members in-person and via Zoom		

**FIRST ORDER OF BUSINESS**

**Organizational Matters**

**Call to Order and Roll Call**

The meeting was called to order at 4:30 p.m. by Ms. Dickson. Those in attendance are outlined above.

**Public Comments**

There were no public comments at this time.

**Announcement of February 17, 2026, Election Results by Election Chair**

Mr. Ferris announced the election results and gave an overview of the UPRD election statistics. It was noted there were 1,230 accepted ballots.

Mr. Greg Selep and Mr. Steve Swanson received the most votes. They will each serve a three-

year term. It was noted the results have been signed off by the accounting firm that counted the ballots.

Mr. Ferris gave an overview of the reasonings for ballots that were not counted.

The Board thanked Mr. Ferris and the Election Committee.

**Administration of the Oath of Office to Newly Elected Members of the Board of Supervisors**

Ms. Carvalho administered the Oath of Office to the newly elected Board members.

**Overview of the Florida “Government in the Sunshine” Regulations**

**a. Statement of Financial Interest, Form 1**

Mr. Barnebey gave an overview of the Florida Sunshine regulations, the Form 1, and the required Ethics Training. He noted additional information will be provided in individual meetings that District Counsel will set up with the two new Board Members.

There was brief discussion regarding the District provided email addresses.

**SECOND ORDER OF BUSINESS**

**Staff Report Matters**

**District Counsel** – No report.

**District Manager** – No report.

**THIRD ORDER OF BUSINESS**

**Business Matters**

**Consideration of Resolution 2026-11, Ratifying the Results of the Election Meeting**

The Board reviewed the resolution.

ON MOTION by Mr. Heitzner, second by Mr. Huebner, with all in favor, the Board of Supervisors for the University Park Recreation District approved Resolution 2026-11, Ratifying the Results of the Election Meeting.

**Consideration of Resolution 2026-12, Appointing District Officers Position**

Ms. Carvalho reviewed the previous slate of officers and noted the Board will need to determine which positions will be held by which Supervisors.

There was discussion regarding the positions.

Ms. Dickson indicated that she wishes to step down from the role of Chairperson.

Mr. Selep nominated Steve Heitzner for Chairperson.

Mr. Heitzner declined the nomination for Chair at this time noting that he would need time to process the role.

It was noted the Board will table this item until the next Board meeting, with current Board members retaining their positions at this time.

Ms. Carvalho noted that the Treasurer role is now vacant and recommended the Board decide on an Interim Treasurer at this time.

Mr. Selep self-nominated for Assistant Secretary.

There was brief discussion on Secretary versus Assistant Secretary.

Mr. Huebner self-nominated for Interim Treasurer.

ON MOTION by Mr. Huebner, with all in favor, the Board of Supervisors for the University Park Recreation District appointed Mr. Huebner's as Interim Treasurer.

This resolution was tabled.

**Consideration of Willis Smith Construction Bidding Process Funding up to \$15K**

Ms. Dickson gave an overview.

Mr. Heitzner noted this is to develop schematics and gather proposals for the construction project.

There was brief discussion regarding the schematics. It was noted that plans on how to keep the kitchen open during construction are a separate project and not within this cost.

ON MOTION by Mr. Heitzner, second by Mr. Selep, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Willis Smith Construction Bidding Process Funding up to \$15K.

### Supervisor Requests & Future Agenda Items

The upcoming workshops and meetings were noted.

Date	Meeting Type	Time	Location
February 18, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices
March 3, 2026	Workshop Meeting	2:00 PM	University Park Business Offices
March 11, 2026	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices
March 13, 2026	Board of Supervisors' Meeting	1:00PM	University Park Business Offices
March 18, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices
March 31, 2026	Workshop Meeting	2:00 PM	University Park Business Offices

It was noted that Mr. Swanson will need to resign from the Strategic Planning Committee.

Mr. Selep requested a future agenda item for discussion. He recommended including correspondence to the agenda and meeting minutes for public record purposes.

There was brief discussion regarding Mr. Huebner attending the Finance Committee. It was noted there is no conflict. It was also noted the Finance Committee agenda was emailed to Mr. Huebner.

Mr. Charlesworth thanked the Board and Mr. Ferris on a job well done.

There were no further Supervisor requests or public comments.

**FOURTH ORDER OF BUSINESS**

**Adjournment**

There was no further business to discuss.

ON MOTION by Mr. Selep, second by Mr. Swanson, with all in favor, the February 17, 2026, Board of Supervisors Special Meeting for the University Park Recreation District was adjourned at 5:00 p.m.

\_\_\_\_\_  
Secretary / Assistant Secretary

\_\_\_\_\_  
Chairperson / Vice Chairperson

**UNIVERSITY PARK RECREATION DISTRICT  
PROFESSIONAL CONSULTING SERVICES RFP BID OPENING MEETING  
Friday, February 20, 2026  
7671 the Park Blvd., University Park, FL 34201  
12:15 PM**

Present and/or via Teams, the following people were in attendance:

John Fetsick            General Manager – Park Boulevard Management  
Kristin Lasky           Admin – PFM Group Consulting LLC (via Teams)  
Sydney Johnson        Communications Director – UPCC (via Teams)

**FIRST ORDER OF BUSINESS**

**General Business Matters**

**Opening the RFP Responses for  
Professional Consulting Services**

The meeting was called to order at 12:15 PM by Mr. Fetsick.

The attendees via Teams and in person are outlined above.

There were three RFP responses received by Mr. Fetsick prior to the deadline of 12:00 PM on February 20, 2026. These were from Strategic Club Solutions, McMahon Group and GGA Partners.

Mr. Fetsick noted the responses received from McMahon Group and GGA Partners were in electronic form only, which did not comply with the RFP requirements for four physical copies and a flash drive to be provided and were therefore deemed unresponsive.

**SECOND ORDER OF BUSINESS**

**Adjournment**

There was no further business to discuss. The meeting was adjourned at 12:18 PM.

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Secretary/Assistant Secretary

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Chairperson/Vice Chairperson



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# **University Park Recreation District**

## **Staff Reports**



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# University Park Recreation District

## Club Management

### a. Management Discussion & Analysis Report

*(provided under separate cover)*



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# **University Park Recreation District**

## **Consideration of Resolution 2026-12, Appointing District Officers**

**RESOLUTION 2026-12**

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE UNIVERSITY  
PARK RECREATION DISTRICT ELECTING THE OFFICERS OF THE  
DISTRICT, AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the University Park Recreation District (“**District**”) is a local unit of special-purpose government created and existing pursuant to Chapter 418, *Florida Statutes*, being situated entirely within Manatee County, Florida; and

**WHEREAS**, pursuant to Chapter 418, *Florida Statutes*, the Board of Supervisors (“**Board**”), shall organize by electing one of its members as Chair and by electing a Secretary, and such other officers as the Board may deem necessary.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS  
OF THE UNIVERSITY PARK RECREATION DISTRICT:**

1. **DISTRICT OFFICERS.** The District officers are as follows:

- \_\_\_\_\_ is appointed Chairperson.
- \_\_\_\_\_ is appointed Vice-Chairperson.
- \_\_\_\_\_ is appointed 2<sup>nd</sup> Vice Chairperson.
- \_\_\_\_\_ is appointed Treasurer.
- \_\_\_\_\_ is appointed Secretary.
- \_\_\_\_\_ is appointed Assistant Treasurer.
- \_\_\_\_\_ is appointed Assistant Treasurer.

2. **CONFLICTS.** All Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

3. **EFFECTIVE DATE.** This Resolution shall become effective immediately upon its adoption.

**PASSED AND ADOPTED** this 13<sup>th</sup> day of March 2026.

Attest:

**UNIVERSITY    PARK    RECREATION  
DISTRICT**

\_\_\_\_\_  
Secretary/Assistant Secretary

\_\_\_\_\_  
Chairperson, Board of Supervisors



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# University Park Recreation District

## Public Hearing on the Amending Rates and Fees to Utilize District Facilities

- a. Public Comments and Testimony
- b. Board Comments
- c. Consideration of Resolution 2026-08, Amending Rates and Fees to Utilize District Facilities

**University Park  
Recreation District**

**Resolution 2026-08,  
Amending Rates and Fees to Utilize  
District Facilities**

**RESOLUTION 2026-08**

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT AMENDING AND ADOPTING RULES AND REGULATIONS REGARDING THE RATES AND FEES TO UTILIZE DISTRICT FACILITIES AND PROPERTY (WHICH INCLUDES COUNTRY CLUB PROPERTY); AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the University Park Recreation District (“District”) was recently established by the Manatee County Commission, Florida, effective August 2, 2018; and

**WHEREAS**, in November 2019, the District acquired the University Park Country Club (“Country Club”) and has begun operating and maintaining the Country Club; and

**WHEREAS**, pursuant to Chapters 120 and 418, Florida Statutes, and the District Charter, the University Park Recreation District through its Board of Supervisors may adopt rules and regulations regarding usage of District property and facilities; and

**WHEREAS**, on April 11, 2025, the Board adopted updated rules and regulations related to the rates and fees for the usage of District property (including the Country Club); and

**WHEREAS**, the Board desires to amend the rules and regulations regarding the rates and fees for the usage of District property (including the Country Club); and

**WHEREAS**, the Board has held a public hearing on Rule 2026-01, and now desires to adopt said Rule 2026-01.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT:**

1. **ADOPTION OF RULE 2026-01.** Rule 2026-01, which is attached hereto and incorporated herein by reference, is adopted, and amends and updates the rates and fees for the District as may have been amended from time to time. The Rules and Regulations for the rates and fees for the usage of District Facilities and Property are adopted in their entirety. This Rule 2026-01 supersedes any rates or fees previously adopted by the Board of Supervisors.
2. **EFFECTIVE DATE.** This Resolution shall take effect immediately upon adoption.

**PASSED AND ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2026.**

ATTEST:

**UNIVERSITY PARK  
RECREATION DISTRICT**

\_\_\_\_\_  
Secretary

By: \_\_\_\_\_  
\_\_\_\_\_, Chair

**UNIVERSITY PARK CC  
MEMBERSHIP DUES AND FEES  
MARCH 2026**

Annual Membership Dues

Full		
	Family	\$11,000
	Single	\$ 8,350
Tennis/Racquets		
	Family	\$ 4,750
	Single	\$ 3,550
Social		
	Family	\$ 1,300
	Single	\$ 1,000

Membership Initiation Fees

Full		
	University Park Homeowner	\$25,000
	Non-Homeowner	\$50,000
Tennis/Racquets		
	University Park Homeowner	\$ 4,500
	Non-Homeowner	\$ 5,500
Social		
	University Park Homeowner	\$ 3,500

Full Membership Cap to be initiated at 450 members, to be surpassed only by District Homeowners.

The Cap can be exceeded by a 10 member increment if approved at a regular meeting of the Board of Supervisors.

**Facility Use Fees  
March 2026**

Amenity	Currently available to public	Membership Required	Published Member Rates	Published public rate	Suggested Fixed Rate
Golf- Greens Fee	Yes	Not for daily fee play	Vary	Vary	\$175 plus tax
Golf- Cart Fee	Yes	Not for daily fee play	Vary	Vary	\$30 plus tax
Club Rental	Yes	No	\$50 plus tax	\$50 plus tax	\$50 plus tax
Golf Lessons & Clinics	Yes	No	\$359 - \$30 plus tax	\$359 - \$30 plus tax	See Golf Academy Brochure
Daily Driving Range Access	Included with daily fee rate	No	No	No	\$50 per hour plus tax
Annual Driving Range Pass	No	Yes	\$300 - \$450 depending on member class	No	\$1,000 plus tax
Golf Trail Fees	No	Yes	\$3000-2400 plus membership dues		See 2025 Membership Fees
Locker Rental Fee	No	Yes	\$100 per year plus membership dues	No	See 2025 Membership Fees
Bag Storage Fee	No	Yes	\$120 per year plus membership dues		See 2025 Membership Fees
Handicap Fee	No	Yes	No	Not available	Not available for non-members
Tennis Lessons & Clinics	Yes	No	\$80 -\$45	\$80 -\$45	See Tennis Lesson Fees
Court Fees/Guest Fees	No	Yes or guest of member	\$15 per session/ visit limitations may apply	Must have a membership or be a guest of a member	See 2025 Membership Fees
Tennis Ball Machine	No	Yes	\$15 per hour	Must have a membership or be a guest of a member	\$50 per hour plus tax - based on availability
Annual Tennis Machine Pass	No	Yes	\$200-\$150 per year	Must be a member	\$1000 plus tax - based on availability
Croquet Guest Use	No	Yes or guest of member	\$10 per day/ visit limitations may apply	Must have a membership or be a guest of a member	\$50 per day plus tax
Pickleball Guest Use	No	Yes or guest of member	\$15 per day/ visit limitations may apply	Must have a membership or be a guest of a member	\$50 per day plus tax
Fitness Centre Guest Use	No	Yes or guest of member	\$10 per day/ visit limitations may apply	Must have a membership or be a guest of a member	\$50 per day plus tax
Fitness Classes	No	Yes or guest of member	\$10 - \$15 per class	Must have a membership or be a guest of a member	\$35 per class plus tax
Fitness Training Sessions	Yes	No	\$80 - \$45 per hour and half hour	Must have a membership or be a guest of a member	See Fitness Training Fees
Dining at The Park Grille	Yes - Lunch & Brunch & Private Parties	Yes	Daily menu pricing	Daily menu pricing	See Banquet and Daily Menu
Happy Hour at The Varsity Club	No	Yes	Daily menu pricing	Daily menu pricing	Open to members and guests only
Member Events	No	Yes	As advertised	As advertised	Open to members and guests only
Holiday Events	Yes - based on availability	Priority given to members	As advertised	As advertised	Depends on the event
Banquet & Catering	Yes - based on availability	Priority given to members	Yes	Yes	See Banquet and Catering Menus
Fitness Centre Access Pass	No	Yes	\$500	Must have a membership	n/a
Croquet Access Pass	No	Yes	\$500	Must have a membership	n/a
Pickleball Access Pass	No	Yes	\$750	Must have a membership	n/a
Twilight Tennis Access Pass	No	Yes	\$750	Must have a membership	n/a
Social Access Pass	No	Yes	\$500	Must have a membership	n/a



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# **University Park Recreation District**

Consideration of Strategic Planning Committee  
Ranking Recommendation of Professional  
Consulting Services RFP Responses

Proposer	Freedman	Louidy	Somma	Schreder	Average Score	Rank
Strategic Club Solutions	79	86	98	87	87.5	1
McMahon Group	63	89	74	85	77.75	2
GGA Partners	87	60	60	60	66.75	3

ORIGINAL



## Request For Proposal

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Prepared For:

University Park Recreation District  
John Fetsick, General Manager  
7671 The Park Boulevard  
University Park, FL 34201

Prepared By:

Fokus Forward LLC  
dba Strategic Club Solutions  
10556 N Port Washington Road  
Suite 202  
Mequon, WI 53092  
P: 262-661-2582

A handwritten signature in black ink, appearing to be 'R. Doerr'.

Ryan Doerr, President



STRATEGIC CLUB SOLUTIONS



**University Park Country Club**  
Request For Proposal  
February 2026

1. Assess current state   Review University Park background material	2
2. Competitive Analysis - Benchmark data research and analysis	4
3. SWOT Analysis based upon the information that has been gathered and comparison to other HOAs/Clubs	6
4. Communications Plan	7
5. Recommendations for Areas of Improvement and Investment	9
6. Consulting Project Pricing and Timeframe	11
7. Credentials and Client Affidavits / References	14
8. Examples of sample deliverables	18



## **1. Assess current state | Review University Park background material**

Strategic Club Solutions (SCS) will assess the current state of University Park through a structured review and analysis of existing materials. This process is designed to establish a clear baseline of Resident/Member needs, amenity utilization, governance practices, financial capacity, market benchmarks, and operational realities to inform strategic planning and decision-making.

### **a. Review of University Park Background Materials**

SCS will collect, review, and analyze relevant documentation throughout the assessment and discovery phases. Each document category is reviewed independently and then evaluated collectively to identify themes, gaps, constraints, and opportunities. Existing materials informing Resident/Member amenity preferences include, but are not limited to:

#### **i. Membership – Past and Present**

- Review historical and current membership data to assess participation trends, usage patterns, and demographic shifts
- Identify changes in demand, engagement, and amenity utilization over time
- Consider industry trends for communities and clubs nationally and in the Greater Sarasota area

#### **ii. Past Surveys, Questionnaires, and Studies**

- Analyze prior Resident/Member feedback to identify recurring themes, satisfaction drivers, unmet needs, and areas of concern
- Compare historical sentiment to current conditions to understand trend progression and unresolved issues
- Refer to this information to drive thoughtful questions in the planning process and data collection phase

#### **iii. Capital Project Documentation**

- Review past and planned capital projects to understand investment history, scope, outcomes, and alignment with Resident/Member expectations
- Evaluate how capital decisions have supported (or constrained) amenity experience and long-term planning
- Review past and current capital reserve studies, as well as fixed asset listings and depreciation schedules, for best practices and opportunities for improvement

#### **iv. Financial Records**

- Review historical financial statements and current budgets to understand operating performance, funding sources, and financial capacity
- Assess the financial implications of existing amenities and future strategic options

- Identify industry benchmarks and best practices, as well as opportunities for improvement
- Review balance sheet assets and liabilities for optimization and working capital considerations

v. Governance Documents

- Review all governing documents, policies, and governance structures to understand the roles, responsibilities, requirements, and restrictions interrelated between the University Park Recreational District, University Park Country Club, University Park Community Association, and Park Boulevard Management.
- Identify governance considerations that may impact strategic recommendations and implementation
- Focus on opportunities for further optimization and organizational success

vi. Operations Information

- Review operational practices, staffing structures, service models, and policies to assess efficiency and effectiveness
- Look at the overall value proposition, pricing strategies, programming, and Resident/Member experience.
- Identify operational strengths and constraints influencing the Resident/Member experience

vii. Facility Information

- Review facility inventories, asset lists, and condition information to understand the current amenity portfolio
- Identify potential gaps in current facilities and opportunities for expanded or enhanced offerings
- Assess how existing facilities align with Resident/Member preferences, utilization trends, and future needs
- Conduct a campus/property overview, looking at opportunities for future amenity activation and/or expansion
- Conduct a thorough tour of facilities and amenities and analyze their current and potential future use, based on usage patterns, trends, and the changing needs of the membership

## **Due Diligence and Application**

Findings from the existing materials review will be analyzed alongside insights from onsite engagement, interviews, leadership, stakeholder input, and Resident/Member input. This integrated analysis allows SCS to develop a fact-based understanding of the current state and ensures strategic recommendations are realistic, financially informed, and aligned with resident expectations.

## 2. Competitive Analysis - Benchmark data research and analysis

To further inform the current state assessment, Strategic Club Solutions (SCS) will conduct a targeted competitive analysis to understand how University Park's amenities, programs, and value proposition compare with those of relevant peer communities and clubs. This analysis is designed to identify market expectations, differentiation opportunities, and strategic gaps that may influence Resident/Member satisfaction, investment priorities, and long-term positioning.

### a. Identify HOAs that have country clubs

SCS will work with University Park leadership, drawing on our industry knowledge and our work with clubs and communities in Florida. To identify an appropriate competitive and aspirational peer set.

- i. In the immediate Sarasota area, that cater to the same demographic
- ii. Within Florida and the Southeast
- iii. Both thriving and those that are declining

As suggested in the RFP, this includes comparable communities with country clubs, as well as considering geography, scale, amenity mix, governance model, value proposition, and resident demographics. We know that University Park is only one of two Recreation Districts in the State of Florida, so we will need to look beyond that criterion for other comparable metrics.

### b. What types of amenities or services are essential to membership retention and growth

#### Competitive Data Collection & Review

SCS will gather and review publicly available and client-provided information for each identified peer club/community, including:

- Amenity offerings and facility mix
- Programming, lifestyle, and service models
- Membership or resident access structures (where applicable)
- Capital investments and recent enhancements
- Governance and operating models
- Operational and experiential distinctions (where applicable)
- Fee structures and value positioning (as available)

#### Comparative Analysis

Each peer club/community will be evaluated against University Park using a consistent framework to assess:

- Scale and quality of amenity offerings in relation to value
- Alignment between facilities, programs, and Resident/Member expectations
- Level of investment and reinvestment in amenities

- Operational complexity and service delivery approach
- Distinguishing features and points of differentiation

This comparison allows SCS to identify where University Park is competitive, where it may be under- or over-invested, and where strategic opportunities exist to enhance relevance and perceived value.

### **Stakeholder Insights and Qualitative and Quantitative Actionable Data**

At SCS, we believe it is critical for the success of any Strategic Plan that all stakeholders are engaged. Our stakeholder engagement approach gives every Resident/Member an opportunity to have a voice and be heard. Our process to achieve this is as follows:

- 1) Onsite Visit & Stakeholder Interviews
- 2) 5-7 Virtual or In-person (60-minute) Resident/Member Focus Groups
- 3) Custom Tailored Resident/Member Survey
- 4) Employee Survey

This generates actionable insights from raw data by cross-segmenting demographics and user profiles, measuring importance and satisfaction, identifying gaps and opportunities, and uncovering insights into aspirational and obligatory projects. We compile these findings into a Survey Summary for leadership and an Executive Summary for distribution to the Resident/Members. This data provides leadership with actionable insights to make informed, well-supported decisions when developing the Strategic Plan. This will also be critical data we share in the communication plan through various plan milestones.

