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The committee meeting of the **Strategic Planning Committee of the University Park Recreation District** will be held on **Wednesday, April 8th at 3:00 pm** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

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

Join meeting via Zoom:

<https://us02web.zoom.us/j/87390951556?pwd=8vthWiardxANmhNnXQevsA35GKZVGr.1>

One tap mobile

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Join instructions

https://us02web.zoom.us/meetings/87390951556/invitations?signature=O4vIWrvJH1OH7UfeWWfXAuGnQ7Go2KpvPe_gSzKcMas

Strategic Planning Committee Meeting Agenda

Organizational Matters

- Call to Order
- Roll Call to Confirm Quorum
- Public Comment Period
(For any members of the public desiring to speak on any proposition before the Committee)

Administrative Matters

- Approval of Meeting Minutes (3/30/2026)

Business Matters

1. Mission, Vision & Core Values – Initial Discussion, Review UPCA Materials as it relates to UPRD

- *Presenter: Committee*
 - Review the current Mission, Vision, and Core Values previously developed for the district
 - Discuss key elements, alignment with current organizational direction, and areas that may warrant further consideration as part of the broader strategic planning process
 - Review materials provided by the University Park Community Association (UPCAI) related to the Club, with consideration given to alignment in messaging and positioning where appropriate

2. Recreation District Value & Resident Communication Strategy

- *Presenter: Ken Schreder & Committee*
 - Review materials related to the financial and operational value associated with the Club’s structure as a Recreation District
 - Discuss key messaging considerations and direction for development of a communications approach to effectively convey this information to University Park residents

3. Review & Discuss Senior membership and Potential Intermediate Membership Categories

- *Presenter: Ken Schreder*
 - Discuss senior membership and potential intermediate membership categories

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
May 6, 2026	Strategic Planning Committee Meeting	3:00 pm	Business Offices	In person or by Zoom

Strategic Planning Committee Member Requests & Public Comments

Adjournment

**Approval of Meeting Minutes
(3/30/2026)**

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT STRATEGIC PLANNING COMMITTEE SPECIAL MEETING

Date: Monday, March 30, 2026

Time: 12:00 PM

***Location: Lakeside Dining Room
7671 The Park Blvd, University Park, FL 34201***

Strategic Planning Committee Members Present:

- Jim Freedman, Chair
- Ronni Loundy, Vice Chair
- Barbara Somma, Secretary
- Ken Schreder, Member

Also Present:

- Greg Selep, Secretary, University Park Recreation District
- John Fetsick, General Manager, University Park Country Club
- Ryan Davies, Strategic Club Solutions (SCS) attended via phone
- Various members of the public (6 present)

FIRST ORDER OF BUSINESS

Call to Order, Roll Call, and Pledge of Allegiance

The meeting was called to order at 12:00 PM, by Jim Freedman
Roll call was conducted, and a quorum was confirmed.

Public Comment

- Steve Ludmerer asked how a retreat with members of the Recreation District and Strategic Club Solutions (SCS) would be held in compliance with Sunshine Laws.
- Barbara Somma requested that the Mission, Vision, and Values statement be reviewed and that a statement focused on employees be added.

SECOND ORDER OF BUSINESS

Approval of Minutes – March 5, 2026 Special Meeting

The Committee reviewed the minutes from the March 5, 2026, special meeting.

Motion: Jim Freedman

Second: Ken Schreder

Vote: Approved unanimously (4-0)

THIRD ORDER OF BUSINESS

Strategic Club Solutions (SCS) Engagement – Scope Review and Refinement

The Committee discussed the proposed scope of services submitted by Strategic Club Solutions (SCS), including alignment with current strategic planning efforts and identification of potential revisions.

