

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT
STRATEGIC PLANNING COMMITTEE MEETING
Wednesday, May 13, 2026
3:00 PM
Business Offices
8301 The Park Boulevard, University Park, FL 34201

Strategic Planning Committee Members Present:

Jim Freedman	Chair
Ronni Loundy	Vice Chair
Barbara Somma	Secretary
Ken Schreder	Member (via Zoom)

Strategic Planning Committee Members Absent:

Don Sheets	Member
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Also Present (in person and via Zoom):

Greg Selep	Secretary, UPRD Board of Supervisors
John Fetsick	General Manager, University Park Country Club
Sydney Johnson	Communications Director, University Park Country Club
Ryan Doerr	Strategic Club Solutions
Rob Schlingman	Strategic Club Solutions
Members of the Public	

FIRST ORDER OF BUSINESS

Organizational Matters

Call to Order and Roll Call

The meeting was called to order at 3:02 PM by Mr. Freedman. Roll call was conducted, and a quorum was confirmed with three committee members present in person, and one committee member virtually.

Mr. Freedman welcomed Greg Selep as the temporary UPRD Board Liaison to the Strategic Planning Committee.

Public Comment

No public comments were made at this time.

SECOND ORDER OF BUSINESS

Administrative Matters
Approval of Minutes – April 8,
2026 Meeting

The Committee reviewed the minutes from the April 8, 2026 Strategic Planning Committee Meeting.

Discussion included compliments regarding the organization and detail of the meeting minutes.

On MOTION by Ms. Somma, seconded by Ms. Loundy, with all in favor, the April 8, 2026 Strategic Planning Committee Meeting Minutes were approved unanimously (4-0).
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THIRD ORDER OF BUSINESS

Staff Matters
Strategic Club Solutions
Introduction & Strategic Planning
Process Overview

John Fetsick formally introduced Ryan Doerr and Rob Schlingman of Strategic Club Solutions (SCS). Mr. Fetsick stated that SCS was selected following review of multiple consulting proposals and received strong support from both the Board and Committee.

Ryan Doerr and Rob Schlingman provided an overview of their backgrounds and consulting experience, the firm’s strategic planning process, private club industry trends, stakeholder engagement strategies, and implementation and accountability planning.

Discussion included the importance of long-term strategic planning for the future of the Club and Recreation District, transitioning from a developer-supported model to a long-term self-sustaining organization, remaining competitive with surrounding communities and club environments, protecting and enhancing property values, addressing deferred maintenance and capital improvement needs, and improving community communication and transparency.

Mr. Doerr outlined the anticipated SCS planning process, which will generally include stakeholder interviews, focus groups, member and resident surveys, SWOT analysis and pre-retreat workbook exercises, strategic planning retreat facilitation, draft strategic plan development, and Board review and implementation planning. SCS indicated the process is anticipated to span approximately three to five months.

Committee members discussed the importance of ensuring the final strategic plan remains actionable, measurable, community-driven, transparent, and adaptable over time.

FOURTH ORDER OF BUSINESS

Business Matters

Focus Groups, Survey
Development & Community
Engagement Discussion

The Committee discussed focus group structure, participation, and future survey development.

Discussion included ensuring participation opportunities are extended to both club members and non-member residents, utilizing multiple communication channels for outreach, segmenting survey data by residency status, membership category, and demographics, and balancing representation across the community.

SCS advised that approximately six focus groups are anticipated and will likely be conducted virtually to allow for broader participation and scheduling flexibility.

The Committee also discussed desired survey topics, including community priorities and future needs, membership structure and value perception, capital improvement priorities, amenity utilization, communication preferences, resident and member satisfaction, and long-term strategic direction.

Committee members discussed the importance of understanding what residents value most about the community, future investment priorities, areas where residents may not support additional spending, and the role the Club and amenities play in maintaining home values.

Discussion further included diversifying communication methods beyond email, interest in developing a centralized and searchable information hub, and utilizing digital displays, signage, QR codes, newsletters, and printed materials where appropriate.

Sydney Johnson provided general communication engagement data and discussed the effectiveness of standalone event communications compared to embedded newsletter content.

Committee.Direction;

Strategic Club Solutions will continue development of focus group and survey materials. Future outreach efforts should include both member and non-member residents. Communication strategy improvements should remain part of the overall strategic planning process.

Action.Items;

Sydney Johnson to coordinate future focus group and survey communications once materials are provided by SCS.

Sydney Johnson to provide additional communication engagement analytics for future Committee discussion.

Committee members to assist in promoting future participation opportunities throughout the community.

FIFTH ORDER OF BUSINESS

Business Matters (Continued)

Capital Planning & Membership Structure Discussion

The Committee discussed ongoing and future capital improvement initiatives. Discussion included kitchen renovation planning, fitness center improvements, parking and infrastructure projects, irrigation system replacement, deferred maintenance needs, rising construction costs, and long-term capital planning priorities.

John Fetsick noted that a Town Hall related to the kitchen project is currently planned for June 9, 2026.

The Committee also discussed the importance of distinguishing between routine maintenance obligations and larger aspirational capital initiatives.

Additional discussion focused on membership structure and long-term sustainability. Topics included simplification of current membership categories, membership utilization and capacity considerations, potential future membership models, membership retention and attrition, long-term demographic trends, and potential intermediate or lifestyle membership concepts.

Committee members discussed ensuring any future membership structure discussions remain aligned with the broader SCS strategic planning process.

Committee Direction;

Membership structure evaluation should continue as part of the larger strategic planning initiative.

Capital planning priorities should remain integrated into future survey and stakeholder discussions.

Action Items;

John Fetsick to continue coordinating requested planning and capital documents for SCS review.

Ken Schreder to continue coordinating discussions regarding future membership category evaluation efforts.

SIXTH ORDER OF BUSINESS

Business Matters (Continued)

Mission, Vision & Core Values Discussion

The Committee revisited discussion regarding the organization’s Mission, Vision, and Core Values.

Discussion included community ownership and understanding of the mission, alignment between operations and long-term goals, inclusion of employee culture and workplace experience, and long-term relevance and clarity of organizational language.

SCS advised that Mission, Vision, and Core Values discussions will continue throughout the strategic planning process and will be incorporated into future retreat and stakeholder exercises.

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
June 10, 2026	Strategic Planning Committee Meeting	3:00 PM	Business Offices	In person or by Zoom

Committee Member Requests/Comments

Committee members discussed future planning retreat logistics, Sunshine Law considerations related to public meetings, community communication strategies, and long-term accountability and implementation tracking for the final strategic plan.

SCS advised that a future planning retreat is tentatively anticipated for Fall 2026 following completion of stakeholder interviews, focus groups, and survey analysis.

Public Comment

Steve Ludmerer commented on the historical development of the community Mission and Vision process, emphasizing the importance of broad community participation, alignment, and long-term community ownership of the organization’s guiding principles.

Adjournment

On MOTION by Ms. Loundy, seconded by Ms. Somma, with all in favor (4-0), the meeting was adjourned at approximately 5:02 PM.