### **Compile and Summarize Data and Discovery for Education**

We will combine the discovery above with the data collected to educate and inform stakeholders in preparation for the planning retreat and plan development.

This concludes our due diligence and discovery phase of the process.

### **3. SWOT Analysis based upon the information that has been gathered and comparison to other HOAs/Clubs**

Strategic Club Solutions (SCS) brings the Board and management team together in a structured, data-informed setting to translate discovery findings and competitive insights into a clear strategic direction. This phase integrates benchmark research, stakeholder input, and facilitated discussion to ensure recommendations are grounded in market realities and organizational capacity.

#### **Strategic Planning Retreat Preparation**

Findings from discovery and competitive benchmarking will be compiled and analyzed in advance of the retreat and used to inform structured pre-work.

This includes:

- Development and distribution of a pre-retreat workbook
- Curated summaries of key findings from:
  - Document review and financial analysis
  - Resident/Member surveys and focus groups
  - Competitive benchmarking and market insights

#### **Board & Leadership Input (SWOT Framework)**

Board and senior leadership will be asked to provide individual input in advance of the retreat, informed by the compiled data, including:

- Strengths, weaknesses, opportunities, and threats (SWOT)
- Mission, Vision, and Values considerations
- Aspirational identity and future positioning
- Brand Clarity

#### **4. Communications Plan**

Strategic Club Solutions (SCS) approaches communication as a structured, integrated, and engaged process designed to ensure Resident/Member input is thoughtfully collected, accurately interpreted, and clearly communicated throughout the strategic planning engagement.

Communication is coordinated in partnership with University Park leadership to maintain transparency, consistency, and appropriate messaging.

#### **Eliciting Information from Residents/Members**

SCS employs multiple, intentionally sequenced methods to gather Resident/Member input, ensuring broad participation and depth of insight.

#### **Discovery & Engagement**

- **Resident/Member Focus Groups**

SCS manages all communication, coordination, and facilitation for Resident/Member focus groups, working with a designated community liaison to ensure appropriate representation and efficient scheduling.

- Clear purpose and participation expectations are communicated in advance
- Sessions are facilitated by SCS to encourage open, candid discussion
- Input is documented, synthesized, and used to inform survey design and strategic priorities

#### **Survey Development & Administration**

- **Resident/Member Survey Distribution**

SCS develops and administers a custom electronic Resident/Member survey designed to gather unbiased, decision-focused feedback.

- A clear survey communication plan outlines the purpose, timing, and how results will be used
  - Surveys are distributed electronically over a defined 14–18-day window
- SCS serves as the point of contact for resident questions and technical support

- **Employee Engagement Survey** (where applicable)

Parallel survey communication ensures staff perspectives are gathered confidentially and responsibly to inform operational and workforce considerations

These methods allow SCS to capture both qualitative insight and quantitative data, ensuring resident voices are heard across multiple engagement formats.

#### **Disseminating Information to Resident/Member**

SCS supports leadership in communicating progress, findings, and outcomes clearly and appropriately throughout the engagement.

### **Survey and Engagement Feedback**

- Survey and focus group findings are analyzed, organized, and translated into clear themes and insights
- A Resident/Member-ready survey executive summary is prepared for distribution, highlighting key takeaways and reinforcing how Resident/Member input informed strategic direction

### **Strategic Plan Communication**

- Following Board approval, SCS develops a Resident/Member-facing professionally designed Strategic Plan brochure that communicates:
  - The planning process
  - Key priorities and strategic objectives
  - How Resident/Member input influenced the final plan
- Messaging is written in clear, accessible language and aligned with leadership's communication cadence and channels

### **Ongoing Alignment and Plan Progress**

- Throughout the engagement, SCS works with University Park leadership to ensure messaging remains consistent, timely, and aligned with governance protocols
- Communication tools and materials are designed to support transparency, reinforce trust, and set clear expectations for implementation and next steps
- We recommend at least a twice-a-year plan communication cadence to keep the Resident/Member informed about the board and management's progress with the plan implementation

### **Capital Project Strategy and Communications (optional)**

- When capital projects are part of the developed plan, SCS has a dedicated in-house communications and graphic design team to work with clients for a strategic communications program to help ensure widespread adoption and support through our award-winning approach.

### **Communication Philosophy**

SCS's communication approach emphasizes clarity, credibility, and follow-through. By clearly explaining why input is being gathered, how it will be used, and what outcomes result, SCS helps leadership build confidence in the process and foster meaningful Resident/Member engagement.

## **5. Recommendations for Areas of Improvement and Investment**

### **Strategic Plan Development**

#### **Facilitated Strategic Planning Retreat**

During the retreat, SCS will facilitate a structured discussion to:

- Validate and refine the SWOT using benchmark and Resident/Member data
- Clarify current and aspirational brand identity
- Explore tradeoffs between aspiration, financial capacity, and operational reality
- Align the Board and management team around strategic priorities informed by market position and resident expectations

The retreat serves as the point where data, benchmarking, and stakeholder input are integrated into a clear, shared strategic framework.

Strategic Club Solutions (SCS) develops recommendations for improvement and investment through a structured, data-driven process that integrates Resident/Member input, financial analysis, competitive benchmarking, and Board alignment.

Recommendations are informed by findings from document review, Resident/Member and employee surveys, focus groups, leadership interviews, competitive analysis, and facility and operational assessments. These inputs are summarized to identify opportunities that are both impactful and realistic.

SCS applies a disciplined evaluation framework to prioritize recommendations based on:

- Alignment with the community's Mission, Vision, Values, and aspirational identity
- Impact on Resident/Member satisfaction, engagement, retention, and growth
- Financial capacity, funding considerations, and long-term operating impact
- Operational feasibility, staffing implications, and risk

During the facilitated Board Strategic Planning Retreat, SCS works with leadership to validate opportunities, evaluate tradeoffs, and establish clear priorities for improvement and investment.

#### **Final Strategic Plan Deliverables:**

- Discovery Summary and Opportunity Assessment Report
- Resident/Member Survey Summary and Raw Data Responses
- Member-facing communication with Executive Survey Summary, Mission, Vision, Values, and any other defined statements about current and aspirational identity.
- High-level Critical Success Factors and Key Objectives for the Plan  
Detailed working Strategic Plan Narrative to include initiatives and action steps
- 12-18-month action plan in a working accountability document in Excel, Navigator, or other board portal solution to manage strategic planning progress.

Final recommendations are documented in the Strategic Plan and presented in a prioritized, phased format, with high-level implementation considerations, to ensure decisions are actionable, financially informed, and aligned with long-term sustainability.

You can find examples of some of these deliverables in tab eight of this proposal.

## **6. Consulting Project Pricing and Timeframe**

We will work collaboratively with Club leadership to identify a timeline that meets the Club's needs. Most strategic planning engagements are completed within 4-6 months, depending on availability and scope. The following outlines the workflow of our TruVision Strategic Planning Process. As requested, we have broken out the scope and pricing by milestone.

### **Discovery & Engagement**

- Assess Current State
- Competitive Analysis

### **Survey Development & Administration**

- Resident/Member Survey Distribution
- Employee Engagement Survey

### **Strategic Planning Retreat Preparation**

- Development and distribution of a pre-retreat workbook
- Curated summaries of key findings from Phase 1 & 2
- Board & Leadership Input (SWOT Framework)
  - Strengths, weaknesses, opportunities, and threats (SWOT)
  - Mission, Vision, and Values considerations
  - Aspirational identity and future positioning
  - Brand Clarity

### **Strategic Plan Development - Facilitated Strategic Planning Retreat**

- Validate and refine the SWOT using benchmark and member data
- Clarify current and aspirational brand identity
- Explore tradeoffs between aspiration, financial capacity, and operational reality
- Align the Board and management team around strategic priorities informed by market position and resident expectations
- Develop Critical Success Factors and Key Objectives

SCS applies a disciplined evaluation framework to prioritize recommendations based on:

- Alignment with the community's Mission, Vision, Values, and aspirational identity
- Impact on Resident/Member satisfaction, engagement, retention, and growth
- Financial capacity, capital needs and obligations, funding considerations, and long-term operating impact
- Operational feasibility, staffing implications, and risk

### **Final Strategic Plan Deliverables:**

- Discovery Summary and Opportunity Assessment Report
- Resident/Member Survey Summary and Raw Data Responses

- Member-facing communication with Executive Survey Summary, Mission, Vision, Values, and any other defined statements about current and aspirational identity.
- High-level Critical Success Factors and Key Objectives for the Plan
- Detailed working Strategic Plan Narrative to include initiatives and action steps
- 12-18-month action plan in a working accountability document in Excel, Navigator, or other board portal solution to manage strategic planning progress.

Final recommendations are documented in the Strategic Plan and presented in a prioritized, phased format, with high-level implementation considerations, to ensure decisions are actionable, financially informed, and aligned with long-term sustainability.

**Strategic Plan Communication**

- Disseminating Information to Resident/Member
- Survey and Engagement Feedback

**Ongoing Alignment and Plan Progress**

- Throughout the engagement, SCS works with University Park leadership to ensure messaging remains consistent, timely, and aligned with governance protocols
- Communication tools and materials are designed to support transparency, reinforce trust, and set clear expectations for implementation and next steps
- We recommend at least a twice-a-year plan communication cadence to keep the Resident/Member informed about the board and management's progress with the plan implementation

**Strategic Planning Timeline - Phase Overview**

*(timing may vary depending on club availability)*

Proposed Start Date	TBD
Site Visit/Focus Group/Discovery	3-6 weeks
Present Member/Resident & Employee Survey Draft	2-3 weeks
Deploy Member/Resident & Employee Survey	3 weeks
Analyze Survey Data/Create Final Report	2-3 weeks
Preparation of Pre-retreat Documents	2-3 weeks
Board/Committee Pre-work	2-3 weeks

Board Retreat	1 day
Management Planning/Implementation Retreat	1 day
Finalize Plan and Create Member Deliverable	3-5 weeks

Research, Discovery, Surveys, and Analysis Findings Report + SWOT	\$37,500
Strategic Plan Process and Plan Deliverables	\$34,500
Annual check-in support and annual plan update	\$14,500

**Optional Additional Support and Consulting:**

Annual Survey each year for benchmarking \$14,500/year

Quarterly Check-ins for plan maintenance, support, and accountability \$4,500/quarter

Strategic Capital Project Communications for vote or approval \$42,500-\$65,000, depending on scope and scale



## 7. Credentials and Client Affidavits / References

### Firm Overview and History

Founded in 2009, Strategic Club Solutions (SCS) is an award-winning consulting firm dedicated exclusively to private clubs and communities. We bring deep industry expertise, a proven track record of financial and operational success, and a commitment to delivering strategies that strengthen long-term sustainability. You can view and learn more about our company, team, awards, approach, clients, and full-service suite of services at [www.strategicclubsolutions.com](http://www.strategicclubsolutions.com)

Our team has extensive experience operating both for-profit and non-profit clubs and communities, giving us a uniquely well-rounded perspective on balancing member experience, financial performance, and governance alignment. We understand the complexities of club environments and pride ourselves on delivering solutions that are both practical and forward-thinking.

We take tremendous pride in being “hired again”. 88.1% of our clients hire us a second time, and over 81.3% a third time, 71.7% more than 4 times. We understand that private clubs and communities are long-term businesses and value lasting relationships. We partner with our clients to build trust, respect, and get results that drive long-term success.

### Our Approach

At SCS, we lead with partnership. We work alongside your Board and management team to understand your goals, challenges, culture, and vision. This allows us to develop a strategic roadmap that is tailored to your club, not a template, but a plan built around your identity, opportunities, and long-term objectives.

Every engagement is highly customized. We listen, analyze, and collaborate to ensure the strategy is actionable, measurable, and aligned with your operational and financial realities.

### What You Can Expect From SCS

When you partner with SCS, you gain:

- A seasoned team of award-winning industry experts with decades of hands-on leadership experience across all facets of club operations.
- A long-term strategic vision grounded in data, best practices, and your club’s unique culture and goals.

- Custom-tailored recommendations are designed to support decision-making and organizational alignment. Never a one-size-fits-all.
- A true consulting partner who listens, seeks to know, and understands you as a current and aspirational organization. We collaborate and integrate seamlessly with your team throughout the process.
- Engage, Educate, Enlist, Activate:
  - Engage the stakeholders - board, management, membership, team
  - Educate - share what we learned through our various data collection and due diligence, combined with industry benchmarking against similar clubs.
  - Enlist contributors to align and collaborate
  - Take action so the plan doesn't collect dust on a shelf.

### **Project Team Biographies for this Project**

#### **RYAN DOERR**

*Founder & CEO of Strategic Club Solutions*



Ryan is an award-winning, industry-recognized Club expert and mentor. Since 2009, Ryan has served over 1,400 Private Clubs, HOAs, POAs, and Communities. SCS has received numerous awards, including the Boardroom Excellence in Achievement for the last eight years (2018-2025) in Strategic Planning, Marketing Company, Branding/Communications, Executive Search, and Consulting Company. SCS was awarded Golf Inc. 2018 - 2025 Advisor of the Year, and CIO Applications Top Club Management Solutions Provider. In 2022, Ryan also received the prestigious Gary Player Educator of the Year Award. Ryan has successfully completed hundreds of strategic plans and executive placements for GM/COOs, and key department leaders and directors.

You can view Ryan's full credentials and experience at <https://www.linkedin.com/in/ryandoerr/>

**ROB SCHLINGMANN, CCM, CCE, CAM**

*Sr. Club Consultant & Search Specialist*



Rob is a Certified Club Manager (CCM), Certified Club Executive (CCE), and a Community Association Manager (CAM) with over 35 years of experience at some of the finest clubs in America, including Platinum and Distinguished Clubs. Rob has a wealth of experience in all aspects of club & community operations. Rob is an outstanding communicator with a unique ability to truly listen, develop programs, build strong teams, hire exceptional talent, and foster a strong culture for both members and employees. Rob also has decades of experience developing strong strategic plans and using mission, vision, and objectives as guiding principles for a club's success.

Rob also has managed a club community in Florida and is familiar with the FL statutes and requirements

You can view Rob's full credentials and experience at <https://www.linkedin.com/in/rob-schlingmann-ccm-cce-cam-7357996/>

**MICHELLE COCITA**

*Director of Client Success & Organizational Strategy*



Michelle brings 15 years of hospitality experience to Strategic Club Solutions, including tenure with The Walt Disney Company, talent recruitment and leadership development at Charlotte Country Club, a Platinum Club of America, and volunteerism focused on student engagement, professional development, and programming. With celebrated successes in hiring and team development in private clubs, Michelle strives to blend creativity and enthusiasm to form team-centric people operations.

You can view Michelle's full credentials and experience at <https://www.linkedin.com/in/michellecocita/>

## References from past Strategic Plans and Past/Current Clients

### **Eagle Creek CC & Community**, Naples, Florida

Strategic Plan Completed February 2026

Michael Bell, GM/COO [gm@eaglecreekcc.org](mailto:gm@eaglecreekcc.org)

David Tilton, Strategic Planning Chair [david.tilton@comcast.net](mailto:david.tilton@comcast.net)

### **Martis Camp & Community**, Truckee, California

Completed Strategic Plan in Q4 2025

Conducting follow-up support for the plan with employee engagement, organizational optimization, and capital improvement communications

Colin O'Hanlin, GM/COO [colino@martiscamp.org](mailto:colino@martiscamp.org)

John Cassidy, President - [john.cassidy@ey.com](mailto:john.cassidy@ey.com)

Mike Burke, Board Member - [mfburke2014@gmail.com](mailto:mfburke2014@gmail.com)

### **Woman's Athletic Club**, Chicago, Illinois

14-year client

Strategic Plan completed Q1 2022,

- Conduct annual planning retreat
- Conduct annual surveys

Scheduled new Strategic Plan for Q1, 2027

Fred Fletcher, GM/COO [fred@wacchicago.com](mailto:fred@wacchicago.com)

### **Mira Vista Country Club** - Fort Worth, Texas

Strategic Plan - Completed Q2 2025

Greg Hatch, GM, 210-867-8658 (Cell)

Completed a Strategic Plan with team implementation.

### **Park Ridge Country Club** - Park Ridge, Illinois

Strategic Plan - Completed Q4 2022/refresh retreat of Q4 2024

Paul Diaz, General Manager [pdiaz@parkridgecc.org](mailto:pdiaz@parkridgecc.org) 312-805-0315 (Cell)

Jack Wambach, President [jrw929@comcast.net](mailto:jrw929@comcast.net)

Completed a Strategic Plan with supported team implementation '22/'23 Completed capital project communications projects and focus groups. Completed a few key management searches.

Year-two plan refresh completed Q1 2025

## **8. Examples of sample deliverables**

We are pleased to share sample deliverables from our fictitious club, Riverstone Country Club. To protect our clients' confidentiality, SCS uses a fully developed fictional club to demonstrate the structure, quality, and depth of our work. The examples provided reflect the same formats and standards used in our real strategic planning engagements.



**RIVERSTONE**  
Country Club

# **Riverstone Country Club**

## Focus Group Summary

### January 2025

[StrategicClubSolutions.com](http://StrategicClubSolutions.com) | 262.661.CLUB | [Results@StrategicClubSolutions.com](mailto:Results@StrategicClubSolutions.com)



**STRATEGIC CLUB SOLUTIONS**



Strategic Club Solutions conducted six virtual focus groups with members of Riverstone Country Club between January 10 and 16, 2025. A total of 116 members volunteered, and 92 participated. The majority (62%) have been members for five years or less, while a smaller group (9%) have held membership for more than a decade.

This report provides an anonymous summary of the perspectives shared, reflecting the candid and constructive feedback offered during those sessions.

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***Disclaimer:*** Riverstone Country Club is a fictional example created for demonstration purposes. The content, length, and feedback are illustrative and do not reflect any real club or actual focus group. Not all questions or insights from the sessions are included.

## Executive Summary

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Strategic Club Solutions hosted six virtual focus groups in January 2025 with Riverstone Country Club members to inform upcoming planning efforts. These sessions provided insight into members' current experiences, perceptions of club culture, and long-term priorities. Most participants were newer members, offering candid perspectives rooted in recent engagement.

- Members praised the Club's approachable, relaxed environment and sense of community, highlighting its friendly, down-to-earth atmosphere.
- Golf continues to be a central reason for joining, with particular appreciation for the pace of play, course condition, and inclusive environment; interest is growing in expanded practice facilities.
- The recent clubhouse upgrades and expanded patio space were noted as elevating the member experience, particularly for casual gatherings and sunset views.
- Service from staff received consistent praise, with members recognizing professionalism, responsiveness, and an increasingly personalized experience.
- Dining quality was one of the most mentioned challenges. While recent changes were acknowledged, members cited inconsistent execution, overuse of themed buffets, and limited variety.
- Many participants expressed a desire for basic fitness and wellness offerings such as a small gym, walking paths, or yoga classes, provided they remain complementary to the Club's core offerings.
- Members commonly flagged the locker rooms, bag drop, and rear entry as spaces in need of both functional and aesthetic improvement.
- Communication effectiveness varies. While the app is generally appreciated, email formats and message clarity were seen as inconsistent and at times overwhelming.
- Members support phased capital investments that align with member priorities and maintain financial stability, favoring transparency and member input.

Overall, Riverstone members described a positive, comfortable club culture with high potential for strategic enhancements. Their feedback will inform the design of the upcoming member survey to ensure key themes and sentiments are explored more broadly.

## Membership Value

*What aspects of your Club membership do you value most today?*

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### Summary

- Golf is consistently the most valued feature, especially for its playability, friendly culture, and accessibility to all levels of players.
- Members deeply appreciate the welcoming social environment, emphasizing genuine camaraderie, connection, and a low-key, community feel.
- Staff members are highlighted for their positive attitude, service focus, and familiarity with members' names and preferences.
- The upgraded outdoor areas, clubhouse spaces, and fire pit patio are viewed as positive enhancements to the member experience.
- Dining convenience and the ability to use the Club in different ways, from casual drop-ins to celebratory meals, are frequently cited as benefits.

### Verbatim

- *The course is great. It's playable and never overly crowded.*
- *I value the relaxed feel and the lack of pretension here.*
- *We joined for golf, but stayed for the people.*
- *The fire pit has become our favorite place to unwind.*
- *The staff knows us by name. It feels personal.*
- *I can always get a tee time, and pace is good.*
- *The patio is perfect for sunset drinks.*
- *I like that this is a club where everyone says hello.*
- *Dining is convenient and dependable, even if it could be better.*
- *The social groups are welcoming. I felt included right away.*
- *The team here is attentive without being overbearing.*
- *Golf for both men and women is equally respected.*
- *I've brought friends here who ended up joining because the experience was so good.*
- *There's a real neighborhood vibe.*
- *It's a great mix of ages and interests without being too big.*
- *The renovated areas made a big difference.*
- *We come several times a week. It's part of our lifestyle now.*
- *I appreciate the board's fiscal responsibility.*
- *There's no pretense here. It's just easy.*
- *I feel like I belong, and I didn't expect that.*

## Club Culture

*How would you describe the Club's culture to someone considering Moorings for membership?*

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### Summary

- Riverstone is widely described as friendly, welcoming, and relaxed, a place where members feel immediately comfortable and free to be themselves.
- The Club's culture is perceived as inclusive and low-key, emphasizing connection over status and authenticity over formality.
- Members consistently highlight that it feels more like a social neighborhood hub than a traditional, buttoned-up country club.
- Staff consistency and familiarity play a critical role in maintaining this approachable environment, and many noted how easily friendships are formed across demographics.
- There is strong desire to preserve this culture as the Club grows, with members advocating for thoughtful growth that doesn't compromise the existing spirit.