Summary of Discussion:

- SCS explained that over the summer, they will review currently available data, including member and employee surveys and focus group discussions, in order to avoid duplicating previously completed efforts. To prevent duplication, after the “Discovery Phase,” SCS will return with a revised proposal identifying any additional information needed.
- SCS will discuss various marketing and business models during the planning process, including consolidation of membership levels.
- To comply with Sunshine Laws, retreats would be open to the public. Attendees would include the Recreation District Board, Strategic Planning Committee, and a representative from the Finance Committee.
- There was discussion regarding the HOA/Club structure. SCS has experience working with clubs utilizing this business model and understands that the Club is managed through a Recreation District. University Park has 1,201 homes, of which 325 are not required to be members based on when their homes were built. Of these, approximately 200 have chosen to be members. It was also noted that one neighborhood, Henley, is outside of the main property.
- It was requested that the needs of members by age group, including seniors, intermediate, and younger members, be considered.
- Questions were raised regarding how to ensure that information about the project is adequately communicated. It was confirmed that there is sufficient email access to those who would be involved or impacted by the project. The possibility of utilizing neighborhood council members for communication was also suggested. The varying neighborhood real estate values would be considered as part of the discussion.
- The inclusion of non-resident members in information gatherings will also be considered.

FOURTH ORDER OF BUSINESS

Strategic Planning Committee Vacancy

The open Strategic Planning Committee seat will be discussed and voted upon at the March 31, 2026, Recreation District Board meeting.

Action Items:

- At the next meeting, the inclusion of staff in the Mission, Vision, and Values statement will be discussed.

NEXT MEETING

Date	Meeting Type	Time	Location	Note
April 8, 2026	Strategic Planning Committee Meeting	3:00 PM	Business Offices	In person or by Zoom

Committee Member Requests/Comments

None.

Public Comment

None.

ADJOURNMENT

The meeting was adjourned at 1:09 PM.

**Mission, Vision, Values:
Original Presentation for Review**

The background features a dark blue gradient with faint, light blue technical diagrams. On the left side, there is a large circular scale with numerical markings from 140 to 260 in increments of 10. Several circular diagrams with arrows and dashed lines are scattered across the page, suggesting a technical or engineering theme.

UNIVERSITY PARK[®]

DRAFT MISSION & STRATEGY

MARCH 2020

A VIEW FROM THE OUTSIDE

University Park...

"...the award-winning, master planned neighborhood features beautiful landscaping, gas street lanterns and stylish homes."

"Premier golf and country club community exudes elegance, natural beauty and luxury."

Sarasota Herald-Tribune - February 8, 2020

PLANNING FRAMEWORK

Focus of this presentation

Strategic
(Stakeholder Value)

Vision, mission, direction & strategy

Tactical
(Goals, Master Plans & Policies)

Master plans, specific goals & strategies, Board policies to achieve the strategic goals

Operational
(Operations, Budgets & Projects)

Budgets, projects & operations to achieve the tactical objectives

WHY A MISSION & STRATEGY?

So that...

- We can all communicate with a consistent message what University Park is about, its identity & its direction.
- Everything we plan and invest-in has a clear purpose, rationale, focus & pay-back.
- We can be pro-active, efficient & ensure long-term durability of University Park.
- We can achieve sustainable competitive advantage over time.

“STAKEHOLDER VALUE”

Stakeholders are primarily our homeowners, residents & members

- Also, in a wider context: potential future owners/members; non-resident club members; public/tourist users of our facilities; management & staff; key service suppliers & the wider community.

Value can be seen in different ways, for example:

- Real-estate value - measured in a variety of ways.
- Lifestyle appreciation - surveys can gauge or rank this.
- Value proposition - to live, play or work here as compared to alternatives.
- Member experience – exceptional moments, events or service.

MISSION

Continue to maintain and grow stakeholder value through:

STRATEGIC GOALS

1. A premier gated residential development & semi-private club

- Exceptional location near to “everything” in a bustling, fast-developing area.
- Exceeding other local communities in perceived quality and excellence.
- Master-planned golf course, club & thirty-two harmonized neighborhoods.
- Widely recognized value proposition in the local market.

MISSION

Continue to maintain and grow stakeholder value through:

STRATEGIC GOALS

2. A residential haven:

- Natural beauty with outstanding, sustainable Florida landscaping.
- Exclusive, safe and tranquil residential environment.
- Outstanding golf, tennis, dining & other leisure activities - in a Club setting.
- Caring community culture, where one can make and keep friends.