### Verbatim

- *It's casual but still polished, not stuffy at all.*
- *You can show up in shorts and still feel like you belong.*
- *This place is more social club than country club, in the best way.*
- *We looked at other clubs and chose Riverstone because of the people.*
- *Everyone's here to enjoy themselves, not to compete.*
- *There's a shared sense that we're all part of the same community.*
- *It doesn't feel like people are trying to impress each other.*
- *Warm, relaxed, and real.*
- *I've made more friends here than I expected.*
- *I feel comfortable coming here alone or with guests — it's not intimidating.*
- *The culture feels accessible regardless of age or background.*
- *Our kids feel welcome here, too.*
- *I hope we don't grow too fast and lose this vibe.*
- *We love that it's not pretentious, just a good group of people.*
- *The Club does a great job of making it easy to connect.*
- *This is a club where you can be yourself.*
- *We're not flashy, and that's exactly why we joined.*
- *It feels like an extension of our neighborhood.*

## Programming and Events

*Thinking about programming and events, what's working well, and where is there room for improvement?*

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### Summary

- Signature events such as wine dinners, trivia nights, and outdoor concerts are well attended and appreciated, especially when they're well-timed and thoughtfully executed.
- Members expressed interest in a broader variety of events catering to all age groups, especially younger couples, working members, and summer residents.
- There were frequent requests for more casual gatherings like happy hours, themed socials, and seasonal weekend events that encourage drop-in participation.
- Some concerns were raised about predictability in programming — several members noted that events can feel repetitive or heavily centered around food without variation.
- Members requested improvements in timing, communication, and event registration, as well as expanded offerings on weekends and during off-season months.

### Verbatim

- *We love the outdoor events (music, fire pits, food trucks) more of that!*
- *Trivia has been fun, but it could use better questions and pacing.*
- *Would like to see more things for younger members or those who work full time.*
- *Sunday brunch events or casual BBQs would be great.*
- *Themed events that aren't just food-focused, maybe games, tastings, or local speakers?*
- *Events tend to repeat the same formula, mix it up more.*
- *Happy hour was a big miss when it disappeared, bring that back.*
- *Would be nice to have things for families or multigenerational members.*
- *Love the live music, but sometimes the volume is too high.*
- *We attend a lot, but it's hard to know what's coming up unless someone tells us.*
- *Add more casual things where people can show up without RSVPing two weeks ahead.*
- *We need more weekend evening options. Saturday nights are too quiet.*
- *I'd like some events that aren't tied to dinner. That makes it more flexible.*
- *Sometimes the buffets dominate the event. I'd rather have light bites and conversation.*
- *Would love a sunset cocktail series on the patio.*
- *Let's make use of the outdoor space more often.*

## Golf

*Thinking about golf, what's working well, and where is there room for improvement?*

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### Summary

- Golf is consistently the most valued feature, especially for its playability, friendly culture, and accessibility to all levels of players.
- Members deeply appreciate the welcoming social environment, emphasizing genuine camaraderie, connection, and a low-key, community feel.
- Staff members are highlighted for their positive attitude, service focus, and familiarity with members' names and preferences.
- The upgraded outdoor areas, clubhouse spaces, and fire pit patio are viewed as positive enhancements to the member experience.
- Dining convenience and the ability to use the Club in different ways — from casual drop-ins to celebratory meals — are frequently cited as benefits.

### Verbatim

- *We need a robust practice facility, not just putting or chipping.*
- *New irrigation system.*
- *Keep the golf course pristine.*
- *The course is great, I love playing a quick round without delays, so managing club growth is key.*
- *Concerns: practice area (with swing bays and simulator), sand traps, irrigation, cart barn, and dues. Develop financial packages aligned with goals to clarify future improvements.*
- *Too many carts, need more walkers.*
- *We want to walk the course, would like benches at various holes.*
- *No-shows, what happens? Charge after repeated incidents?*
- *Staff does well.*
- *Tired, but great.*
- *Would like a bathroom on the front 9.*
- *Golf is great.*
- *Great chance to join groups, the pros should take more initiative in setting them up.*

## Staff and Service

*Thinking about staff and service, what's working well, and where is there room for improvement?*

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### Summary

- Overall, members described staff as a bright spot in their experience, frequently noting the team's friendliness, professionalism, and personal touch.
- Many praised the consistency of service in day-to-day interactions and acknowledged visible efforts to improve training and team culture.
- A few members mentioned service challenges during larger events, especially when it came to timing, restocking, and response times, pointing to a need for stronger event staffing models.
- Several members appreciated that newer team members are eager, attentive, and working to learn names and preferences quickly, though consistency can still vary by shift or department.
- Staff recognition, continued development, and retention were named as important areas of focus as the Club continues to grow.

### Verbatim

- *The team is always warm and welcoming.*
- *We've noticed a big improvement in service over the past year.*
- *I appreciate that they know our names.*
- *Service at lunch is consistently strong.*
- *A recent event felt short-staffed, but the team handled it well.*
- *Sometimes the buffets run low, would love more proactive restocking.*
- *Staff turnover happens everywhere, but Riverstone handles it better than most.*
- *New servers are doing a great job picking things up.*
- *Events could use more hands, maybe fewer plated meals if we can't staff them fully?*
- *We had a few rocky dinners early on, but that seems to be improving.*

## Food and Beverage

*Thinking about food and beverage, what's working well, and where is there room for improvement?*

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### Summary

- Member feedback on dining was varied, with most acknowledging improvement but still citing inconsistent quality between visits.
- The Club's takeout program is viewed favorably for its reliability and ease, while dine-in meals have received mixed reviews depending on the dish, timing, and staffing.
- Buffets, especially at events, were frequently flagged as a weakness — members asked for more plated options, fresher ingredients, and better coordination during service.
- Many members expressed a desire for more à la carte evenings, greater variety in the weekly menus, and fewer dishes that are heavily spiced or overly complex.
- Dietary preferences, basic menu staples, and alternative formats (e.g., lighter meals, snack options, breakfast availability) were cited as opportunities for improvement.
- The bar and patio areas were noted as bright spots, with members appreciating the energy and flexibility they bring to casual dining.

### Verbatim

- *The bar vibe is great, easy to pop in and grab something light.*
- *I think the kitchen is trying, but it's hit or miss.*
- *We love the convenience of takeout, it's been consistent.*
- *Buffets at events are not my favorite, the food feels tired by the time we eat.*
- *More variety, fewer rich sauces. Keep it simple.*
- *We've had some great dinners and some forgettable ones.*
- *It's a challenge when the menu doesn't rotate enough. We're here often.*
- *Sunday night takeout would be a great option.*
- *I hesitate to bring guests sometimes, not sure what we're going to get.*
- *Plated meals are generally better, there is more attention to detail.*
- *Loved the food at the wine dinner.*
- *We need more vegetarian options and better labeling for allergens.*
- *The new chef has potential, I'd love to see more consistency.*
- *Some nights are great, others feel like a different kitchen.*
- *The Derby event was excellent, so the bar is clearly high.*
- *Lighter lunch options would be a welcome change.*
- *More à la carte nights, fewer theme buffets, please.*

## Facilities

*Thinking about facilities, what's working well, and where is there room for improvement?*

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### Summary

- Members praised the recent renovations, noting that refreshed common areas have elevated the overall experience and appeal of the Club.
- The member arrival experience — including the front drive, entry walkway, and landscaping — was frequently cited as needing attention, both aesthetically and functionally.
- Suggestions for near-term improvements focused on locker rooms, the cart barn, and the pro shop, along with requests for showers and better design cohesion across campus.
- Long-term ideas included adding second-story space, banquet or meeting rooms, and a small fitness or wellness facility to serve member needs.
- General upkeep — including storage areas, aging infrastructure, and inconsistencies in finishes — was mentioned as a recurring concern in maintaining a polished and professional environment.

### Verbatim

- *The entrance doesn't match the quality of what's inside — it's the first impression and should be more inviting.*
- *I'd love to see lighting improved along the front walkway — it feels dark at night.*
- *Locker rooms are functional but not appealing — a refresh would go a long way.*
- *The updated areas look fantastic, but the back of house is lagging behind.*
- *We're missing an opportunity to generate revenue in underutilized spaces.*
- *The cart barn is tight and dated — could we add storage or go vertical?*
- *Would love to see showers added, even just one or two per locker room.*
- *The north end of the Club needs help — it feels forgotten.*
- *The umbrellas and canopies feel mismatched now — we need a cohesive look.*
- *The pro shop is fine but could be modernized to match the rest of the facility.*
- *If we're not touching the golf course yet, let's focus on visible upgrades.*
- *Landscaping and exterior maintenance could use more attention.*
- *A wellness room or small gym would round out the amenities.*
- *The arrival drive could use landscaping and better signage.*
- *I'd support a plan that adds function and polish without overbuilding.*
- *Pro shop and cart barn should be remodeled with coastal island architecture; add second-floor men's locker room and bar overlooking the 9th green.*
- *Space is limited, but showers are necessary for nearby members.*
- *Facility improvements in the next 3–4 years will add value and keep MCC competitive.*

## Communication

*Thinking about communication, what's working well, and where is there room for improvement?*

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### Summary

- Members generally appreciate the Club's reservation app and want to see it expanded to include menus, event sign-ups, and push notifications for easier access.
- Feedback on email communications was mixed — some members find the content helpful, while others view it as cluttered, overly frequent, or difficult to navigate.
- Suggestions include simplifying email layouts, unifying branding across departments, and improving clarity on what's happening and when.
- Members expressed interest in a centralized calendar that's easy to find and use, as well as timely reminders for events they've registered for.
- There is also interest in channels for two-way feedback, including digital tools or simple in-club solutions to make member input easier to share.

### Verbatim

- *The app works well, but I'd love to see the menu on there too.*
- *It feels like emails are coming from five different sources.*
- *Some weeks, I get three or four emails — it's too much.*
- *A cleaner layout would help — I can't always tell what's current.*
- *I usually rely on word of mouth to know what's going on.*
- *The weekly emails are helpful, but I'd prefer a visual calendar.*
- *It would be great if the app could send a reminder when I'm signed up for something.*
- *There's a lot of good info, but it needs to be better organized.*
- *A suggestion box or online feedback option would be useful.*
- *Staff is approachable — I feel comfortable bringing things up.*
- *Focus groups were a great idea — I appreciated being asked.*
- *We need more clarity on what's open and when, especially off-season.*
- *I think communications are improving — just need a little tightening up.*
- *The current system works, but it could be more intuitive.*

## Additional Amenities, Experiences, or Programs

*What additional amenities, experiences, or programs would enhance your membership?*

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### Summary

- Expanded golf practice amenities remain a top request — including a full driving range, enhanced putting and chipping areas, a halfway house, and GPS-enabled golf carts.
- Many members expressed interest in wellness-focused additions such as a compact fitness room, showers, small group classes like yoga or Pilates, and climate-controlled storage or recovery areas.
- Social programming opportunities outside of golf were also emphasized, with suggestions for cooking classes, wine tastings, lecture series, and casual member mixers.
- Dining enhancements were raised frequently, including more varied menus, flexible dining options, and experiential features like outdoor cooking or themed nights.
- Pickleball and bocce continue to come up as desired additions, especially with improved shade, surface quality, and scheduling.

### Verbatim

- *A proper practice area is long overdue, especially short game.*
- *I'd support a driving range even if it's compact or netted.*
- *Golf carts with GPS would be a nice upgrade.*
- *Add something between holes for a quick snack or drink.*
- *Small group fitness classes would help members connect.*
- *We'd use a fitness room on-site, I don't want to leave the Club.*
- *Mold on cart covers shows we need better storage conditions.*
- *A lap pool or recovery zone would be a good complement.*
- *Wine tastings or cooking demos could bring people together.*
- *Themed dining nights are fun, let's do more of that.*
- *Outdoor pizza oven? Yes, please.*
- *We've been here a year and still struggle to meet people outside golf.*
- *Add shaded pickleball courts and rotate open play times.*
- *I'd attend more events if there were non-golf ways to connect.*
- *More amenities don't have to be big, just thoughtful.*

## Balancing Potential Costs

*When thinking about future improvements, how do you feel about balancing enhancements with potential costs (e.g., assessments, dues increases, or phased development)?*

---

### Summary

- Members generally support a fiscally conservative approach, emphasizing the importance of no debt, thoughtful prioritization, and staying within budget.
- There is openness to modest assessments or capital dues increases, especially when tied directly to visible, high-priority projects with a clear return on value.
- Many noted that temporary or one-time assessments are easier to accept than permanent dues increases, particularly when they are well-communicated and phased.
- Some members expressed concern about expanding into non-core amenities, preferring to focus resources on golf, infrastructure, and improvements that benefit the majority.
- Transparency, cost-benefit clarity, and timing were recurring themes, with members wanting a clear understanding of how funds will be used and how improvements will be rolled out.

### Verbatim

- *I'm okay with an assessment, as long as I know where it's going.*
- *No debt. Stay within our means.*
- *A phased approach makes sense, not everything has to happen at once.*
- *I'd rather have a one-time assessment than a permanent dues hike.*
- *Be selective, focus on what benefits the most people.*
- *We've gotten good value from previous investments. Just be clear about the plan.*
- *If it's tied to a project we can see and use, I'll support it.*
- *Avoid surprises, we need good communication and lead time.*
- *If it's done right, small assessments are manageable.*
- *Don't overextend. There's a fine line between enhancing and overbuilding.*
- *Let's keep a balance between aspirational and practical.*
- *Some ideas are exciting, but let's not lose focus on the essentials.*
- *Show how revenue or usage will help offset the cost, that matters.*
- *With interest rates and the economy, we have to be cautious.*
- *I'm less concerned about the number and more about the value.*



STRATEGIC CLUB SOLUTIONS



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**RIVERSTONE**  
Country Club

**Riverstone Country Club**  
Pre-Retreat Workbook Summary  
March 2025

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**STRATEGIC CLUB SOLUTIONS**



In March 2025, Strategic Club Solutions facilitated a "Pre-Retreat Workbook" in preparation for Riverstone Country Club's Strategic Planning Retreat. The workbook was designed to gather insights and feedback from board members, strategic planning committee members, and the Club's leadership team to guide the retreat discussions. **Twenty-four board, committee, and team members participated, with 66.7% having previous experience in strategic planning.**

The insights gathered have been summarized and presented in two formats:

1. Key summary points based on participant feedback.
2. A summary of responses organized into key themes.

This comprehensive summary serves as a foundation for shaping the conversation at the upcoming Strategic Planning Retreat.

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Current Strengths	3
Current Weaknesses	4
Opportunities for Growth	5
Changes and Trends	6
Stakeholder Expectations	7
Board Self-Evaluation – Year-to-Year Comparison	8

***Disclaimer:*** Riverstone Country Club is a fictional example created for demonstration purposes. The content, length, and comments are illustrative and do not reflect any actual club or leadership team. This summary is an abridged version of a full pre-retreat workbook.

## Critical Priorities and Goals

What are the critical priorities and goals that RCC must focus on over the next three to five years?

### Summary

- A long-term facilities plan is needed, including a complete clubhouse remodel, infrastructure repairs, comfort station upgrades, and planning for ongoing capital improvements.
- Enhancements to food and beverage operations include kitchen improvements, a defined service model, and elevated execution standards aligned with member expectations.
- Financial priorities include establishing appropriate initiation fees, paying off existing debt, managing ongoing improvement costs, and aligning financial planning with future growth.

### Response Key Themes and Categories

#### [Verbatim Comments](#)

- **Facilities & Infrastructure**
  - Complete clubhouse remodel (including kitchen relocation, ballroom redesign, bus station, and admin office relocation).
  - Address infrastructure issues (sewage, water under building).
  - Long-term facilities plan and capital replacement plan.
  - Golf course comfort stations upgrade.
- **Financial Strategy**
  - Figure out a long-term financial plan.
  - Establish new initiation fee aligned with upgraded club experience.
  - Pay off incurred debt.
  - Balance financial sustainability with member satisfaction.
- **Leadership, Governance & Culture**
  - Improve leadership culture with high expectations and accountability.
  - Align staff with club direction and service excellence culture.
  - Eliminate staff/member blame culture, emphasize ownership and growth.
  - Define and implement a clear identity for the club and staff.
- **Vision & Strategic Planning**
  - Define who the club is and who it wants to be.
  - Create a long-term identity and strategic direction for all departments (golf, racquet, F&B, social).
  - Use member feedback to shape strategy.
  - Ensure ongoing planning vs. one-time projects (continuous improvement culture).

## Current Strengths

What are the current strengths of RCC?

### Summary of Responses

- RCC's golf course, programming, and practice facilities are highly regarded and will be further elevated with the upcoming course renovation.
- The Club's membership is known for its welcoming, friendly culture, strong engagement, and growing diversity.
- Staff and leadership are experienced, collaborative, and recognized for delivering high-quality, personalized service across all departments.
- Riverstone has a strong identity and market reputation as an elite yet approachable country club with a balanced, inclusive culture.

### Response Key Themes

#### Verbatim Comments

- **Golf Course & Programming**
  - High-quality golf course with strong post-renovation appeal.
  - Best practice facility in Fort Worth area.
  - Highly regarded member-guest tournaments.
  - Strong golf programming and staff performance.
- **Membership & Culture**
  - Welcoming and friendly membership culture.
  - Members actively help new members get involved.
  - Diverse and growing membership base.
  - Strong community feel and member camaraderie.
- **Staff & Leadership**
  - Experienced and effective club leadership team.
  - Strong team leaders who invest in member experience.
  - Friendly, long-tenured staff provide continuity and warmth.
  - Staff know members by name and offer personalized service.
- **Facilities & Amenities**
  - Top-tier pickleball and tennis facilities.
  - Racquet sports programming under expert direction.
  - Comprehensive club amenities contribute to overall appeal.
  - Gated residential community location enhances value.
- **Club Identity & Market Reputation**
  - Recognized as a family-oriented, fun, and elite club experience.
  - Strong brand reputation in Fort Worth market.
  - Momentum from renovation supports long-term positioning.

## Current Weaknesses

What are the current weaknesses of RCC?

### Summary of Responses

- Aging infrastructure, including the clubhouse, kitchen, workout, and event facilities, limits service capabilities and member satisfaction.
- Food and beverage operations continue to face service inconsistency, staff turnover, and facility limitations that impact quality and efficiency.
- Leadership turnover, limited member input on decisions, and perceived disconnect in governance contribute to organizational uncertainty.
- Communication and transparency issues hinder trust and member alignment on major initiatives and club direction.
- Engagement challenges persist across non-golf activities, with varying member expectations and a need for better technology integration in club services.

### Response Key Themes

#### Verbatim Comments

- **Facilities & Infrastructure**
  - Aging clubhouse and outdated facilities (kitchen, workout areas, ballroom).
  - Pointe kitchen too small to support growing demand.
  - Lack of proper coed fitness facility or group exercise rooms.
  - Limited storage and infrastructure constraints impact operations.
- **Food & Beverage Operations**
  - Inconsistent food quality and service standards.
  - Staff turnover in F&B remains a challenge.
  - Menu size and kitchen limitations lead to inefficiencies.
  - Lack of competitive culinary experience compared to other clubs.
- **Leadership & Governance**
  - Frequent leadership turnover disrupts continuity.
  - Lack of member voting on key issues and perceived lack of representation.
  - Concerns about Junior Executive board representation without financial investment.
- **Communication & Transparency**
  - Lack of transparency in decisions and capital project planning.
  - Insufficient communication regarding events, renovations, and policies.
- **Staffing & Culture**
  - High turnover reduces service consistency and member-staff relationships.
  - Inconsistent service culture and lack of clear expectations.
  - Staff morale affected by unclear leadership and oversight.
  - Disconnect between staff and members creates friction.

## Opportunities for Growth

Where do you see opportunities for growth at Riverstone CC?

### Summary of Responses

- Enhancing facilities (clubhouse remodels, comfort stations, fitness spaces, and dining areas) represents a significant opportunity for long-term member satisfaction.
- Food and beverage improvements, including quality, service, staffing, and infrastructure, are key areas for investment to meet member expectations.
- Leadership development, staffing structure, and digital marketing roles are opportunities to modernize and elevate the club's service culture and operational impact.
- Opportunities exist in governance, technology upgrades, and financial strategy to strengthen member involvement and support sustainable long-term growth.

### Response Key Themes

#### [Verbatim Comments](#)

- **Facilities & Infrastructure Enhancements**
  - Enhance and enclose comfort stations on the golf course.
  - Improve workout facilities and add group fitness areas.
  - Enclose and upgrade pickleball courts and add member services (car wash).
- **Food & Beverage Program Improvements**
  - Elevate food quality and wine/cocktail service.
  - Refine menu scope to improve service efficiency and reduce costs.
  - Hire leadership with a service-driven mindset.
- **Membership Growth & Experience**
  - Grow golf membership to full capacity of 575.
  - Enhance member experience across departments and services.
  - Develop a 'premier experience' positioning post-renovation.
- **Leadership & Staffing Development**
  - Develop leadership training to strengthen middle management.
  - Foster a staff culture of engagement and longevity.
  - Realign club operations around high standards and accountability.
- **Technology & Operations Modernization**
  - Invest in mobile POS, online tee time booking, and advanced registration systems.
  - Improve technology tools for board/committee meetings and operations.
  - Leverage digital marketing and communication platforms.
  - Enhance operational efficiency through digital workflows and service tools.
- **Governance & Financial Strategy**
  - Give members more voting power on strategic decisions.
  - Set pricing strategies that match club's quality and new facilities.

## Changes and Trends

What changes or trends in the market should we consider as we embark on long-range planning?

### Summary of Responses

- The competitive landscape is shifting with the addition of new high-end clubs in the region, requiring RCC to clearly define its market positioning.
- Member expectations are evolving toward comprehensive lifestyle and social experiences, beyond just golf amenities.
- Technology integration is increasingly important for member engagement, operational efficiency, and brand visibility.
- Long-term planning must reflect demographic shifts, financial strategy, and a clearly articulated identity to ensure sustainable growth.

### Response Key Themes and Categories

#### Verbatim Comments

- **Competitive Market Landscape**
  - Emergence of new high-end clubs in the Fort Worth area with higher dues and luxury amenities.
  - Need to define whether the club will compete as a premier or middle-tier club.
  - Opportunities to recalibrate pricing strategy around a higher-value offering.
  - Ongoing need to differentiate RCC amid increasing competition.
- **Amenities & Member Experience**
  - Interactive, all-day-use club models are becoming more attractive to members.
  - Need to enhance overall experience beyond golf with lifestyle amenities.
  - Service standards must evolve to align with higher member expectations.
- **Facilities Modernization**
  - Coed and group workout spaces are increasingly expected.
  - Avoiding deferred maintenance and emphasizing proactive renovation planning.
  - Commitment to maintaining facility quality to avoid future overhaul costs.
  - Capital project planning should anticipate growth, not just react to issues.
- **Technology & Digital Innovation**
  - Online engagement platforms to increase member connection and convenience.
  - Technology upgrades support member satisfaction and reduce staff burden.
  - Digital communication and social media presence are vital for brand relevance.
- **Governance & Financial Strategy**
  - Revisit initiation fee and dues models aligned with elevated value proposition.
  - Build capital reserve funds and plan proactively through CAPEX budgeting.
  - Avoid overextension of physical plant without corresponding infrastructure expansion.

## Stakeholder Expectations

Are there any expectations from stakeholders that need to be met?

### Summary of Responses

- Members expect improved food and beverage quality, consistency, and service that reflects the value of their investment.
- Transparent communication, survey follow-up, and inclusive action planning are critical to strengthening trust.
- Stakeholders desire inclusive, high-quality member experiences and enhanced day-to-day engagement.
- Employees expect a respectful workplace, competitive compensation, and recognition for their contributions.

### Response Key Themes and Categories

#### Verbatim Comments

- **Communication & Transparency**
  - Frequent and transparent updates on initiatives and survey results.
  - Member involvement in action planning and decision-making.
  - Clear and honest communication about club strategy and planning.
  - Education on club finances and long-term planning priorities.
- **Facilities & Amenities Investment**
  - Continued investment in top-priority improvements like clubhouse, kitchen, and comfort stations.
  - Members expect visible value from assessments and dues.
  - Balanced investment in infrastructure and daily experience enhancements.
- **Member Inclusion & Experience**
  - Member expectations include meaningful involvement in shaping club culture.
  - Opportunities to enhance the collective member experience without individual preferences dominating.
  - Delivery of experiences that elevate value regardless of cost.
- **Financial Stewardship & Governance**
  - Responsible financial management and debt payoff expectations.
  - Maintenance of reserve funds and strong financial footing.
  - Sound governance practices reflecting diverse member representation.
  - Clear financial planning aligned with member expectations.
- **Employee Support & Work Environment**
  - Competitive compensation and benefit structures to retain talent.
  - Positive workplace culture and autonomy for department managers.
  - Respectful member behavior toward staff.
  - Recognition and appreciation for employee efforts and contributions.

<b>Board Self-Evaluation – Year-to-Year Comparison</b>	2024	2025	Change
Our Board is proactive as a group in its efforts to understand the views of Club members.	4.54	4.88	7.49%
Board members prioritize the interests of the Club above personal or constituent interests.	4.09	4.66	13.94%
The Board holds itself accountable to Club members for its performance.	4.36	4.66	6.88%
The Board communicates with members in a timely and transparent manner.	4.36	4.33	-0.69%
Board members share a common vision for what is best for the Club, both now and in the future.	4.36	4.33	-0.69%
The Board consistently thinks and acts strategically.	4.18	4.33	3.59%
The content of Board meetings is appropriate for a governing body.	4.36	4.11	-5.73%
New Board members are prepared to contribute early in their terms.		4.11	
The Board communicates with the members in a timely, transparent manner.	4.18	4.56	9.09%
Committees are appropriately sized, comprise suitable members, and have clearly defined responsibilities.	4.09	4.23	3.42%
Committee reports are timely, comprehensive, concise, and valuable.	4.09	4.44	8.56%
The Board operates in a climate of trust.	4.54	4	-11.89%
Board members support Board decisions outside the boardroom, even if they disagree.	4.18	4.77	14.11%
Board members' individual views are respected by their colleagues.	4.36	4.77	9.40%
The Nominating Committee receives appropriate guidance on the qualities needed in Board candidates.	4.45	4.66	4.72%
Board members respect confidential information outside of Board meetings.	4.09	3.33	-18.58%
Board meetings allow adequate time for thorough discussion of issues.	4.00	4.44	11.00%
Board meetings are generally conducted efficiently.	4.09	4.11	0.49%
The Board receives sufficient training on governance principles and practices.	4.36	4.32	-0.92%
Individual Board members are held accountable for their performance.	3.81	4.12	8.14%
The Board acts in accordance with its role as policymakers, rather than as implementers of operations.	4.36	4.55	4.36%
The Board holds the GM accountable for achieving their objectives.	4.36	4.22	-3.21%
All Board members understand the process for evaluating the GM's performance.	4.27	3.77	-11.71%
All Board members have adequate opportunities to share their views on the General Manager's goals.	4.27	4	-6.32%
The goals for GM's evaluation appropriately reflect the key priorities of their role.	4.40	4.23	-3.86%
Board receives timely and sufficient information to monitor operational performance.	4.30	3.87	-10.00%
Overall, the Board is both efficient and effective.	4.30	4.33	0.70%



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**RIVERSTONE**  
Country Club

**Riverstone Country Club**  
Critical Success Factors  
April 2025

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**STRATEGIC CLUB SOLUTIONS**



This document outlines the Critical Success Factors (CSFs) identified as essential to the future success of Riverstone Country Club. Each CSF is supported by 3-5 high-level key objectives that begin to shape a clear path toward implementation. These key objectives are not exhaustive, but serve as a foundational framework to guide strategic action planning and prioritization.

## Strategic Plan Architecture

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Critical Success Factor:

Area of Focus:

Who:

Measureable Metrics:

### Key Objectives

1. A key objective is a strategic outcome the Club must achieve to make meaningful progress within a specific Critical Success Factor.
  - a. Action Step
2. Key objectives guide decision-making and help translate broad priorities into actionable goals.
  - a. Action Step
3. Each key objective represents a measurable target that aligns operations with the Club's long-term vision.
  - a. Action Step

### Critical Success Factors

CSF1: Sustaining Club Assets	2
CSF2: Future-Focused Campus Planning	3
CSF3: Clarifying Leadership & Governance	4
CSF4: People Strategy	5
CSF5: Operations & Membership Experience	6

**Disclaimer:** Riverstone Country Club is a fictional example created for demonstration purposes. The content, length, and topics covered are illustrative and do not reflect any actual club. This document is an abridged version of a comprehensive deliverable.

## **CSF1: Sustaining Club Assets**

**Area of Focus:** Ensure that all club facilities and infrastructure are well-maintained, properly funded, and positioned for long-term durability.

**Who:** General Manager, Controller, Department Heads, Finance Committee, Board

### **Measureable Metrics:**

- Reserve study completed and reviewed by Board (Target: Q4 2025)
- 5–10 year capital plan with tiered projects approved (Target: Q1 2026)
- Monthly capital reporting in place and used consistently
- % of deferred projects funded or in progress year-over-year

### **Key Objectives**

4. Commission a third-party capital reserve study with a full asset inventory.
  - a. Research and vet firms with private club capital planning expertise.
  - b. Define the scope of work, including expected asset lifespan data and cost projections.
  - c. Schedule walkthroughs and site visits with Facilities and Department Heads.
5. Create a 5–10 year capital funding plan with priority tiers.
  - a. Prioritize projects based on urgency, member impact, and replacement cycles.
  - b. Assign tiers (urgent, near-term, long-term) with estimated cost and timing.
  - c. Map funding needs year-over-year to assess cash flow implications.
6. Model scenarios using capital dues, initiation fees, and other revenue sources.
  - a. Use historical revenue and membership trends to project capital income.
  - b. Build 2–3 funding models (e.g., dues only, dues + assessments, dues + initiation).
  - c. Review impact of each model on reserves, debt, and cash availability.
7. Ensure capital funds are tracked and separated from operations.
  - a. Set up distinct GL codes and accounts for capital vs. operational expenses.
  - b. Implement monthly reporting to monitor fund balances and allocations.
  - c. Train department heads to use capital request forms and proper coding.
8. Identify deferred capital items and create a plan to resolve backlog.
  - a. Review prior years' budgets and maintenance records for deferred projects.
  - b. Inspect assets and validate conditions with the facilities team.
  - c. Integrate backlog items into the 5–10 year capital plan with funding priority.

## **CSF2: Future-Focused Campus Planning**

**Area of Focus:** Create a long-range, member-supported plan for all major capital improvements across the Club's campus.

**Who:** General Manager, Board, Finance Committee, Long-Range Planning Committee, Department Heads, Architect or Planning Consultant (as needed)

### **Measureable Metrics:**

- Master Campus Plan completed and adopted by Board (Target: Q2 2026)
- Member engagement milestones completed (e.g., surveys, forums)
- Voting materials professionally prepared and distributed (as applicable)
- Timeline and funding strategies established for each major phase

### **Key Objectives**

1. Develop a comprehensive Master Campus Plan
  - a. Engage architect/planning partner with private club experience.
  - b. Establish scope to include all facilities and future amenities.
  - c. Facilitate input sessions with Board, staff, and members.
2. Align planning with trends, demographics, and membership data
  - a. Conduct demographic and usage analysis to inform future needs.
  - b. Use benchmarking data from peer clubs and market studies.
  - c. Validate proposed projects against current and projected demand.
3. Assess and prioritize renovation options for key facilities
  - a. Evaluate clubhouse needs including dining, kitchen, and event space.
  - b. Review options for family, casual, and formal member areas.
  - c. Analyze Pool, Racquets, and Fitness for functionality and growth.
4. Evaluate additional enhancements and campus infrastructure
  - a. Review concepts such as indoor golf, comfort stations, and parking upgrades.
  - b. Assess technology infrastructure including Wi-Fi and AV systems.
  - c. Confirm regulatory and permitting considerations early in planning.
5. Model funding and phasing strategies for major capital projects
  - a. Create multiple funding models using capital dues, reserves, or assessments.
  - b. Phase large projects over time to reduce disruption and control costs.
  - c. Conduct financial modeling for long-term operating impacts.
6. Evaluate additional enhancements and campus infrastructure
  - a. Review concepts such as indoor golf, comfort stations, and parking upgrades.
  - b. Assess technology infrastructure including Wi-Fi and AV systems.
  - c. Confirm regulatory and permitting considerations early in planning.

### **CSF3: Clarifying Leadership & Governance**

**Area of Focus:** Strengthen alignment between the Board, management, and committees through role clarity, structured communication, and modern governance practices.

**Who:** Board of Directors, General Manager/COO, Governance Committee, Nominating Committee, Committee Chairs, Department Heads

**Measureable Metrics:**

- Roles & Responsibilities Matrix adopted and in use (Target: Q1 2026)
- Board Policy Manual created and maintained
- Board and Committee orientation updated and delivered annually
- Member engagement touchpoints (e.g., Town Halls, Coffee Talks) scheduled and executed
- Governance documents reviewed and updated (Bylaws, charters, voting procedures)

### **Key Objectives**

1. Define clear roles and responsibilities for Board, GM, and Committees
  - a. Create a Roles & Responsibilities Matrix with input from governance experts.
  - b. Confirm and communicate the GM’s authority and operational scope.
  - c. Clarify advisory versus decision-making responsibilities across groups.
2. Increase transparency and communication across leadership
  - a. Launch monthly GM and Board updates to members via email or newsletter.
  - b. Hold regular Town Halls or “Coffee with the GM” sessions.
  - c. Post approved Board and Committee minutes in the members-only portal.
3. Strengthen Board and Committee structure and onboarding
  - a. Update and deliver an annual orientation for Board members.
  - b. Create committee charters and a formal onboarding process for chairs.
  - c. Establish a Governance Committee to oversee board development.
4. Enhance the Nominating Committee and board candidate process
  - a. Reassess qualifications and expectations for Board service.
  - b. Build a pipeline of future Board candidates through mentorship or shadowing.
  - c. Establish a formal evaluation process for the Nominating Committee’s work.
5. Review governance documents and update as needed
  - a. Conduct a comprehensive review of Club Bylaws for clarity and relevance.
  - b. Define thresholds for member votes on major capital projects or debt.
  - c. Clarify non-voting Board roles, term limits, and committee voting structures.

## CSF4: People Strategy

**Area of Focus:** Build a strong employer brand by improving employee experience, satisfaction, and retention across all departments.

**Who:** General Manager/COO, Department Heads, Human Resources

### Measureable Metrics:

- Annual employee satisfaction survey completed with >75% participation
- Year-over-year retention rate improvement by department
- Rewards and recognition program implemented with usage tracked monthly
- Updated onboarding and training processes completed and documented
- Improvement in employee engagement scores by department

### Key Objectives

1. Attract and retain high-quality employees
  - a. Evaluate the effectiveness of referral programs, sign-on bonuses, and seasonal incentives.
  - b. Strengthen presence on job platforms (Indeed, LinkedIn) with updated, brand-aligned listings.
  - c. Track retention trends and exit data to inform hiring strategies.
2. Enhance employee recognition and rewards programs
  - a. Establish a structured recognition calendar and annual budget.
  - b. Develop cross-department employee appreciation initiatives.
  - c. Promote reward programs regularly through internal communications.
3. Improve employee workspaces and support environments
  - a. Audit and update staff break areas and locker rooms for cleanliness, comfort, and function.
  - b. Create a staff-led task force to provide input on needed improvements.
  - c. Present a renovation and investment plan for Board or GM approval.
4. Strengthen onboarding and integration processes
  - a. Streamline administrative paperwork and offer a consistent orientation experience.
  - b. Include cultural onboarding components (e.g., mission, values, service philosophy).
  - c. Assign peer mentors to support new hires in their first 30–60 days.
5. Evaluate compensation and organizational structure
  - a. Conduct a full compensation and benefits review against industry benchmarks.
  - b. Identify any pay disparities and address equity concerns.
  - c. Reassess organizational chart to ensure clarity of roles and reporting lines.

## **CSF5: Operations & Membership Experience**

**Area of Focus:** Use data and feedback to improve the member and employee experience, with emphasis on F&B, programs, service delivery, and standards.

**Who:** General Manager/COO, Department Heads, Member Experience Committee, Communications Manager, F&B Leadership Team

### **Measureable Metrics:**

- Member satisfaction ratings improve year-over-year in targeted areas (F&B, programming, service)
- Structured feedback mechanisms implemented and reviewed monthly
- Key Performance Indicators (KPIs) developed and reported for core departments
- Member usage data informs at least two new or refined offerings annually
- Service standards adopted and incorporated into training club-wide

### **Key Objectives**

1. Establish structured feedback systems
  - a. Implement digital and in-person tools to collect member and employee feedback.
  - b. Introduce quick polls, QR codes, or tablets for real-time input at key locations.
  - c. Review feedback monthly and share actionable insights with department heads.
2. Develop and monitor KPIs for service and amenities
  - a. Identify 3–5 KPIs per department (e.g., F&B ticket times, response times, usage rates).
  - b. Build dashboards to track performance and identify trends.
  - c. Review KPIs quarterly with leadership and adjust operational goals as needed.
3. Enhance the Food & Beverage experience
  - a. Review and refresh menus quarterly to reflect member preferences and dietary trends.
  - b. Conduct consistency audits on food quality and service delivery.
  - c. Offer tasting panels or informal feedback nights for member engagement.
4. Expand and evaluate member programming
  - a. Conduct annual review of participation rates and satisfaction for all events.
  - b. Align offerings with demographics, seasonality, and usage patterns.
  - c. Introduce pilot programs to test new formats or interest areas.
5. Strengthen service standards and training
  - a. Develop Club-wide expectations for appearance, communication, and professionalism.
  - b. Integrate standards into onboarding, seasonal training, and evaluations.



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**RIVERSTONE**  
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# **Riverstone Country Club**

## Strategic Plan Workbook

### 2025

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**STRATEGIC CLUB SOLUTIONS**



### **Vision**

To be the favorite year-round place for family memories, adventures, and lasting traditions.

### **Mission**

Sunny Hills Golf Club's mission is to unite multi-generational families through exceptional golf experiences and top tier-facilities, fostering a community where family traditions and the love of the game thrive.

### **Pledge**

Preserve the lakes, streams, and woodlands in an environmentally responsible manner.

Strive to provide exceptional member services and facilities.

Promote a spirit of mutual respect among members and staff.

Operate openly, transparently, and fiscally responsible.

Provide the framework that supports member participation in the governance of the community.

Provide opportunities for each member's voice to be considered.

Stay ahead of the curve, actively listening to and learning from our members to continually adapt and meet member needs and desires.

### **Core Values**

*Community:* Fostering a sense of belonging with a variety of activities, amenities, and events for all ages.

*Family-Centric:* Focused on prioritizing multi-generational connections through indoor and outdoor recreational and social activities.

*Responsibility:* Preserving and protecting the lakes, streams, and woodlands, ensuring they are cherished for generations to come.

*Peace of Mind:* Where families can relax, children can explore providing an ambiance of trust and confidence.

*Commitment to Excellence:* Providing unique, memorable, and personal experiences with a relentless focus on excellence ensuring unparalleled service for our valued members and their guests.



Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



For accountability and progress reporting:

Name/Who = Only one person can be held accountable, and they can enlist the help of others but one person has to own each task and/or objective.

Date/When = A specific deadline date that this listed task or milestone will be reached. If there are sub tasks to be assigned, add lines and go deeper into the outline.

- I) Critical Success Factor
  - A. Key Objective
    - i. Action Items
      - a. Sub Action items/To do's
        - 1. Sub Action items/To do's

Status = On Track Highlight Green, Off Track Highlight Red, Completed Highlight Blue

Name	Date	On Track/Off Track/Complete	FOR EXAMPLE
Who	When	Status	
Brian P	10/15/2024	On Track	<b>A. Q4 2024: Define what membership success looks like.</b> i. Establish ideal number of FTE (currently contemplated at 1060) up from 1010/1020 in recent history. ii. Additional net 40 FTE's = \$500,000 in Additional Operating Revenue and to fund Capital
Seth W	10/1/2024	Off Track	
		Complete	
			<b>B. Q1 2025: Identify gaps between current status and desired future, factor in headwinds and low hanging fruit to solve the gap.</b> i. Identify normal annual attrition (4-5% annual death, relocation, financial, aging) ii. Identify Members over age 75/90+ as "at risk" (in the next 5 years). a. Bad reports, requires further research, 2 week delay iii. Research trends in attrition on who is leaving - relocation, age, family changes, financial, etc. iv. Look at children of Members for legacy upgrade program, potentially converting legacy Members at an earlier age. v. Reinstatement program for Members who may have resigned in the past 1 years and may consider returning.
		On Track	
John B	3/31/2025	Complete	
John B	3/31/2025	Off Track	
John B	3/31/2025	Complete	
John B	3/31/2025	On Track	
		Complete	



# Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



Name Who	Date When	On Task/Off Task/Complete Status	
			<b>Critical Success Factor #1: Capital - Repairs and Maintenance: Provide a comprehensive approach to managing regular capital (repairs and maintenance) by ensuring that assets are adequately maintained and funded, addressing potential shortfalls, and considering long-term projects. Revisit and update the capital reserve study.</b>
			<b>Who:</b>
			<b>A. Q3 2024: Revisit and update capital reserve study by and update capital maintenance plan/budget.</b>
	7/15/24		i. Confirm that all assets are accounted for in the reserve study.
	8/1/24		a. Assign department heads to review their section of the study.
	9/1/24		ii. Create a working spreadsheet to rank items, budget items and estimate year needed (10 year focus).
	10/01/24		iii. Work with finance committee to review best plan based on needs and budget.
	11/1/24		iv. Educate each committee of 10-year long capital replacement plan.
	9/1/24		v. Review all maintenance expenses in the operational budget.
	8/1/24		a. Identify if items should be replaced, instead of being repaired.
	7/1/24		b. Investigate Yardly or other property management software.
	8/1/24		c. Identify which capital items have been deferred in recent years.
			<b>B. Q3 Review funding plan for the repairs/maintenance of existing assets and operational projects over the next 5 - 10 years.</b>
	8/1/24		i. Identify any upcoming funding shortfalls.
	8/1/24		ii. Work with BOT, BOG to develop a plan addressing funding shortfalls.
	8/1/24		a. Develop communications about potential changes in HOA fees for funding shortfalls.
	10/1/24		ii. Develop a separate funding plan for additional capital projects.



# Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



Name Who	Date When	On Task/Off Task/Complete Status	Critical Success Factor #2: Cohesive Master Campus Plan (Update Horizon Plan): Planning and coordinating various major capital projects within the context of the master campus plan, taking into account member input, financial considerations, and the evolving needs of the club and community. <i>Who:</i>
	5/31/24		<b>A. Q2 2024: Finalize 3-5 Year Capital Plan with new and updated facilities as part of the newly revised Horizon and Getway plans including new Clubhouse, Marina, admin offices, employee housing.</b>
	5/31/24		i. Sunny Hills Golf Clubhouse.
	5/31/24		a. Operational and storage considerations.
	5/31/24		b. Review kitchen equipment listing - ensure proper equipment is designated.
	5/31/24		ii. Additional parking at the clubhouse and beaches.
	6/15/24		iii. Beaches.
	6/15/24		a. Discuss upgrades to services and overall amenities.
	6/15/24		iv. Sunny Hill Golf Club project.
	6/15/24		a. Account for an increase in operational expenses.
	6/15/24		v. Pickleball Expansion.
	6/15/24		a. Review usage data from Pinecrest to predict number of courts needed.
	6/15/24		vi. Employee Housing.
	6/15/24		a. Verify number of units needed for increase in membership growth.
	6/15/24		vii. Upgraded technology - wi-fi and cell coverage.
	6/15/24		a. Review dead areas and develop a plan to increase overall coverage.
	6/15/24		viii. Define and develop a comprehensive campus plan for all projects under consideration
			a. Examine new trends, demographics, security, and membership size.
			b. Investigate continuing use of Pinecrest while under construction.
			1) Identify assets in the reserve study that will be replaced.
			2) Develop an analysis of increased operating expenses due to new projects.
			c. Hold town halls on progress and to receive feedback.
	6/15/24		ix. Define and map-out funding solutions including a mix of debt and assessment with payment plans and additional fun
			<b>B. Q2 2024: Define and develop a comprehensive campus plan for all projects under consideration.</b>
	5/31/24		i. Complete this phasing out the final projects for years 1-5 and what is expected to happen each year following the original project.
			<b>C. Q 2&amp;3 2024: Begin Member communication and education roll-out for the updated Horizon and Gateway Project</b>
	5/30/24		i. Engage SCS to begin the education and communication strategy with LNC Management and BOT and other appropriate committees to engage in the conversation, listen, educate and inform through a series of emails, videos, FAQ's, town halls, pulse surveys, and brochures leading up to the vote likely in September/October.
			Begin virtual work with committees and SCS in April and finalize strategy, cadence, schedule, renderings, other
	6/15/24		a. assets by May 15th
	6/30/24		b. Launch initial communication campaign in June, depending on renderings and detail availability on permits, etc. Initial communications and information to roll out, focus groups, and initial pulse survey to gauge support, questions, concerns, and gaps in education and support to guide next wave of communications
	8/31/24		c. July/August - Follow-up education, town hall, etc.
	10/1/24		d. September/October Present final plans and documents leading up to vote.
	10/15/24		ii. Member vote to approve final version of plan.
			<b>D. Q4 2024: Identify key projects to enhance current assets or new aspirational projects.</b>
	9/1/24		i. Bike and walking paths.
	9/1/24		ii. Additional indoor facilities.
	9/1/24		iii. Purchase of land.
	9/1/24		iv. Continued review and improvement of parking options.



Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



Name Who	Date When	On Task/Off Task/Complete Status	Critical Success Factor #3: Leadership and Governance: Review and update how to improve the clarity of roles, communication, accountability, and adherence to the rules and regulations within the Club and leverage the internal talent of over 200 committee volunteers. <b>Who:</b>
			<b>A. Q2&amp;3 2024: Develop/clarify clear roles and responsibilities for the Board of Trustees, Board of Governors, Committees, and Management.</b>
	7/1/24		i. Develop a clear matrix for roles and responsibilities
	8/1/24		a. Implement RASCI matrix to clarify the defined roles & responsibilities of BOT, BOG, HOAs BOD, Management and Committees. b. Create a visual Organizational Chart that shows the relationships of the stakeholders within the organization.
			<b>B. Q2, 3&amp;4 2024: Provide better transparency and accountability for operational leadership and governance with membership.</b>
	9/1/24		i. Communicate RASCI chart and organizational charts with Membership at Annual meeting.
	6/1/24		ii. Develop enhanced communications from volunteer leadership and management. a. Improved communications through email, video, board minutes, committee reports, etc. available for people to review on the private member portal.
			<b>C. Q2,3&amp;4 2024: Develop a communication strategy for the BOT, BOG, and Management to better communicate with Members and Homeowners about Club initiatives and progress on a regular cadence.</b>
	6/1/24		i. Develop a monthly communication on key actions, opportunities, projects, etc.
	6/1/24		a. Utilize Website, newsletter, and app to increase the level of frequency of communications.
			<b>D. Q2 2024: Establish an enhanced process for rules and regulations enforcement.</b>
	6/1/24		i. Short-term rental/guest/special membership - updated orientation and onboarding.
	6/15/24		a. Work with HOA's to develop new welcome video and other collaterals.
	6/15/24		ii. Define how Member discipline issues are being handled.
	6/15/24		a. Document the overall process and communicate to staff.
	6/15/24		b. Review any special considerations for Member children working in the operations.
	6/1/24		iii. Develop communication strategy for educating Members about the rules.
	6/1/24		a. Develop top rules reminders communication before season begins.
			<b>E. Q2&amp;3 2024: Revise and implement updated new Member orientation.</b>
	6/1/24		i. Develop and provide personal touch opportunities in the process.
	7/1/24		a. Update current process with information concerning the Horizon Plan.
	6/1/24		b. Develop new Member functions to help them become connected to the community.
	6/1/24		c. Review the communication process for informing the membership and staff of the new Members.
			<b>F. Q3&amp;4 2024: Review and update BOG and committee orientation.</b>
	9/1/24		i. Update all orientation materials for BOG and committees.
	9/15/24		a. Include Horizon Plan, Financial overview, Rules process, and RASCI chart.
			ii. Integrate new mission, vision, vales/pledge and brand elements.
	10/1/24		iii. Create a charter for each committee.
	10/1/24		a. Identify size and make up of each committee.
	10/1/24		b. Develop overall rules and gudielines for each committee.
			<b>G. Q2 2024: Review an update current Bylaws.</b>
	6/1/24		i. Review spending limitations and develop recommendations.
	6/1/24		ii. Review temporary and special family membership categories.



# Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



Name Who	Date When	On Task/Off Task/Complete Status	Critical Success Factor #4: People Strategy: Improve employee engagement, recruitment, retention, and overall satisfaction within the organization through rewards programs, onboarding improvements, compensation analysis, and ongoing feedback. <b>Who:</b>
			<b>A. Q2 2024: Develop Programs to Attract and retain employees.</b>
	6/1/24		i. Investigate sign-on bonuses, seasonal bonuses, and employee referrals.
	6/15/24		a. Establish levels of bonus for all programs.
	6/15/24		b. Communicate the program to all departments.
	6/1/24		c. Track the effectiveness of all bonus programs.
	9/1/24		d. Investigation of employee college scholarship program .
	10/15/24		e. Expand and develop a welcome page on Indeed.
	10/15/24		1. Develop a new welcome video.
	10/30/24		2. Provide a targeted process for recruiting local employees.
	6/1/24		ii. Review current hiring and recruiting process.
	6/1/24		a. Develop a process for all the departments to have clear communications with HR department.
			<b>B. Q3 2024: Evaluate H2B employee Programs.</b>
	9/1/2024		i. Evaluate 2024 program.
	9/1/2024		a. Review effectiveness of all H2B employees
	10/30/24		b. Revise and update recruiting materials.
	9/1/2024		c. Evaluate the recruiting process for 2024.
	10/30/2024		d. Investigate using PGI, Petrina Group International for 2025 recruiting year.
	10/1/24		ii. Investigate partnerships with private clubs in Florida.
	10/15/24		a. Contact GMs of large clubs in Florida.
	11/15/24		iii. Explore utilizing J1 employees for the 2025 season.
			<b>C. Q2 2024: Institute consistent and authentic employee rewards and recognition programs.</b>
	6/1/24		i. Develop seasonal and yearly programs.
	6/1/24		a. Develop a monthly calendar of events/rewards programs.
	6/1/24		b. Plan Club Wide and departmental employee appreciation events.
	6/1/24		ii. Allocate a defined budget for rewards programs to ensure they are sustainable and effective.
	6/1/24		a. Gather recommendations from all department heads for seasonal and yearly programs.
	6/5/24		b. Budget for weekly, monthly and yearly events.
	6/15/24		iii. Develop a strategy to communicate the success of these programs to the membership and staff.
	6/30/24		a. Hold all-staff meeting to communicate new programs.
	ongoing		b. Communicate to the Management team at team meetings the effectiveness of the program.
	6/30/24		c. Newsletter and app strategy.
			<b>D. Q2 2024: Revise and implement new employee onboarding process.</b>
	6/1/24		i. Analyze how to streamline the onboarding paperwork to reduce the admin. burden and improve efficiency.
	6/1/24		a. Investigate utilizing digital paperwork through a payroll processing company.
	6/1/24		ii. Ensure seamless integration for all employees into their roles.
	6/1/24		a. Develop a Buddy/Mentor relationship for a new employee.
	6/1/24		b. Set small achievable goals during departmental training process.
	6/1/24		c. Develop a specific day for overall employee orientation day.
	6/1/24		1. Develop the frequency of overall orientation days.
	6/1/24		2. Include a tour of facilities, meeting the department heads and culture video.
	6/1/24		iii. Review departmental training programs.
			<b>E. Q3 2024: Competitive analysis of all hourly employees salaries and benefits.</b>
	9/15/24		i. Address any discrepancies or concerns related to compensation to maintain satisfaction and retention.
	9/15/24		ii. Review current organizational chart - roles & responsibilities RACSI chart.
	10/15/24		iii. Provide the updated data for the 2025 budgeting process.
			<b>F. Q2 2024: Perform annual employee satisfaction survey.</b>
	6/15/25		i. Develop and rollout survey to the employees.
	7/15/24		ii. Review the information and data from the survey.
	7/30/24		iii. Develop an action plan to improve the overall employee experience.



# Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



Name Who	Date When	On Task/Off Task/Complete Status	Critical Success Factor #5: Operations and Member Experience: Utilize data-driven insights to elevate Member and employee satisfaction by providing a vision for F&B operations, developing consistent Member feedback systems, and maintaining consistent KPIs. <i>Who:</i>
			<b>A. Q3 2024: Evaluate and improve low-performing services and amenities.</b>
	9/1/24		i. Utilize data from the survey to create an action plan.
	9/30/24		a. Develop plan for possible changes to operational hours for 2025.
	10/15/24		b. Communicate and promote any changes to operational hours.
	7/1/24		ii. Propose possible changes for updated and new facilities in the Horizon Plan.
			<b>B. Q2 2024: Develop a vision for the overall food &amp; beverage department.</b>
	6/1/24		i. Review comments from Members over the past season.
	6/15/24		a. Analyze the trends and make adjustments to operations.
	6/1/24		ii. Address menu variety and food consistency issues.
	6/15/24		iii. Investigate new trends and the local market.
	7/1/24		iv. Develop different identities for new F&B outlets in the new clubhouse, beaches and new marina complex.
			<b>C. Q2 2024: Develop KPIs to measure overall success for all services and amenities.</b>
	6/1/24		i. Ensure all Management team members understand the monthly cost analysis.
			<b>D. Q2 2024: Develop and improve Member and employee feedback systems.</b>
	6/1/24		i. Review current feedback systems for effectiveness.
	6/15/24		ii. Investigate electronic and beacon technology for member and employee feedback.
	6/1/24		iii. Review the ability of current CE app.
	6/15/24		a. develop real-time Member quick survey for all departments.
			<b>F. Q2 2024: Propose increase in rates and fees for "extended membership usage".</b>
	6/1/24		i. Special family members, guests, etc. to support their impact on facility demand and wear & tear.
	6/15/24		ii. Communicate any changes to programs and fees.



# Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



Name	Date	On Task/Off Task/Complete	Critical Success Factor #6: Brand Identity and Brand Integration: Clarify the Club's brand identity to understand what the Club is all about, what it stands for, and what to expect from membership. This clarity can attract and retain individuals who align with the Club's values and interests, making them more likely to join and remain Members.
Who	When	Status	Who:
			<b>A. Q 2,3,4 2024: Integrate Brand Identity.</b>
	6/1/24		i. Adopt Updated Mission, Vision and Values from Strat Plan & Brand in 23.
	6/15/24		a. Employee Mission Statement.
	6/15/24		ii. Update all platforms: including but not limited to the website (public & private), email templates, social platforms, and printed materials, to include updated brand voice, communication keys, etc.
	6/1/24		a. Website.
	6/1/24		b. Social Media Channels.
	6/1/24		c. Email Templates.
	6/1/24		d. Newsletter.
	6/1/24		e. Printed materials.
	6/15/24		iii. Integrate Mission, vision, pledge, values, etc, into:
	6/15/24		a. Board and committee orientation.
	6/15/24		b. Employee orientation and onboarding.
	6/15/24		c. Recurring education and engagement with Members and team.
			<b>B. Q4 2024: Look at brand evolution from a design, logo, apparel, sub-branded experiences, etc.</b>
	6/1/24		i. Work with SCS to develop an elevated brand experience through the club areas, particularly as new spaces come online through the Horizon Plan.
	6/30/24		a. For example, looking a new logos and branding for the Beach, Marina, Golf Course, Rec Center, Dining experiences, Racquets, etc.



**Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives**



Name	Date	On Task/Off Task/Complete	Critical Success Factor #7: Communications: Foster stronger relationships with Members, staff, and real estate agents, ensuring clarity, engagement, and alignment with their respective needs and expectations.
Who	When	Status	Who:
			<b>A. Q2 2024: Develop a cohesive communication strategy - Members.</b>
	6/1/24		i. Daily, weekly, and monthly communications with various topics and frequency.
	7/1/24		a. Virtual Town hall to set expectations for Horizon Plan.
	6/1/24		ii. Develop strategy for all management communications.
	6/1/24		a. Utilize quick video from department heads and general manager.
	6/1/24		iii. Develop a consistent process for all financial communications.
	6/15/24		a. Review the current process and develop additional communication for the year.
	6/1/24		iv. Develop social media strategy and create a content calendar.
	6/1/24		a. Currently facebook groups are managed by different people. Need to consolidate this process into a cohesive strategy.
			<b>B. Q2 2024: Develop a cohesive communication strategy - Team.</b>
	6/1/24		i. Daily, Weekly and Monthly communications.
	6/15/24		a. Complete and rollout the employee app.
	6/1/24		ii. Schedules and benefits.
	6/1/24		a. Investigate and implement a digital scheduling process.
	6/1/24		iii. Employee appreciation, rewards, and recognition.
	6/15/24		a. Develop consistent communications to promote programs.
			<b>C. Q2 2024: Develop a cohesive communication strategy - Real Estate Agents.</b>
	6/1/24		i. Provide clarity on Club experience and expectations.
	6/15/24		a. Enhance or develop a new Member guide for real estate agents.
	6/15/24		b. Develop an area on website for real estate agents.
	6/1/24		1. Provide a link to rules, bylaws, and HOA covenants.
	6/15/24		ii. Provide education on membership process.
	6/15/24		a. Real estate coffees.



# Riverstone Country Club Strategic Plan 2024-2027 - Critical Success Factors and Key Objectives



Name Who	Date When	On Task/Off Task/Complete Status	Critical Success Factor #8: Financial Health: Develop a comprehensive financial strategy that aims to bolster the Club's financial stability, adaptability, and long-term viability, while also ensuring that all membership categories, dues, and policies are aligned with the Club's financial goals and overall mission. <i>Who:</i>
			<b>A. Q3 &amp; Q4 2024: Operating Budget.</b>
	9/15/24		i. Review Departmental utilization analysis.
	10/1/24		a. Propose any changes to 2025 operational hours.
	10/1/24		ii. Budget for a yearly increase in Member families with the strategic goal of 2100 Member families.
	10/15/24		a. Account for increase in payroll and other related costs.
	7/15/24		iii. Review the operational impacts for the Horizon Plan.
	7/15/24		a. Account for potential decrease in F&B revenues due to construction
	7/15/24		b. Review parking lot strategy and potential use of shuttles.
			<b>B. Q3 2024: Seasonal flexibility.</b>
	8/1/24		i. Develop a plan to adjust operations for shoulder seasons.
	9/1/24		ii. Evaluate and communicate new and expanding offerings.
			<b>C. Q2 &amp; Q3 2024: Membership Categories/Dues.</b>
	7/1/24		i. Review dues for all membership categories.
	7/1/24		ii. Review current membership dues classes.
	8/1/24		a. Develop a strategy to eliminate all different categories and membership and develop a single membership for the Club.
	6/1/24		iii. Revise rules for temporary memberships.
	6/1/25		a. Utilize the process that exists in current bylaws for membership approval.
	6/15/24		b. Communicate the process to HOA, membership and real estate agents.
	6/15/24		iv. Review guest policies for all membership categories.
			<b>D. Q2 2024: Capital Planning and Funding - Legacy.</b>
	6/1/24		i. Develop systems to accommodate Legacy Members for assessments.
	6/1/24		ii. Raise awareness and provide avenues for "legacy giving" to the Club.



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**RIVERSTONE**  
Country Club

# RIVERSTONE COUNTRY CLUB

MEMBER REPORT



**2026**



STRATEGIC CLUB SOLUTIONS

Prepared in Collaboration With  
STRATEGIC CLUB SOLUTIONS

## Board President

# LINDA SHEPARD



On behalf of the Board of Directors, thank you for your continued support and engagement throughout the strategic planning process. Your participation, whether through surveys, conversations, or simply sharing your perspective, played a vital role in shaping this plan for the future of our Club.

We are especially grateful to our Club's leadership team, committee members, and fellow Board volunteers whose time, insights, and dedication brought this work to life. Their collaboration and commitment have been instrumental in guiding this process with care and purpose.

We also want to acknowledge the contributions of Strategic Club Solutions, whose thoughtful facilitation supported the development of this plan and helped ensure that every step was aligned with our Club's unique values and aspirations.

The following pages reflect the work of many and represent the beginning of a broader conversation. This is not a final destination, but a clear starting point to ensure the long-term strength, stability, and vitality of our Club.

We look forward to the road ahead, and to continued collaboration with you, our valued members.

*Linda Shepard*

President, Riverstone Country Club Board of Directors



## BOARD OF DIRECTORS

- **Linda Shepard**, President
- **James Prescott**, Vice President
- **Charles Benton**, Secretary
- **Michael Harlan**, Treasurer
- **Tara Delaney**
- **Robert Gaines**
- **Elise Morgan**
- **David Tran**
- **Angela Voss**
- **William Zhang**

## STRATEGIC PLANNING COMMITTEE

- **Robert Gaines**, Committee Chair
- **Brian Adler**
- **Jessica Chen**
- **Daniel Morales**
- **Ethan Wallace**

## DEPARTMENT HEADS

- **Mark Ellison**, General Manager / COO
- **Rachel Kim**, Assistant General Manager
- **John Whitaker**, Golf Course Superintendent
- **Thomas Rivera**, Director of Golf
- **Lisa Patel**, Controller
- **Brian Stone**, Executive Chef



# STRATEGIC PLANNING PROCESS



## STEP 1

Initial Site Visit and Stakeholder Interviews with Board, Committee, and Managers  
*January 1–10, 2025*



## STEP 2

Virtual Focus Groups  
*January 10–16, 2025*



## STEP 3

Survey Development and Deployment  
*January 17–February 28, 2025*



## STEP 4

Survey Analysis and Review  
*March 1–17, 2025*



## STEP 5

Pre-Retreat Data Sharing and Questionnaire  
*March 21, 2025*



## STEP 6

Board Retreat to Develop Strategic Plan  
*March 30, 2025*



## STEP 7

Board Approves Plan  
*April 13, 2025*



## STEP 8

Management Implementation Retreat  
*April 24, 2025*



## MISSION

At Riverstone Country Club, we are dedicated to providing an exceptional private club experience rooted in natural beauty, personalized service, and a welcoming community. Through outstanding facilities, thoughtful programming, and a commitment to excellence, we aim to enrich the lives of our members, their families, and guests, today and for generations to come.



## VISION

Riverstone Country Club will be recognized as a premier private club where natural surroundings, elevated experiences, and a strong sense of belonging come together. We strive to be a forward-thinking community that honors tradition, fosters connection, and continually enhances the value of membership through innovation, stewardship, and excellence in every detail.



## VALUES

**Excellence** We pursue the highest standards in service, facilities, and member experiences—striving for quality in every interaction and detail.

**Integrity** We lead with honesty, respect, and professionalism—building trust and upholding our commitment to doing what's right.

**Stewardship** We honor and preserve our natural surroundings and club resources through thoughtful planning, responsible management, and long-term vision.

**Community** We foster a welcoming, inclusive culture where members, guests, and staff feel connected, valued, and engaged in shared traditions and meaningful relationships.

**Innovation** We embrace forward-thinking ideas and continuous improvement to enhance the member experience, adapt to changing needs, and position the Club for long-term relevance.

# FOCUS GROUPS

Strategic Club Solutions conducted eight focus groups with Riverstone Country Club members, board members, and club leaders between November 1–10, 2024. These sessions offered a candid look into how members experience the Club today and what improvements they hope to see in the future. Feedback was gathered across all departments and amenities, offering a well-rounded perspective on Riverstone’s strengths, gaps, and potential.

Overall, members expressed deep appreciation for the Club’s setting, community, and breadth of amenities. They also voiced clear expectations for a higher level of consistency, service, and communication. This summary reflects the most common and actionable themes that emerged from those conversations and will be used to help guide future planning and decision-making.