MISSION

Continue to maintain and grow stakeholder value through:

STRATEGIC GOALS

3. A **well-managed** Community Association and District/Club:

- **Open** participation by residents, attention to their views & fairness for all.
- **Stable** assessments, “no surprises” management and a profitable Club.
- **Pro-active** action on big, longer-term issues & sound reserve funds.
- **Exemplary** employment practices that recognize high performance & memorable member experiences.

MISSION, STRATEGY & BRAND

Drive **stakeholder value** through a **unique** combination of:

- Premier development & club
- Residential haven
- Well-managed

AND

A clear & strong **brand**

BRAND STRATEGY

Use our mission & strategic goals to help:

- Define our brand ambition, core values & positioning.
- Identify our core essence or DNA to give focus to interaction with markets.
- Recognize & target different markets.
- Emphasize & draw attention, through selected marketing & advertising.

Develop strong relationships with key constituents to carry our brand messages.

1. Homeowners, residents & club members.
2. Real estate brokers & agents.
3. Local press & publications.

BRAND IDENTITY

Masterbrand: UNIVERSITY PARK[®]

- For use by Community, RD, Club & PBM.
- To identify that they are a part of the brand.

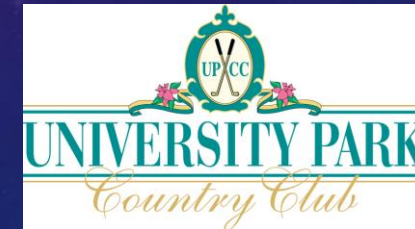
Sub-brand & logo: UNIVERSITY PARK COUNTRY CLUBSM

- Challenge name & identify existing equity.
- Consider using for *public market* face of the Club.

Business names:

- Park Boulevard Management LLC.
- University Park Community Association Inc.
- University Park Recreation District.

Agree rules for use of the above bands & names.

The logo consists of the words "UNIVERSITY PARK" in a bold, teal, serif font. A registered trademark symbol (®) is located to the right of the text. The text is set against a white background with a thin teal border above and below.

Note: the logos here are for example ONLY.

“IN PARK” COMMUNICATIONS

As noted, our internal University Park market is **key**.

- Homeowners, residents, club members/guests/public users & our staff.
- As **influencers** in a wider market, including family, friends & acquaintances.

On-going **communication & reinforcement** of our direction, strategy & brand to this internal market will be a **key** to success.

- Nurturing our brand equity, with our biggest supporters.
- Persistent, consistent, discrete & thoughtful messaging.
- Leverage this **brand equity** in the wider market.

WE/OUR = ALL UNIVERSITY PARK

This Mission, Strategy & Brand is for all University Park:

- UP Community Association
- UP Recreation District
- UP Country Club
- Park Boulevard Management LLC

Both Boards should consider adopting this “stakeholder value” focused mission, strategy & branding.

- Association and RD/Club Tactical & Operational plans & activities should be linked to this mission & strategy.

PLANNING FRAMEWORK



ANTICIPATE CHANGE

Market-driven change

- Demographics of buyers in our real estate market will change.
- Lifestyle & property expectations will evolve.
- Market for our present offering - *golf & country club* - will change.
- Many of our homes are aging - in a market with much new construction.
- Growth of downtown Sarasota and local tourist market bring Club opportunities.

We all need to listen, and...

- Appreciate the impact of these changes & embrace them.
- Be attuned to the speed & direction of these changes.
- Pay particular attention to interests of new owners & tourists, and a future they may indicate.

TACTICAL – MASTER PLANS, GOALS & POLICIES

Linking the mission & strategy to operational initiatives:

- Specific strategies – expanding the broad strategy for specific areas or markets
- Master plans - club facilities, amenities, services, infrastructure, reserves/capital funding.
- Goals - S.M.A.R.T. (specific, measurable, attainable, relevant, time bound).
- Board Policies - providing key definitions or linkage to the strategy.

Often Board directed / sponsored:

- UPRD Board, with General Manager.
- UPCAI Board, with PBM management.
- Joint Boards / Mutual Cooperation Agreement.