## MEMBER FOCUS GROUP HIGHLIGHTS

- The golf course is widely praised and remains a core reason for joining.
- Members value the full range of amenities but see inconsistent quality across departments.
- Dining is a frequent pain point, with calls for better variety, execution, and timeliness.
- There is strong interest in modernizing the clubhouse and locker room facilities.
- Family-friendly culture is a strength, with members asking for expanded youth programming.
- Communication from leadership is seen as reactive; members want more visibility and follow-through.
- Members want more innovative, diverse social events to better engage the community.

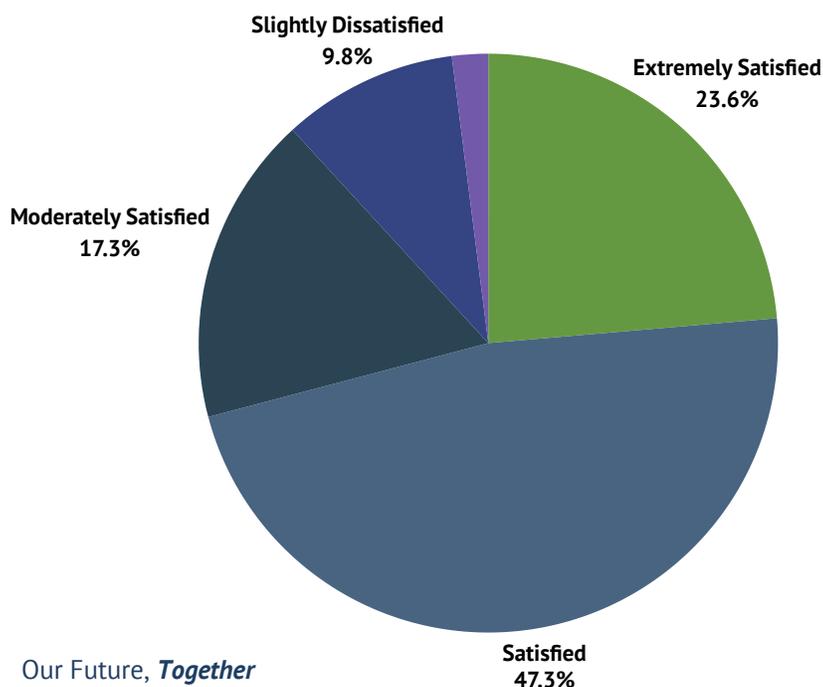


# MEMBER SURVEY RESULTS

In February 2025, Riverstone Country Club invited members to participate in a comprehensive survey to guide future planning. With a 57.9% response rate, the results reflect strong engagement and offer critical insight into what members value and where improvement is needed. This feedback has shaped key priorities and will continue to inform decisions around capital planning, services, and the overall member experience.

## SURVEY RESPONSE OVERVIEW

- 742 completed surveys representing 72.3% of member households.
- 59.6% of members visit the Club multiple times per week.
- Golf is the most valued aspect of membership, followed by social connections and proximity to home.
- 39.4% of respondents are Family Golf members; 32.7% are Single Golf members.
- 64.9% support online reservations for Sunset Dining Room; 21.1% remain unsure.
- Food quality, menu variety, and service consistency were the most cited concerns in dining feedback.
- Members desire updated, modern locker rooms and better fitness amenities.



Our Future, *Together*

## OVERALL MEMBER SATISFACTION

“

*Riverstone has exceeded our expectations. Great people, beautiful facilities, and a real sense of community throughout the Club.*

*Member Survey Comment*

# NET PROMOTER SCORE (NPS)

The Net Promoter Score (NPS) measures Member Loyalty and satisfaction by gauging how likely customers are to recommend a company's products or services. It's calculated by subtracting the percentage of Detractors (0-6) from the percentage of Promoters (9-10). Passives (7-8) are satisfied but not enthusiastic enough to be Promoters, and their responses are not included in the NPS calculation.

The NPS score is calculated by taking the percentage of Promoters and subtracting the percentage of Detractors.

A higher NPS score indicates greater customer loyalty and satisfaction. Generally, a score over 0 is considered good, and a score over 50 is considered above average. Scores of 70 or higher are considered exceptional.

When looking at the NPS by Member Tenure and Member Type, it highlights areas of opportunity to improve. Overall, your NPS scores are above 30, which is considered good by NPS standards, but still room for improvement.

The Benchmark for good in Private Clubs is 39, but exceptional is above 68. While many groups within these results have an NPS above 40, it's essential to note which groups ranked higher and lower to identify at-risk and underserved demographics within the membership effectively. The graph also breaks down the percentage of respondents that each group represents based on the survey results.

## What type of membership do you have?

How likely are you to recommend membership at Riverstone Country Club to someone in the next 12 months?

	Family Golf	Non-Resident Family Golf	Single Golf	Non-Resident Single Golf	Social	Non-Resident Social	Honorary
0	1	0	2	0	1	0	0
1	0	0	0	0	0	0	0
2	1	0	0	0	0	0	1
3	2	1	2	0	0	1	0
4	1	0	3	1	0	0	0
5	3	1	5	0	2	0	0
6	6	1	4	2	0	0	0
7	15	1	13	3	2	0	1
8	24	6	24	0	9	1	2
9	22	2	14	1	7	0	1
10	44	9	32	7	15	2	3
<b>TOTAL</b>	<b>119</b>	<b>21</b>	<b>99</b>	<b>14</b>	<b>36</b>	<b>4</b>	<b>8</b>
<b>0-6</b>	11.8%	14.3%	16.2%	21.4%	8.3%	25.0%	12.5%
<b>7-8</b>	32.8%	33.3%	37.4%	21.4%	30.6%	25.0%	37.5%
<b>9-10</b>	55.5%	52.4%	46.5%	57.1%	61.1%	50.0%	50.0%
<b>NPS</b>	<b>44</b>	<b>38</b>	<b>30</b>	<b>36</b>	<b>53</b>	<b>25</b>	<b>38</b>
% Respondents	39.5%	7.0%	32.9%	4.7%	12.0%	1.3%	2.7%

## How long have you been a member of Riverstone Country Club?

How likely are you to recommend membership at Glens Falls Country Club to someone in the next 12 months?

	Less than 1 year	2-3 years	4-6 years	7-10 years	11-15 years	16-20 years	More than 20 years
0	0	0	1	0	1	1	1
1	0	0	0	0	0	0	0
2	0	0	0	0	1	0	1
3	0	1	0	1	2	1	1
4	0	1	1	0	1	1	1
5	0	1	3	2	0	0	4
6	0	1	3	2	2	0	5
7	1	4	6	4	4	6	9
8	5	6	15	9	6	6	19
9	2	6	10	8	5	7	9
10	9	13	26	16	7	8	33
<b>TOTAL</b>	<b>17</b>	<b>33</b>	<b>65</b>	<b>42</b>	<b>29</b>	<b>30</b>	<b>83</b>
<b>0-6</b>	0.0%	12.1%	12.3%	11.9%	24.1%	10.0%	15.7%
<b>7-8</b>	35.3%	30.3%	32.3%	31.0%	34.5%	40.0%	33.7%
<b>9-10</b>	64.7%	57.6%	55.4%	57.1%	41.4%	50.0%	50.6%
<b>NPS</b>	<b>65</b>	<b>45</b>	<b>43</b>	<b>45</b>	<b>17</b>	<b>40</b>	<b>35</b>
% Respondents	5.7%	11.0%	21.7%	14.0%	9.7%	10.0%	27.8%

# KEY AREAS OF FOCUS AND OPPORTUNITY

The two most significant opportunities for improvement from the survey were dining and the pool, as illustrated in the graphs.

The bars indicate satisfaction, and the orange line indicates importance. The areas where gaps exist are the focus of our tactical execution and action plans, which are developed from our strategic plan.



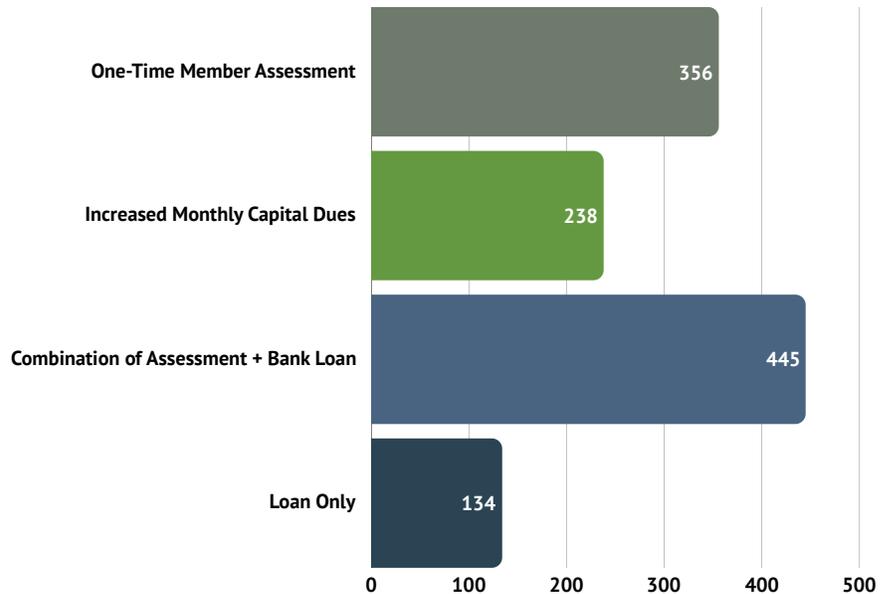
# CAPITAL FUNDING

Members were asked which capital funding methods they would most support for future projects, including assessments, capital dues increases, or third-party financing.

“

*I'd support a capital project if it's phased, transparent, and I clearly understand how it's being funded.*

– Member Survey Comment



**Survey feedback revealed strong interest in thoughtful, phased long-range planning that balances ambition with fiscal responsibility.** Members support improvements that enhance daily use, particularly in dining, pool, fitness, and locker room areas, but want clarity on scope, timing, and funding. While some members favor one-time assessments, others prefer manageable capital dues. Transparency, visuals, and clear rationale emerged as key to gaining support. This input will shape how the Club prioritizes future projects and communicates progress to maintain trust and engagement.

## SURVEY HIGHLIGHTS

- 63% of members support a phased clubhouse remodel over 5–7 years.
- 48% prefer a one-time capital assessment for major projects; 32% favor increased dues.
- 72% say visuals or concept plans are essential before committing to project funding.
- 59% support relocating and expanding the kitchen to improve service across outlets.
- 46% rank locker room upgrades among their top three improvement priorities.
- 67% of respondents favor pool enhancements, including shaded seating and updated furniture.
- 39% cite improved fitness spaces and equipment as a top future need.
- 62% want to prioritize existing deferred maintenance before new expansion.
- 54% are open to temporary course closures for restoration if communicated clearly.



# STRATEGIC PLANNING RETREAT

The Strategic Planning Retreat, facilitated by Strategic Club Solutions, was informed by insights gathered through the Pre-Retreat Workbook completed by Club leadership, Board, and committee members. These insights shaped retreat discussions focused on Riverstone's long-term identity, facility priorities, financial model, and governance structure. Key themes included a phased approach to capital investments, elevating food and beverage performance, and improving communication and alignment across leadership. Participants emphasized the importance of transparency, accountability, and defining a consistent member experience.



# CRITICAL SUCCESS FACTORS



The Critical Success Factors (CSFs) outlined in this plan were developed through a comprehensive process that included member focus groups, survey feedback, and input from the Strategic Planning Committee. Each CSF is grounded in data and designed to align with Riverstone’s mission, vision, and values. Together, they represent the core areas where focused action will have the greatest long-term impact, providing a strategic framework to guide decisions, prioritize resources, and ensure accountability across all levels of Club leadership. These focus areas are not theoretical, they reflect the real needs, expectations, and aspirations voiced by the Riverstone membership.



## **Sustaining Club Assets**

Protects the Club’s physical assets through proactive planning, structured funding, and disciplined maintenance. Prioritizes capital reinvestment and transparent budgeting to support long-term, data-driven infrastructure decisions.



## **Future-Focused Campus Planning**

Supports a long-range, member-informed campus plan that addresses facility needs with data-driven planning, architectural input, and phased implementation aligned with priorities and budget.



## **Clarifying Leadership & Governance**

Strengthens alignment across Board, management, and committees through clear roles, structured communication, and transparent governance—ensuring decisions are consistent, inclusive, and strategically focused.



## **People Strategy**

Builds a strong employer brand by enhancing culture, retention, and experience through competitive pay, onboarding, recognition, and leadership development—driving service and staff engagement.



## **Operations & Membership Experience**

Uses data and feedback to improve service, programming, and F&B through clear metrics, standards, and systems that align with evolving member expectations.



## **Brand Identity & Member Engagement**

Ensures Riverstone’s brand reflects its values and culture through consistent messaging, modern communication, and engagement strategies that build loyalty and market strength.

# NEXT STEPS

## STEP 1

### Lead with Strategic Focus

Club leadership will prioritize the Critical Success Factors, resist distractions, and ensure all efforts remain aligned with the mission, vision, and long-term goals.

## STEP 2

### Activate High-Impact Priorities

Early-stage initiatives will launch first, guided by readiness, urgency, and potential to deliver visible progress quickly.

## STEP 3

### Monitor Progress Consistently

Management will conduct quarterly reviews, tracking progress, reallocating resources, and ensuring key milestones are met without compromising quality or alignment.

## STEP 4

### Communicate Clearly and Often

Transparent, consistent updates will be shared with members, reinforcing accountability, celebrating progress, and maintaining engagement.

## STEP 5

### Govern with Support and Continuity

The Board will uphold clarity of roles, empower management execution, and reinforce leadership continuity, ensuring the plan is actively stewarded across future transitions.



As Riverstone Country Club enters this next chapter, the Strategic Plan will serve as a guide, not just for decision-making, but for disciplined, long-term progress. With the plan finalized, attention now shifts to execution. Each initiative will be approached with purpose, measured against the priorities outlined in this document, and paced to balance momentum with stability.

To ensure meaningful results, progress will be monitored through quarterly reviews with management and reported to the Board. These checkpoints allow leadership to make timely adjustments, align resources, and stay responsive to emerging needs. Additionally, an annual progress summary will be shared with the membership, reinforcing transparency and shared accountability.

The Board's role is to govern the plan—not manage day-to-day details—but to maintain strategic focus, empower the management team, and serve as stewards of long-term vision. It will also continue to set the tone for alignment, clarity, and leadership continuity through future transitions.

Success will not be measured by how quickly items are checked off a list, but by how intentionally the Club stays aligned with its mission, vision, and values. This plan reflects a commitment to the future, and to the membership who make that future possible.



STRATEGIC CLUB SOLUTIONS



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February 19, 2026

**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, MEMBER RESEARCH and COMPETITIVE COMMUNITY CLUB ANALYSIS**

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. McMahon Group will provide the club with a competitive analysis (benchmark data research and analysis) that includes:
  - Identifying HOAs that have country clubs in the immediate Sarasota area that cater to the same demographic and within Florida and the Southeast, both thriving as well as those that are declining; and
  - Identifying what types of amenities or services are essential to membership retention and growth.
2. 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.
3. 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 benchmark of the member survey results against McMahon Group's proprietary database of responses collected from similar clubs and a calculation of the club's McMahon Quality Index (MQI), a proprietary analytical system developed by McMahon Group that compares member experience ratings across satisfaction, value, and other key metrics to provide competitive positioning insights;
  - 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.
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, McMahon Group will provide the basic services to develop an anonymous survey. McMahon Group will monitor survey length throughout the development process and will recommend areas to streamline or cut back if the survey becomes too lengthy for optimal member engagement and response rates.



#### BASIC SERVICES – PHASE TWO (continued)

The survey will include four (4) open-ended question at the end of each section (excluding the About You/Demographics section) for members to offer their written comments and suggestions. If, during the survey review process, the club adds any 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).

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 \$39,000. 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.



BASIC SERVICES – PHASE THREE (continued)

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.

- 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 \$35,000. 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 PHASE FOUR – BOARD FINALIZATION AND MEMBER PRESENTATION OF STRATEGIC PLAN SERVICES** – If the club would want McMahon Group to present the final strategic plan to the membership for its review, then this service would be additional services with a basic fee of \$18,000 and is not included in the basic services fee above for Phase Three.



**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**   
PRIVATE CLUB PLANNERS & CONSULTANTS

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THE SOURCE FOR PRIVATE CLUB EXCELLENCE™

# Proposal of Services

## University Park Recreation District *Strategic Consulting Services*

February 2026



February 20, 2026

John Fetsick  
General Manager - UPRD  
University Park Recreation District  
7671 The Park Boulevard, University Park, FL 34201  
Delivered via electronic mail: [Jfetsick@universitypark-fl.com](mailto:Jfetsick@universitypark-fl.com)

**Proposal of Services: Strategic Consulting Services**

John,

We, GGA Partners, USA LLC ("GGA"), appreciate the opportunity to provide professional consulting services as specified in this Request for Proposals to the University Park Recreation District ("UPRD", "University Park" or the "District").

This Proposal of Services ("Proposal") outlines our proposed scope of services, project team, associated fees and costs, as well as suggested timing. We appreciate the opportunity to work more closely with you and the University Park team.

Yours truly,



Michael Gregory  
Partner  
416-524-0083  
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Ben Hopkinson  
Director  
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## About GGA

GGA is a highly specialized management consulting firm with deep roots in professional services. We are trusted advisors to many of the world's most successful private clubs, golf courses, resorts, and residential communities. Our global reach and wide-ranging experience allow our team to apply proven best practices and innovative thinking to each client's unique financial, operational and market circumstances. We help clients align strategy, amenities and programming with market potential and stakeholder preferences, to maximize return on investment.

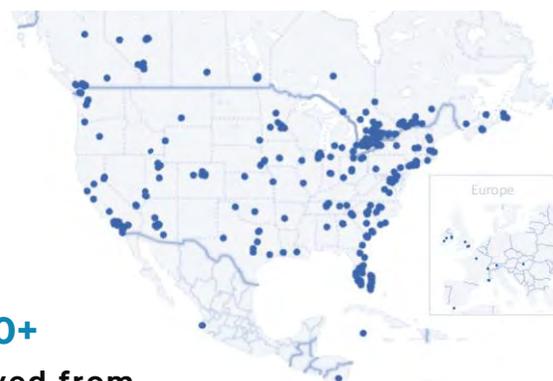
GGA began in 1992 as a specialty practice within KPMG, based in Toronto, Canada. In 2006, the founding partner coordinated the separation of the practice from KPMG, creating the boutique consulting firm now known as GGA Partners. In 2023, GGA joined the ClubWorks, a premiere private club and hospitality-focused professional services platform.

Our services are organized into six distinct categories; however, our capabilities in each area help contribute unique insight and perspective to the particular area of focus for a given assignment, providing additional value and supporting a successful outcome.



GGA Partners is unique in our ability to effectively meld private club management and operational expertise with highly capable professional strategists and business analysts. GGA consists of alumni from: Deloitte, EY, KPMG, PwC, BDO, Scotia Capital, Agentis Capital, Richter Consulting, Pulte Homes, Fairmont Hotels, Marriott Resorts, Congressional CC, and Ocean Reef Club.

We have had the privilege of serving thousands of clients across the globe, providing advisory services to a diverse client base including private clubs of all types, private equity, real estate developers and homebuilders, exclusive communities, elite country clubs, renowned resort properties, top-ranked public golf courses, championship golf venues, large municipal portfolios and a host of royal clubs.



**3,500+**

**Clients Served from**

**4**

**Global Offices**

**TORONTO | WEST PALM BEACH | PHOENIX | DUBLIN**



## Scope of Services

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Based on our understanding, UPRD is in need of a current state review and updated understanding of market forces impacting the future strategy for the community. GGA proposes the following approach and scope of work to meet all requests indicated on the RFP, leading to a final deliverable that provides clear direction and recommendations for future areas of improvement and investment.

### Phase 1 - Discovery

1. **Current State Assessment** – GGA issues a detailed information request and will review University Park background material that may provide insight into strategic opportunities and challenges, as well as resident amenity preferences, including but not limited to:
  - Membership - Past and Present
  - Past surveys, questionnaires, studies
  - Capital Project Documentation
  - Financial Records
  - Governance Documents
  - Operations Information
  - Facility Information
2. **Site Visit and Strategic Retreat** – The initial site visit provides an opportunity for a GGA representative to develop an understanding of the overall asset profile of the District and ensure an accurate understanding of operating requirements, successes, opportunities, and challenges.

While onsite, GGA facilitates a strategic planning session with UPRD leadership (Board and/or Planning sub-committee) to align on the strategic priorities, limitations, and opportunities for UPRD. This session will be used to help inform the market research to be conducted by GGA and set the initial framework for the SWOT analysis.

3. **Competitive Market Analysis** – GGA completes a comprehensive analysis of local and regional competitors (as appropriate) to ensure that University Park is well aligned with market comparable communities and positioned as an attractive option for prospective residents. This analysis will include a review of amenities, pricing, programming, and services relative to key competitors, while highlighting recent and planned market changes. The analysis will provide a clear understanding of the current market position while identifying strategic opportunities to enhance UPRD's competitive standing in the future.

Specific areas of focus include:

- Identifying a competitive set of HOAs with country club and/or lifestyle amenities, catering to the same demographics of prospective residents
  - Benchmark comparison of amenity profiles, pricing, real estate metrics and programming
  - Case studies identifying recent changes to the competitive market (i.e. new amenity or capital investment plans)
  - Current and emerging industry trends relevant to UPRD
4. **Deliverable: Research Insights Report** – The culmination of tasks 1-3 described above will support a comprehensive observational report highlighting the key insights most likely to impact long-term strategy and the types of amenities or services essential to membership retention and growth. Depending on the extensiveness of research requested, this report may eclipse 60 pages in length and includes data visualization to support each insight.

## Phase 2 – Strategic Recommendations

5. **Strategic Workshop** – GGA facilitates a 2-hour virtual (zoom meeting) strategic workshop for University Park leadership with the intent of aligning on the key takeaways from phase one and begin to collaborate on the SWOT analysis and recommendations. This workshop ties to the phase one retreat, re-evaluating the ‘hypotheses’ that were formed during that phase now that the discovery phase has been completed.
6. **Deliverable: Recommendations Report** – GGA develops a SWOT analysis based upon the phase one insights and the strategic workshop feedback. This analysis supports a detailed list of recommendations and strategic considerations, supported by data rationale, with the overall objective of identifying areas of improvement and investment opportunities for amenities, services and programs essential to membership retention and sustainable growth.

Strategic areas of focus are likely to include, but not be limited to:

- Membership model (Opportunities to restructure the membership model in terms of capacities, pricing and access, based on demographic and usage projections)
- Capital funding model and creative funding opportunities
- Capital investment priorities
- Future vision for the community
- Financial model trade-offs based on alternate future strategic directions (i.e. private vs semi-private golf model)
- Governance best-practices

The report will be structured to clearly propose the foundational elements of a strategic plan for University Park, including vision/mission, SWOT, and recommendations organized into strategic pillars (areas of focus).

7. **Communications Plan** – Following delivery of the Recommendations Report, GGA supports the process for disseminating information to residents and members, through a customized executive summary, video recording, and/or suggested communication templates.

## Phase 3 (OPTIONAL) – Strategic Plan and Implementation

Following phase two, GGA remains available to support UPRD with continued advisory support to bring the strategy to life. Potential advisory support services that may align with ‘next steps’ needs for the community include:

8. **Resident/Member Survey** – Some strategic recommendations are likely to benefit from validation and feedback of the residents and members of the community before adoption. GGA can develop a tailored survey designed to capture member feedback that will support strategic assumptions. The results of the survey will validate the future vision of the community and form the basis for key business plan assumptions needed to inform and support an effective strategy.
9. **Strategic Plan Design and Development** – Once the strategic plan content has been approved by leadership, GGA drafts a professionally designed, brochure-style, Strategic Plan that can be socialized with the members. This is typically a 10-page document providing a more appropriate level of detail for members to see and understand the vision and key priorities without getting ‘into the weeds’.

10. **Action Planning** – Once the Strategic Plan is approved, GGA can organize the goals and actions of the plan in an electronic action plan format for strategic monitoring and implementation. GGA collaborates with the Club to agree on timelines, assignees, oversight, key performance indicators and milestones. This platform will provide the framework for collaboration, monitoring and document organization for all progress over the life of the Strategic Plan.
11. **Ongoing Communication Support** – Ultimately, member and resident support for the strategic direction of UPRD and buy-in to the resulting plan is critically important for future success. GGA can stay involved to help develop a communication plan to properly socialize and educate members on all aspects of the strategic planning process. This is especially important when it comes to pursuing any potential strategies or changes that require a vote of the membership, and/or the successful execution of a major capital improvement project. It is essential for members to feel informed and that leadership has been fully transparent throughout the process.

## Project Team

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Michael Gregory (Managing Director and Partner), Ben Hopkinson (Director) and Murray Blair (Director) will be the main engagement leads for University Park, while leveraging GGA's team of more than 30 industry professionals, as well as our various industry relationships.

## Timeline

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GGA is prepared to begin the scope of services outlined herein as of March 15<sup>th</sup>, 2026 and will work with University Park to support the most appropriate timeline possible to meet all required timelines. GGA can complete the scope of services outlined above within 10-12 weeks of receipt of all information requested.

## Fees and Costs

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### Professional Fee

GGA professional fees are based on the time required from our team and their professional hourly rates shown below.

GGA Professional	Hourly Rate
Partner	\$575
Director	\$425
Manager	\$325
Senior Associate	\$250
Associate	\$200

Based on the scope of services outlined herein, the fixed professional fee is \$45,000, which includes the out-of-pocket costs GGA will incur for travel related expenses for a GGA representative to conduct a site visit.

This Proposal will also serve as an ongoing services agreement, under which GGA will execute work above and beyond the scope of services outlined herein, at UPRD's request, in accordance with the time required from professional staff and GGA's hourly rates. GGA will not complete any work above and beyond the

scope of services unless expressly requested and approved in advance by UPRD. For any additional services requested, the time required and associated professional fee will depend on the specific services and scope requested by UPRD.

## Payment Terms

To commence this engagement, GGA requires receipt of an executed copy of this Proposal and payment of our standard retainer equal to 50% of estimated professional fees \$22,500. The remaining fees and costs will be invoiced monthly, with the retainer offsetting the first \$22,500 in professional fees.

## GGA Standard Terms and Conditions

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### Confidentiality

GGA acknowledges that all information provided by UPRD, its management, or its representatives, pursuant to this engagement is confidential. GGA agrees that it shall maintain such information in confidence and that such information shall not be used other than in furtherance of the purposes of this engagement, provided that this confidentiality obligation shall not apply to (a) information now in the public domain, (b) information that subsequently becomes public other than through breach of GGA of its obligations hereunder, and (c) information that is required by law to be disclosed. GGA agrees to advise UPRD and its representatives promptly of any requests by third parties for disclosure of any such information. GGA and all of its representatives shall be made aware of and be bound by this provision.

### Warranty as to Accuracy of Information

To the best of your knowledge and capabilities, UPRD represents and warrants to GGA, and will ensure, that all information as may be provided to GGA, orally or in writing, in connection with the engagement hereunder will be accurate and complete in all material respects and will not be misleading in any material way and will not omit any fact or information that might reasonably be and actually known to be considered material to the engagement of GGA. UPRD acknowledges and agrees that, in conducting the described scope of work, GGA will be using and relying upon such information (and information available from public sources), and GGA shall be under no obligation to verify independently any information so provided or otherwise obtained by GGA, or to investigate changes in such information subsequent to the information being provided to GGA.

### Indemnity

In consideration of GGA accepting this engagement, UPRD hereby agrees to indemnify and hold GGA and/or any affiliated company or partnership (hereinafter referred to collectively as "GGA") and each and every one of the partners, directors, officers and employees of GGA (hereinafter referred to as its "Personnel") harmless from and against any and all expenses, losses, claims, actions, damages or liabilities (including the aggregate amount paid for the reasonable fees and expenses of its counsel that may be incurred in advising with respect to and/or defending any claim that may be made against GGA or any of its Personnel) to which GGA and/or its Personnel may become subject or otherwise involved in any capacity under any statute or common law or otherwise, insofar as such expenses, losses, claims, damages, liabilities or actions arise out of or are based, directly or indirectly, upon the performance of professional services rendered by GGA and its Personnel in connection with this letter, provided, however, that this indemnity shall not apply to the extent that a court of competent jurisdiction in a final judgment that has become non-appealable shall determine that:

- i) GGA or its Personnel have been grossly negligent or dishonest or have committed any fraudulent act or wilful misconduct in the course of such performance; and,

- ii) The expenses, losses, claims, damages or liabilities, as to which indemnification is claimed, were caused by the gross negligence, dishonesty, fraud or wilful misconduct referred to in (i) above.

UPRD will not settle any litigation relating to its engagement of GGA unless such settlement includes an express unconditional and irrevocable release in favour of GGA and any of its Personnel with respect to all claims asserted in such settlement. The indemnity by UPRD provided herein shall be binding upon and inure to the benefit of any successors, assigns, heirs, and personal representatives of UPRD, GGA and any of the Personnel of GGA. The foregoing provisions shall survive the completion of professional services rendered hereunder, until superseded or replaced by agreement of the parties.

GGA shall not be liable to UPRD for any actions, damages, claims, liabilities, costs, expenses, or losses in any way arising out of or relating to the services performed hereunder for an aggregate amount in excess of the fees paid by you to GGA under this engagement.

\* \* \*

## Acceptance

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John, we appreciate the opportunity to support University Park Recreation District through this strategic consulting engagement. If the foregoing is in accordance with your requirements, please confirm by signing in the space provided below, and return a duly executed copy of this Proposal. Our receipt of a signed Proposal and payment of the retainer invoice (to be issued) will thereupon constitute a binding agreement between University Park Recreation District and GGA USA, LLC.

Yours truly,



Michael Gregory  
Partner  
416-524-0083  
[michael.gregory@ggapartners.com](mailto:michael.gregory@ggapartners.com)

### ACCEPTANCE:

Accepted and agreed to as of the \_\_\_\_\_ day of \_\_\_\_\_, 2026

**University Park Recreation District**

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_





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# University Park Recreation District

## Discussion and Consideration of Capital Improvement Projects

- a. Golf Course Front Nine Project
- b. Boardwalk Replacement Project

# **Front 9 Capital Improvement Plan**

University Park Country Club

*Presented in 3/2/2026 Joint Committee Workshop*

# Executive Position

- The Front 9 infrastructure is aging and no longer performing at an acceptable standard (frankly this can be said about 1-18).
- This proposal is structural and performance-based — not cosmetic.
- Revenue impacts are not included here and must be evaluated separately.
- Decision point: short-term disruption vs long-term course excellence.
- This does not include any tree replanting, brick paver work, or any beautification projects.

# Minimal Impact Projects (Operationally Manageable)

- Cart path & curb repairs — \$95,000
- Expand #5 Gold tee (palmetto removal) — \$9,800
- Brick paver “bump outs” by tees and greens \$57,000
- Tree replacement and landscape beautification — \$63,750
- Drainage/pond banks and swale upgrades — \$100,000
- Improves safety and playability with minimal disruption

# Major Capital Projects (Strategic Closure Planning)

- Replace #5 bulkhead — \$79,750 (hole closure required)
- Expand & rebuild tee tops — \$97,385 (course closure required)
- Rebuild fairway bunkers — \$250,000 (course closure required)
- Re-grade & re-grass fairways — \$175,670 (course closure required)
- Phasing reduces single-event impact — but increases inefficiency and extends disruption.

# Material Investment

- G-Angle bunker sand (1,300 tons) — \$76,000
- #89 granite gravel (370 tons) — \$31,000
- Bimini sod (138,500 sq ft) — \$75,000
- Fertilizer & control products — \$47,000
- These materials enable performance, durability, and consistent playing conditions.

# Estimated Investment Summary

Item	Cost	Operational Impact
<b>CONTRACTOR COSTS</b>		
Repair cart paths & curbs	\$95,000	Minimal impact
Expand #5 Gold tee (palmetto removal)	\$9,800	Minimal impact
Brick paver cart path bump outs	\$57,000	Minimal impact
Tree replacement and landscape beautification	\$63,750	Minimal impact
Pond bank & drainage swale reclamation and drainage projects.	\$100,000	Minimal impact
Replace #5 bulkhead	\$79,750	Hole Closure
Expand and rebuild tee tops	\$107,500	Course closure
Rebuild fairway bunkers	\$250,000	Course closure
Re-grade & re-grass fairways	\$175,670	Course closure
<b>Contractor Subtotal</b>	<b>\$938,470</b>	
<b>MATERIAL COSTS</b>		
G-Angle bunker sand (1,300 tons)	\$76,000	
#89 granite gravel (370 tons)	\$31,000	
Bimini sod (138,500 sq ft)	\$75,000	
Fertilizer & control products	\$47,000	
<b>Material Subtotal</b>	<b>\$229,000</b>	
<b>TOTAL ESTIMATED INVESTMENT</b>	<b>\$1,167,470</b>	
<b><u>ADD 10-15% CONTINGENCY TO EACH APPROVE PROJECT!</u></b>		

# Strategic Considerations (Board Decision Lens)

- Deferring infrastructure repair compounds future cost and member disruption.
- Modern bunker construction improves drainage and reduces annual maintenance inputs.
- Fairway regrading corrects chronic drainage and consistency issues.
- Executing concurrently can minimize total downtime vs piecemeal phasing.
- Recommendation: pick a closure window that minimizes revenue disruption and maximizes quality of execution.

# Board Action Requested

- Confirm project scope (select items to approve).
- Direct management to present: (1) schedule/closure window, and (2) revenue impact analysis.
- Authorize contractor bidding and final pricing validation prior to award.



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# University Park Recreation District

## Consideration of Proposed Amendments to Board Meetings

- a. Changing Workshops to Board Meetings
- b. All Regularly Scheduled Meetings at 2:00 PM
- c. Meeting Agenda Format

**Exhibit A**

**BOARD OF SUPERVISORS MEETING DATES  
UNIVERSITY PARK RECREATION DISTRICT  
FISCAL YEAR 2025-2026**

The Board of Supervisors of the University Park Recreation District will hold their regular meetings for Fiscal Year 2025-2026 at Community Center located at 8301 The Park Boulevard, University Park, FL 34201 at 1:00 PM on the second Friday of each month unless otherwise indicated as follows:

~~Friday, October 17, 2025~~

~~Friday, November 14, 2025~~

~~Friday, December 12, 2025~~

~~Friday, January 9, 2026~~

~~Friday, February 13, 2026~~

Friday, March 13, 2026

Friday, April 10, 2026

Friday, May 8, 2026

Friday, June 12, 2026

Friday, July 10, 2026

Friday, August 14, 2026

Friday, September 11, 2026

**UNIVERSITY PARK RECREATION DISTRICT  
WORKSHOP MEETING DATES  
FISCAL YEAR 2025-2026**

The Board of Supervisors of the University Park Recreation District will hold their workshop meetings for Fiscal Year 2025-2026 at the Community Center located at 8301 The Park Boulevard, University Park, FL 34201, 10 days prior to the Board of Supervisors Meeting on the following months and time:

~~Tuesday, September 30, 2025, at 2:00 PM~~

~~Tuesday, November 4, 2025, at 2:00 PM~~

~~Tuesday, December 2, 2025, at 2:00 PM~~

~~Tuesday, December 30, 2025, at 2:00 PM~~

~~Tuesday, February 3, 2026, at 2:00 PM~~

~~Tuesday, March 3, 2026, at 2:00 PM~~

Tuesday, March 31, 2026, at 2:00 PM

Tuesday, April 28, 2026, at 2:00 PM

Tuesday, June 2, 2026, at 2:00 PM

Tuesday, June 30, 2026, at 2:00 PM

Tuesday, August 4, 2026, at 2:00 PM

Tuesday, September 1, 2026, at 2:00 PM

**University Park Recreational District**

**Board of Directors Meeting**

**Date:**

1. Meeting Called to Order:
  - a. Quorum – In Attendance:
  - b. Pledge of Allegiance
2. Approval of the Minutes –
3. Member Comments / Speaker Request –
4. Correspondence –
6. Committee Reports
  - a. Strategic Planning – Jim Freedman
  - b. Finance – Richard Crouch
7. Old Business –
8. New Business –
9. Member Comments – Should this be left in?
10. Upcoming Events and Announcements –
11. Date for Next Meeting
  - a.
12. Adjournment



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# **University Park Recreation District**

Discussion and Consideration of  
Town Hall Meetings



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# **University Park Recreation District**

Nominations/Appointment of  
Strategic Planning Committee Member



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# University Park Recreation District

Ratification of Payment Authorization Nos.  
156 – 157

# University Park Recreation District

2/4/2026

Payment Authorization No. 156

## O&M - General Fund Expenses

<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
McClatchy Media	98947	Notice of Public Meetings - January 2026	\$ 2,906.78
Bialock Walters	40896-033-24	21 Million Bond Validation	\$ 380.90
Phillips Feldman Group	153313	Audit 2025	\$ 10,000.00
Vglobal Tech	8165	ADA Website Maintenance - January 2026	\$ 400.00

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O&M - General Fund Expenses Total	\$ 13,687.68
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Asst. Secretary/Secretary

Asst. Treasurer

 2/4/26



# McClatchy Media

The Beaufort Gazette  
 The Belleville News-Democrat  
 Bellingham Herald  
 Centre Daily Times  
 Sun Herald  
 Idaho Statesman  
 Bradenton Herald  
 The Charlotte Observer  
 The State  
 Ledger-Enquirer

Durham | The Herald-Sun  
 Fort Worth Star-Telegram  
 The Fresno Bee  
 The Island Packet  
 The Kansas City Star  
 Lexington Herald-Leader  
 The Telegraph - Macon  
 Merced Sun-Star  
 Miami Herald  
 El Nuevo Herald

The Modesto Bee  
 The Sun News | Myrtle Beach  
 Raleigh News & Observer  
 Rock Hill | The Herald  
 The Sacramento Bee  
 San Luis Obispo Tribune  
 Tacoma | The News Tribune  
 Tri-City Herald  
 The Wichita Eagle  
 The Olympian

Document No. 105477  
 Document Date 2/2/2026  
 Due Date Due upon Receipt  
 Account No. 47872

## INVOICE AND STATEMENT OF ACCOUNT

### Bill-to

**UNIVERSITY PARK RECREATION DISTRICT**  
 ATTN: ACCOUNTS PAYABLE  
 7671 THE PARK BOULEVARD  
 UNIVERSITY PARK  
 BRADENTON, FL 34201

Please remit payment to

**McClatchy Company LLC**

PO Box 510150

Livonia, MI 48151

[Click Here to Pay Online](#)

Questions? [advertisingaccountsreceivables@mcclatchy.com](mailto:advertisingaccountsreceivables@mcclatchy.com)  
 or visit us at [mcclatchy.com/mars](https://mcclatchy.com/mars)

### Aging summary

0 - 30	31 - 60	61 - 90	91 - 120	121+	Cash on Account	Total Due
2,906.78	0.00	0.00	0.00	0.00	0.00	\$ 2,906.78

Invoices can be paid via the provided portal. The user name will be your email, and the password for your initial login is your account number. You will be prompted to create a custom password. For more details, visit <https://mcc.navigahub.com/portal/client/mcc/> Recent payments may not appear in the balance shown.

Balance Forward Amount: \$ 0.00

Invoice Date	Invoice No.	PO No.	Description	Amount	Sales Tax	Balance
12/31/2025	IN106995	Finance Committee Workshop	Campaign: 81055 - IPL0301216	104.43	0.00	0.00
<i>Applied 104.43 on 1/7/2026 from Payment ID: IN107887</i>						
Bradenton Herald	01/04/2026-01/04/2026		IPL0301216-0-	1		97.60
Service Fee	01/04/2026-01/04/2026		IPL0301216-0-	1		6.83
1/31/2026	IN115946	Resch Workshop Meeting	Campaign: 74690 - IPL0295827	96.66	0.00	96.66
Bradenton Herald	01/07/2026-01/07/2026		IPL0295827-0-	1		90.34
Service Fee	01/07/2026-01/07/2026		IPL0295827-0-	1		6.32
1/31/2026	IN115947	Finance Committee Workshop	Campaign: 81055 - IPL0301216	104.43	0.00	104.43
Bradenton Herald	01/04/2026-01/04/2026		IPL0301216-0-	1		97.60
Service Fee	01/04/2026-01/04/2026		IPL0301216-0-	1		6.83

Invoice Date	Invoice No.	PO No.	Description	Amount	Sales Tax	Balance
1/31/2026	IN115948		Campaign: 86162 - IPL0304422	2,705.69	0.00	2,705.69
Bradenton Herald	01/14/2026- 01/14/2026		IPL0304422-0-	1		2,528.68
Service Fee	01/14/2026- 01/14/2026		IPL0304422-0-	1		177.01

document no.	account no.	document date
105477	47872	2/2/2026
<b>PAYMENT REMITTANCE</b>		
<b>SEND PAYMENT TO</b>  <b>McClatchy Company LLC</b> PO Box 510150 Livonia, MI 48151		<b>PAYMENT AMOUNT ENCLOSED</b>    <b>REMEMBER: DETACH AND RETURN THIS PORTION WITH REMITTANCE FOR PROPER CREDIT</b>

Please Return This Portion With Your Payment (Thank You)									
McClatchy Company LLC PO Box 510150 Livonia, MI 48151  <b>ADVERTISING INVOICE</b>  UNIVERSITY PARK RECREATION DISTRICT ATTN: ACCOUNTS PAYABLE 7671 THE PARK BOULEVARD UNIVERSITY PARK BRADENTON, FL 34201	<table> <tr> <td>Document No:</td> <td>105477</td> </tr> <tr> <td>Account No:</td> <td>47872</td> </tr> <tr> <td>Account Name:</td> <td>UNIVERSITY PARK RECREATION DISTRICT</td> </tr> <tr> <td>Amount Due:</td> <td>\$ 2,906.78</td> </tr> </table> <p>Pay online or contact the AR Team at <a href="http://mcclatchy.com/mars">mcclatchy.com/mars</a></p> <p>McClatchy Company LLC            PO Box 510150            Livonia, MI 48151</p>	Document No:	105477	Account No:	47872	Account Name:	UNIVERSITY PARK RECREATION DISTRICT	Amount Due:	\$ 2,906.78
Document No:	105477								
Account No:	47872								
Account Name:	UNIVERSITY PARK RECREATION DISTRICT								
Amount Due:	\$ 2,906.78								
<b>47872 0000 105477 290678</b>									



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205  
 ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT  
 PFM FINANCIAL ADVISORS, LLC  
 3504 LAKE LYNDA DRIVE, SUITE 107  
 ORLANDO, FL 32817

Page: 1  
 December 31, 2025  
 Account # 40896-033  
 Invoice # 40896-033-24

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

\$21 MILLION BOND VALIDATION

FEM

*For Professional Services Rendered Thru 12/31/2025*

			HOURS	
12/01/2025	MPB	Telephone call with Chair.	0.20	58.60
12/10/2025	MPB	Telephone conference with the Chair; Preparation of a memorandum to the Board.	0.80	234.40
12/12/2025	MPB	Conference with Fred Moore regarding trial strategy.	0.30	87.90
		TOTAL FOR THE ABOVE SERVICES	1.30	380.90
		TOTAL CURRENT WORK		380.90
		PREVIOUS BALANCE		\$4,651.80
<u>PAYMENTS RECEIVED</u>				
12/08/2025		Payment received on account. Thank you!		-4,036.50
12/22/2025		Payment received on account. Thank you!		-615.30
		TOTAL PAYMENTS		-4,651.80
		AMOUNT DUE (includes Previous Balance if shown above)		<u>\$380.90</u>

UNIVERSITY PARK RECREATION DISTRICT  
\$21 MILLION BOND VALIDATION  
FEM

Page: 2  
December 31, 2025  
Account # 40896-033  
Invoice # 40896-033-24

**If you prefer to receive paperless invoices by email, please complete the information below or email [billing@blalockwalters.com](mailto:billing@blalockwalters.com).**

\_\_\_\_\_ **Yes, I would prefer paperless billing by email.**

**Email Address for paperless billing purposes:**

\_\_\_\_\_

***Please Provide Invoice Number With Payment to:  
Blalock Walters P A 802 11th Street West Bradenton, FL 34205  
Federal Tax ID # 59-1950976***

Date: 1/12/2026  
Invoice Number: 153313  
Client: 10619

C/O Paul Fay, Controller  
University Park Recreation District  
7671 The Park Boulevard  
University Park, FL 34201

- Please make your check payable to Phillips Feldman Group and enclose the top portion of this invoice with your payment.
- You may make your payment online at [www.pfgcpa.com](http://www.pfgcpa.com) by credit card, debit card or e-check or by calling our office.