OPERATIONAL – DAY-TO-DAY OPERATIONS

Processes, projects & day-to-day activities geared to achieve the tactical objectives, through:

- Operating budgets:
 - **Club:** General Manager, with UPRD Board
 - **Community:** PBM LLC, with UPCA Board & Committees
- Specific plans & projects:
 - Defined project management
 - Measurable results

Thank You - Questions?

PROPOSED BRANDING ACTION

1. Masterbrand: UNIVERSITY PARK®
 - Now registered in name of UPCA, No 2497948,
 - For categories 36/37/41, with 43 awaiting approval.
 - UPCA will license to UPRD for full use.
2. Sub-brand: UNIVERSITY PARK COUNTRY CLUBSM
 - UPCA to register name and logo, with same categories as Masterbrand
 - UPCA will license UPRD for full use.
3. Other
 - Intellectual property legal & registration costs to be shared equally.
 - Establish internal rules for the use of these marks.
 - Cover all of the above in an Amendment to Mutual Cooperation Agreement.

**Review Recreation District Associated
Value Materials**

University Park Recreation District — Financial Benefit Summary

Estimated Annual Tax Saving & Bond Interest Savings (FY 2020–2025)

Fiscal Year	Real Estate Taxes	Tangible Personal Property Tax	Sales Tax	Bond Interest Savings	Total Savings
2020	\$76,840	\$21,815	\$125,936	\$547,842	\$772,433
2021	\$77,162	\$29,782	\$217,050	\$494,866	\$818,859
2022	\$77,484	\$40,658	\$283,162	\$490,116	\$891,420
2023	\$77,809	\$55,505	\$239,733	\$484,705	\$857,752
2024	\$78,134	\$75,775	\$515,636	\$477,889	\$1,147,434
2025	\$78,461	\$103,448	\$312,842	\$469,660	\$964,411
TOTAL	\$465,890	\$326,983	\$1,694,359	\$2,965,077	\$5,452,309

University Park Recreation District — Real Estate & Tangible Personal Property Taxes

CAGR Based Projections from 2016–2019 Historical Tax Data

Year of Estimated Savings	Calculated Real Estate Taxes	CAGR	Calculated Tangible Personal Property Tax	CAGR	Total RE & TPP Estimated Taxes
2020	76,840.20	0.42%	21,814.97	36.52%	98,655.18
2021	77,161.64	0.42%	29,781.60	36.52%	106,943.25
2022	77,484.43	0.42%	40,657.58	36.52%	118,142.01
2023	77,808.57	0.42%	55,505.36	36.52%	133,313.92
2024	78,134.06	0.42%	75,775.41	36.52%	153,909.47
2025	78,460.92	0.42%	103,447.90	36.52%	181,908.82
	465,889.83		326,982.82		792,872.65

CAGR (Compound Annual Growth Rate)

CAGR smooths out the year-to-year volatility and projects a steady growth trend. For example, Real Estate fluctuated between -2.6% and +2.7% growth, so an average growth rate applied forward is more reliable than any single year's rate.

Each projected year = Prior Year × (1 + CAGR), where the CAGR is calculated from the 2016–2019 historical period. See chart below on left.

University Park Recreation District Sales Tax Savings

Taxable Purchases & Sales Tax (7%) by Fiscal Year

Fiscal Year	Taxable Purchases	Sales Tax
2020	\$1,799,090	\$125,936
2021	\$3,100,710	\$217,050
2022	\$4,045,176	\$283,162
2023	\$3,424,753	\$239,733
2024	\$7,366,226	\$515,636
2025	\$4,469,171	\$312,842

Actual Real Estate and TTP Taxes Paid		
Tax Year	Real Estate Taxes	Tangible Personal Property Tax
2016	75,567.77	6,280.31
2017	76,480.77	12,317.29
2018	78,553.38	10,400.28
2019	76,520.10	15,979.43

University Park Recreation District Bond vs. Commercial Loan: Annual Interest Comparison

Bond Series 2019 | Principal: \$24,000,000 | Commercial Loan Benchmark Rate: 5.25% | Bond calculated from schedule

Fiscal Year	Bond Principal Paid	Bond Interest Paid	Bond Beginning Balance	Comm. Loan Principal Paid	Comm. Loan Interest Paid	Comm. Loan Balance (BOY)	Annual Interest Savings (Bond)	Cumulative Savings
2020	-	\$712,158	\$24,000,000	\$346,006	\$1,260,000	\$24,000,000	\$547,842	\$547,842
2021	\$515,000	\$746,969	\$24,000,000	\$364,172	\$1,241,835	\$23,653,994	\$494,866	\$1,042,708
2022	\$530,000	\$732,600	\$23,485,000	\$383,291	\$1,222,716	\$23,289,822	\$490,116	\$1,532,823
2023	\$540,000	\$717,888	\$22,955,000	\$403,414	\$1,202,593	\$22,906,531	\$484,705	\$2,017,529
2024	\$555,000	\$703,525	\$22,415,000	\$424,593	\$1,181,414	\$22,503,118	\$477,889	\$2,495,417
2025	\$570,000	\$689,463	\$21,860,000	\$446,884	\$1,159,123	\$22,078,525	\$469,660	\$2,965,077
2026	\$585,000	\$675,025	\$21,290,000	\$470,345	\$1,135,661	\$21,631,641	\$460,636	\$3,425,713
2027	\$600,000	\$660,213	\$20,705,000	\$495,038	\$1,110,968	\$21,161,296	\$450,756	\$3,876,469
2028	\$615,000	\$645,025	\$20,105,000	\$521,028	\$1,084,979	\$20,666,257	\$439,954	\$4,316,423
2029	\$630,000	\$629,069	\$19,490,000	\$548,382	\$1,057,625	\$20,145,229	\$428,556	\$4,744,978
2030	\$645,000	\$611,125	\$18,860,000	\$577,172	\$1,028,834	\$19,596,848	\$417,709	\$5,162,688
2031	\$665,000	\$591,475	\$18,215,000	\$607,473	\$998,533	\$19,019,676	\$407,058	\$5,569,746
2032	\$685,000	\$571,225	\$17,550,000	\$639,366	\$966,641	\$18,412,202	\$395,416	\$5,965,161
2033	\$705,000	\$550,375	\$16,865,000	\$672,932	\$933,074	\$17,772,836	\$382,699	\$6,347,860
2034	\$730,000	\$528,850	\$16,160,000	\$708,261	\$897,745	\$17,099,904	\$368,895	\$6,716,755
2035	\$750,000	\$506,181	\$15,430,000	\$745,445	\$860,561	\$16,391,643	\$354,380	\$7,071,135
2036	\$775,000	\$482,353	\$14,680,000	\$784,581	\$821,425	\$15,646,197	\$339,072	\$7,410,208
2037	\$800,000	\$457,744	\$13,905,000	\$825,772	\$780,235	\$14,861,616	\$322,491	\$7,732,699
2038	\$820,000	\$432,431	\$13,105,000	\$869,125	\$736,882	\$14,035,845	\$304,451	\$8,037,149
2039	\$850,000	\$405,806	\$12,285,000	\$914,754	\$691,253	\$13,166,720	\$285,447	\$8,322,596
2040	\$875,000	\$377,775	\$11,435,000	\$962,778	\$643,228	\$12,251,967	\$265,453	\$8,588,049
2041	\$905,000	\$348,284	\$10,560,000	\$1,013,324	\$592,682	\$11,289,189	\$244,398	\$8,832,447
2042	\$935,000	\$317,234	\$9,655,000	\$1,066,524	\$539,483	\$10,275,864	\$222,249	\$9,054,696
2043	\$965,000	\$285,172	\$8,720,000	\$1,122,516	\$483,490	\$9,209,341	\$198,319	\$9,253,014
2044	\$1,000,000	\$252,013	\$7,755,000	\$1,181,448	\$424,558	\$8,086,825	\$172,546	\$9,425,560
2045	\$1,030,000	\$217,756	\$6,755,000	\$1,243,474	\$362,532	\$6,905,377	\$144,776	\$9,570,336
2046	\$1,065,000	\$181,738	\$5,725,000	\$1,308,757	\$297,250	\$5,661,903	\$115,512	\$9,685,848
2047	\$1,105,000	\$143,763	\$4,660,000	\$1,377,466	\$228,540	\$4,353,146	\$84,778	\$9,770,626
2048	\$1,145,000	\$104,388	\$3,555,000	\$1,449,783	\$156,223	\$2,975,680	\$51,836	\$9,822,462
2049	\$1,185,000	\$63,613	\$2,410,000	\$1,525,897	\$80,110	\$1,525,897	\$16,497	\$9,838,959
2050	\$1,225,000	\$21,438	\$1,225,000	-	-	-	(\$21,438)	\$9,817,521
TOTAL		\$14,362,671		24000000	\$24,180,192		\$9,817,521	\$9,817,521