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For professional services rendered as follows:

Progress billing for fees relative to the Audit for the period ending September 30, 2025	\$10,000.00
Invoice Total:	<u>\$10,000.00</u>

INVOICE

DUE AND PAYABLE UPON RECEIPT

A monthly finance charge of 1 1/2% will be applied on all unpaid items after 30 days.  
This monthly finance charge is calculated at an Annual Percentage Rate of 18%.



**Certified Public Accountants**  
801 Laurel Oak Drive, Suite 303, Naples, FL 34108  
P 239 566 1600 | F 239 566 1901 | [pfgcpa.com](http://pfgcpa.com)

**VGlobalTech**

636 Fanning Drive  
Winter Springs, FL 32708 US  
contact@vglobaltech.com  
www.vglobaltech.com



# INVOICE

**BILL TO**

University Park RD  
3501 Quadrangle Boulevard,  
Suite 270, Orlando, FL 32817

**INVOICE #** 8165  
**DATE** 02/01/2026  
**DUE DATE** 02/16/2026  
**TERMS** Net 15

DATE	ACTIVITY	QTY	RATE	AMOUNT
	<b>Web Maintenance:ADA Website Maintenance</b> Ongoing website maintenance for ADA and WCAG Compliance	1	225.00	225.00
	<b>Email:Email Hosting &amp; Maintenance</b> Monthly email hosting. Up to 5 emails customized as per need with website domain address. Up to maximum 2 GB (upgrade to 10 GB) storage per inbox. Backup and archival not included. Customers will be able to take their own local backup as needed. Customers also responsible to manage the inbox overflow by deleting unwanted emails, large attachments. Spam and virus filters included and will be configured. Email forwarding service (to any email of customer choice) included. Full access through browser from any device (tablets, mobile or desktop) provided including steps to setup the client.	5	15.00	75.00
	<b>Email:Email Hosting, Inbox Management &amp; Maintenance</b> 10 additional Email setup, inbox setup and maintenance. Spam filters, virus checks, archival of emails. Support for clients	10	10.00	100.00

Please make check payable to VGlobalTech.

BALANCE DUE

**\$400.00**

## Ways to pay



[View and pay](#)

# University Park Recreation District

2/23/2026

Payment Authorization No. 157

## O&M - General Fund Expenses

<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
PFM	OE-EXP-02-2026-19	Postage related to Election	\$ 1,895.94
PFM	DM-02-2026-66	District Management Fee: February 2026	\$ 5,833.33
Blalock Walters	40896-000-89	General Representation through 1/31/2026	\$ 15,042.75
Blalock Walters	40896-033-25	\$21 Million Bond Validation	\$ 205.10
Phillips Feldman Group	153388	Audit 2025	\$ 6,500.00
Phillips Feldman Group	153381	Lease Crunch Software	\$ 1,750.00
Sights and Sounds AV	49715	Sound System-Candidate Forum 2.10.26	\$ 1,315.00

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O&M - General Fund Expenses Total	\$ 32,542.12
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Asst. Secretary/Secretary

  
Asst. Treasurer

2/24/2026



Date	Invoice Number
February 6, 2026	OE-EXP-02-2026-19
Payment Terms	Due Date
Upon Receipt	February 6, 2026

Bill To:  
University Park Recreation District  
c/o PFM Group Consulting District Accounting  
Department  
3501 Quadrangle Blvd., Suite 270  
Orlando, FL 32817  
United States of America

Company Address:  
1735 Market Street  
42nd Floor  
Philadelphia, PA 19103  
+1 (215) 5676100

**Remittance Options:**

Via Mail:

PFM Group Consulting LLC  
PO Box 65126  
Baltimore, MD 21264-5126  
United States of America

**RE:** January 2026 Postage \$1,895.94

Expenses	\$1,895.94
<b>Total Amount Due</b>	<b><u>\$1,895.94</u></b>



Date	Invoice Number
February 5, 2026	DM-02-2026-66
Payment Terms	Due Date
Upon Receipt	February 5, 2026

Bill To:  
University Park Recreation District  
c/o PFM Group Consulting District Accounting  
Department  
3501 Quadrangle Blvd., Suite 270  
Orlando, FL 32817  
United States of America

Company Address:  
1735 Market Street  
42nd Floor  
Philadelphia, PA 19103  
+1 (215) 5676100

**Remittance Options:**

Via Mail:

PFM Group Consulting LLC  
PO Box 65126  
Baltimore, MD 21264-5126  
United States of America

**RE:** District Management Fee: February 2026

Professional Fees	\$5,833.33
<b>Total Amount Due</b>	<b>\$5,833.33</b>



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205  
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT  
PFM FINANCIAL ADVISORS, LLC  
3504 LAKE LYNDA DRIVE, SUITE 107  
ORLANDO, FL 32817

Page: 1  
January 31, 2026  
Account # 40896-000  
Invoice# 40896-000-89

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

GENERAL REPRESENTATION

MPB

***For Professional Services Rendered Thru 01/31/2026***

			HOURS	
01/02/2026	JA	Telephone call with Kwame Jackson regarding Resolution 2026-05. Email to Attorney Barnebey. Revise Resolution 2026-05. email to Kwame Jackson transmitting Resolution 2026-05. Telephone call with Attorney Barnebey regarding resolution and research.	0.60	80.40
01/05/2026	MJP	Review communications from Dean Matt and Kwame Jackson.	0.20	53.40
	MJP	Review communication from Attorney Zuberer regarding management committee.	0.20	53.40
	MPB	Prepare memo to Telese Zuberer; Review and respond to Sydney Johnson memo on PBM role and purpose.	0.50	133.50
01/06/2026	MPB	Review Dean Matt email; Telephone conference with Kwame Jackson; Prepare memo to Vivian Carvalho; Telephone conference with Vivian Carvalho and Kwame Jackson regarding various issues including public records and elections.	2.10	560.70
01/07/2026	MPB	Telephone conference with Vivian Carvalho; Review and respond to Sydney Johnson memo; Telephone conference with Telese Zuberer regarding PBM; Work on memo to the Board; Review and respond to David Murphy memo; Review and respond to Rusty Piersons.	3.10	827.70
01/08/2026	MJP	Review of issue relating to supervisor serving on management committee; review draft memo relating to the same.	0.90	240.30
	MJP	Review communications between Attorney Barnebey and Supervisor Huebner regarding business center.	0.20	53.40
	MJP	Review and revise Resolution 26-06; various communications with Kwame Jackson; various communications with Attorney Barnebey; prepare communication to Kwame Jackson and the Board of Supervisors.	1.00	267.00
	MJP	Review follow up communication from Kwame Jackson regarding 1/9/2026 meeting.	0.20	53.40

UNIVERSITY PARK RECREATION DISTRICT  
GENERAL REPRESENTATION  
MPB

Page: 2  
January 31, 2026  
Account # 40896-000  
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		HOURS		
	MPB	Review and respond to Scott Huebner memo; Review file regarding transfer of sales Center to UPCA and speak with Matt. Lapointe who handled the closing; Telephone conference with Chair; Review and respond to email related to MCA Second Amendment ; Telephone call with Kwame Jackson on Election Rule Resolution; Revise the Resolution amending Election Rules.	1.90	507.30
01/09/2026	MJP	Review communication from Vivian Carvalho regarding revisions to ordinance 2026-06.	0.20	53.40
	MJP	Review communication from Attorney Barnebey regarding election issues.	0.20	53.40
	MPB	Review and respond to Steve Heitzner memo; Finalize memo to the Board of Supervisors regarding PBM; Prepare memo to the Board regarding Election Interference allegations by Dean Matt; Telephone conference with the Chair; Prepare for and attend Board meeting.	5.10	1,361.70
01/12/2026	MPB	Review and respond to Don Ferris email; Telephone conference with Don Ferris.	0.70	186.90
	MJL	Research transfer of sales office from RD to UPCA; email to Mark Barnebey with summary; make copies of relevant correspondence and documents.	0.80	213.60
01/13/2026	MJP	Call with Attorney Barnebey; call with Vivian Carvalho; research election matters.	1.90	507.30
	MJP	Continued review of election matters; various calls with Attorney Barnebey and with Vivian Carvalho.	2.90	774.30
	MJP	Various communications with Don Ferris.	0.50	133.50
	MPB	Telephone conference with Kwame Jackson; Review election questions; Telephone conference with vivian Carvalho.	1.10	293.70
01/14/2026	MJP	Review additional communications from Don Ferris; review and analysis of the same; prepare communications to Attorney Barnebey.	0.60	160.20
	MJP	Conference with Attorney Barnebey regarding election matters.	0.50	133.50
	MJP	Participate in call with Don Ferris, Ken Gray, Vivian Carvalho, Kwame Jackson, and Mark Barnebey regarding election matters; conference with Mark Barnebey regarding the same.	1.70	453.90
	MJP	Prepare draft communication relating to election matters.	1.00	267.00
	MPB	Telephone conference with Vivian Carvalho; Review ballot questions; Telephone with Don Ferris, Vivian Carvalho; Review documents related to Supervisor Huebner request; Prepare memo to Davvid Murphy; Prepare memo to Vivian Carvalho and David Murphy; Telephone conference with the Chair.	4.40	1,174.80
01/15/2026	MJP	Review communications between Supervisor Heitzner Attorney Barnebey.	0.20	53.40
	MJP	Review follow up communication from Ken Gray regarding election matters.	0.20	53.40
	MJP	Review various communications by and between District Manager and Election Chair and committee regarding election matters.	0.60	160.20
	MJP	Prepare response to Election Committee and John Fetsick regarding election matters.	0.40	106.80
	JA	Work on public records requests 11 & 12.	1.50	201.00
	MPB	Review questions related to election; Review and respond to Paul Fay; Prepare memo to Paul Fay; Review and respond to Steve Heitzner memo.	1.10	293.70

UNIVERSITY PARK RECREATION DISTRICT  
 GENERAL REPRESENTATION  
 MPB

Page: 3  
 January 31, 2026  
 Account # 40896-000  
 Invoice # 40896-000-89

			HOURS	
01/16/2026	JA	Work on public records request.	0.70	93.80
	MPB	Telephone conference with the Chair; Briefly attend the workshop.	0.50	133.50
	JA	Work on Public Records Requests 11 & 12.	0.70	93.80
01/19/2026	MPB	Review candidate forum issues; Prepare memo to the Chair on sunshine law issues review.	1.20	320.40
01/20/2026	MJP	Review various communications by and between Chair Dickson and Attorney Barnebey regarding election matters.	0.40	106.80
	MPB	Telephone conference with Vivian Carvalho on election and agenda matters.	0.80	213.60
01/21/2026	MPB	Prepare memo to Vivian Carvalho.	0.30	80.10
01/22/2026	MPB	Review and respond to Rusty Piersons memos; Continued work on Commission on Ethics letter.	1.20	320.40
01/23/2026	MJP	Conference with attorney Barnebey to discuss formal ethics opinion; perform additional research; review request for ethics opinion; provide comments.	1.90	507.30
	MPB	Review statutes regarding 112.313(3), Florida Statutes; work on letter to the Commission on Ethics.	0.70	186.90
	JA	Assist with letter to Commission on Ethics.	0.70	93.80
01/25/2026	MPB	Review Dean Matt memo to me.	0.20	53.40
01/26/2026	MJP	Conference with Attorney Barnebey to discuss ethics opinion request.	0.20	53.40
	MJP	Review communication from Dean Matt.	0.20	53.40
	MPB	Work on letter to the Florida Ethics Commission; Telephone conference with Attorney Novenario from the florida Ethics Commission; Review and respond to distance from the campaign venues; Review and respond to Vivian Carvalho memo; Telephone conference with Vivian Carvalho and Kwame Jackson; Telephone conference with Chair.	2.10	560.70
01/27/2026	MPB	Telephone conference with Kwame Jackson.	0.30	80.10
01/28/2026	JA	Research regarding ethics information.	0.30	40.20
	MPB	Attend Agenda conference call; Review and respond to Rusty Piersons memo; Review emails and other correspondence; Prepare memo to Telese Zuberer forwarding Dickson letter of resignation; Work on email related to transfer fees.	2.80	747.60
01/29/2026	MJP	Review Mauldin & Jenkins proposal for election related services; prepare addendum; prepare communication to John Fetsick and other District Staff and the Elections Chair.	0.50	133.50
	MJP	Review communication to Telese Zuberer regarding resignation.	0.20	53.40
	MPB	Telephone conference with John Fetsick on procedural matters; Work on response to John Fetsick memo regarding the Finance Committee questions related to transfer fees and amendments of charter ; Review Mauldin & Jenkins contract; Prepare memo to John Fetsick; Prepare memo to Telese Zuberer including the Chair resignation form.	2.70	720.90

UNIVERSITY PARK RECREATION DISTRICT  
GENERAL REPRESENTATION  
MPB

Page: 4  
January 31, 2026  
Account # 40896-000  
Invoice # 40896-000-89

			HOURS	
01/30/2026	MJP	Review draft email to Bob Gang.	0.40	106.80
	JA	Work on Public Records Requests 11 & 12. Telephone call to Vivian Carvahlo.	4.00	536.00
	MPB	Review and respond to Bob Gang memo.	0.20	53.40
01/31/2026	JA	Work on Public Records Requests 11 & 12.	1.50	201.00
		TOTAL FOR THE ABOVE SERVICES	61.20	15,010.40
01/31/2026		Online Legal Research		32.35
		TOTAL EXPENSES		32.35
		TOTAL CURRENT WORK		15,042.75
		PREVIOUS BALANCE		\$11,235.76
<u>PAYMENTS RECEIVED</u>				
01/20/2026		Payment received on account. Thank you!		-11,235.76
		AMOUNT DUE (includes Previous Balance if shown above)		<u>\$15,042.75</u>

**If you prefer to receive paperless invoices by email, please complete the information below or email [billing@blalockwalters.com](mailto:billing@blalockwalters.com).**

\_\_\_\_\_ **Yes, I would prefer paperless billing by email.**

**Email Address for paperless billing purposes:**

\_\_\_\_\_  
**Please Provide Invoice Number With Payment to:  
Blalock Walters P A 802 11th Street West Bradenton, FL 34205  
Federal Tax ID # 59-1950976**



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205  
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT  
PFM FINANCIAL ADVISORS, LLC  
3504 LAKE LYNDA DRIVE, SUITE 107  
ORLANDO, FL 32817

Page: 1  
January 31, 2026  
Account # 40896-033  
Invoice # 40896-033-25

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

\$21 MILLION BOND VALIDATION

FEM

**For Professional Services Rendered Thru 01/31/2026**

			HOURS	
01/05/2026	FEM	Receipt and review of emails from John Fetsick and Sally Dickson.	0.40	117.20
01/06/2026	FEM	Receipt and review of invoice from Dean Matt.	0.30	87.90
		TOTAL FOR THE ABOVE SERVICES	0.70	205.10
		TOTAL CURRENT WORK		205.10
		PREVIOUS BALANCE		\$380.90
		AMOUNT DUE (includes Previous Balance if shown above)		<del>\$586.00</del>

PAID  
CK# 1491  
2/4/26  
→  
205.10

If you prefer to receive paperless invoices by email, please complete the information below or email [billing@blalockwalters.com](mailto:billing@blalockwalters.com).

Yes, I would prefer paperless billing by email.

Email Address for paperless billing purposes:

\_\_\_\_\_

Please Provide Invoice Number With Payment to:  
Blalock Walters P A 802 11th Street West Bradenton, FL 34205  
Federal Tax ID # 59-1950976

✓

Date: 2/6/2026  
Invoice Number: 153388  
Client: 10619

C/O Paul Fay, Controller  
University Park Recreation District  
7671 The Park Boulevard  
University Park, FL 34201

- Please make your check payable to Phillips Feldman Group and enclose the top portion of this invoice with your payment.
- You may make your payment online at [www.pfgcpa.com](http://www.pfgcpa.com) by credit card, debit card or e-check or by calling our office.

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For professional services rendered as follows:

Progress billing for fees relative to the Audit for the period ending September 30, 2025	\$6,500.00
	Invoice Total: <u>\$6,500.00</u>

INVOICE

DUE AND PAYABLE UPON RECEIPT

A monthly finance charge of 1 1/2% will be applied on all unpaid items after 30 days.  
This monthly finance charge is calculated at an Annual Percentage Rate of 18%.



**Certified Public Accountants**

801 Laurel Oak Drive, Suite 303, Naples, FL 34108  
P 239 566 1600 | F 239 566 1901 | [pfgcpa.com](http://pfgcpa.com)

Date: 2/4/2026  
Invoice Number: 153381  
Client: 10619

C/O Paul Fay, Controller  
University Park Recreation District  
7671 The Park Boulevard  
University Park, FL 34201

- Please make your check payable to Phillips Feldman Group and enclose the top portion of this invoice with your payment.
- You may make your payment online at [www.pfgcpa.com](http://www.pfgcpa.com) by credit card, debit card or e-check or by calling our office.

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For professional services rendered as follows:

Progress billing relative to out of pocket expense for Crunchafi software	\$1,750.00
Invoice Total:	<u>\$1,750.00</u>

INVOICE

DUE AND PAYABLE UPON RECEIPT

A monthly finance charge of 1 1/2% will be applied on all unpaid items after 30 days.  
This monthly finance charge is calculated at an Annual Percentage Rate of 18%.



**Certified Public Accountants**

801 Laurel Oak Drive, Suite 303, Naples, FL 34108  
P 239 566 1600 | F 239 566 1901 | [pfgcpa.com](http://pfgcpa.com)

Sights and Sounds AV

2458 Hawthorne St  
Sarasota, FL 34239

# Invoice

Date	Invoice #
2/20/2026	49715

<b>Bill To</b>
UNIVERSITY PARK COUNTRY CLUB 7675 THE PARK BLVD UNIVERSITY PARK, FL 34201-2201

<b>Ship To</b>

P.O. Number	Terms	Rep	Ship	Via	F.O.B.	Project
	Net 30		2/20/2026			

Quantity	Item Code	Description	Price Each	Amount
		FEBRUARY 10, 2026 - CANDIDATE FORUM / TOWN HALL - 1:00 PM - 3:00 PM 7671 THE PARK BLVD, SARASOTA 34201		
6	MEDIUM WIRED CONDEN...	(2) SPEAKER SOUND SYSTEM CONDENSER MICROPHONE, MIDNIGHT BLUES OR SHURE SM57	150.00 25.00	150.00T 150.00T
3	WIRELESS HAND...	EV WIRELESS HANDHELD MIC	65.00	195.00T
9	STAND	STR8 / BOOM	5.00	45.00T
	XAIR 18	BEHRINGER X AIR 18 WITH WIRELESS ROUTER	125.00	125.00T
	CAMERA	DIGITAL VIDEO CAMERA ON TRIPOD	200.00	200.00T
5	HOURLY TECH	TECH PER HOUR (INCLUDES VIDEO PROCESSING FOR YOUTUBE POSTING)	65.00	325.00T
	SET AND STRIKE...	SET AND STRIKE IN SARASOTA	125.00	125.00T
	INVOICE	** PLEASE NOTE: PAYMENTS MADE ELECTRONICALLY BY CREDIT CARD, DEBIT OR ACH MAY BE SUBJECT TO FEES ASSESSED BY INTUIT - QUICKBOOKS. PAYMENT MADE BY CHECK DO NOT CARRY ADDITIONAL FEES. **	0.00	0.00T
		Sales Tax	0.00%	0.00

<b>Total</b>			\$1,315.00
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