University Park Recreation District — Bond vs. Commercial Loan Assumptions

Non-Ad Valorem Assessment Bonds, Series 2019 | Issued: November 13, 2019

BOND STRUCTURE ASSUMPTIONS

Original Principal Amount (\$)	\$24,000,000	Source: PFM Final Numbers, Nov 13 2019
Bond Sale Date	11/13/2019	
First Principal Payment Date	11/01/2021	
Final Maturity Date	05/01/2050	
Total Interest — Bond (\$)	\$14,362,671	Source: PFM Final Numbers, Page 7
Reserve Fund (\$)	\$1,270,244	Source: PFM Final Numbers, Page 7
Capitalized Interest (\$)	\$712,158	Source: PFM Final Numbers, Page 7

COMMERCIAL LOAN ASSUMPTIONS (2019 BENCHMARK)

Commercial Loan Principal (\$)	\$24,000,000	Same principal as bonds
Commercial Loan Interest Rate	5.250%	2019 benchmark: Prime (5.00%) + 25 bps spread; Fed Funds 1.75%
Amortization Period (years)	30	Matched to bond final maturity (~30-yr)
Payment Frequency	Annual	Annual payments for comparability

NOTE ON RATE SELECTION

5.25% reflects the 2019 commercial banking environment: Prime Rate = 5.00% (as of Nov 2019), plus a 25 bps credit spread for a special-purpose district with non-ad valorem pledge. Source: Federal Reserve H.15, Nov 2019.

Discussion of Potential Senior Membership & Potential Intermediate Membership Categories

Thoughts for additional Membership categories. This is not a proposal but some thoughts for the conversation. This is concentrated on the full golf membership; a similar set of criteria could be established for tennis if that makes sense.

Senior Membership Category

- Available to those who reach a particular age (80?)
 - Both spouses must achieve this age if both desire to be full members
 - If only one spouse desires full membership that individual membership could be provided as a senior category and spouse remains social member
 - Annual dues at xx% of current full membership dues (50%?)
- Needs to be a cap to prevent a potential transfer drain on regular membership dues revenue (10-20 units?)
 - Longest tenured full members have pecking order priority to make the move to senior category
 - This could be an added membership classification - keep the 450 regular membership quotas
- Rules
 - Limit rounds per month (2 in season/unlimited off season?) Full use of all other facilities
 - Ability to play additional rounds in season at prevailing guest fee

- Tee time availability per full membership rules or outside play rules?

Intermediate Membership

Could be considered for two factors:

1. Our full membership levels fall below quota
 2. Opportunity to attract a younger demographic of members
 - Start to build membership ranks for the next decade and beyond
 - Begin to seed the next generation of long-term golf culture at UPCC
 - Additional initiation & annual dues flow
 - Additional guest fees as these members would invite their friends and help introduce a new demographic and additional memberships
 - Newly acclimated younger golfers become potential home buyers
- Considerations
 - Determine age threshold (up to 50, 55, or 60?)
 - Membership cost dynamics
 - Offer an initiation fee of xx% less than standard non-resident (50%?)
 - Annual dues at xx% of current non-Resident fees (75%?)
 - Add this as a new category with a cap (10-20 units?) or just include in the 450 total?