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<https://universityparkrd.com/>

The committee meeting of the **Strategic Planning Committee of the University Park Recreation District** will be held on **Wednesday, June 10th 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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+19292056099,,87390951556#,,,,*765455# US (New York)

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 (5/13/2026)
- Establishing Initial Staggered Term Assignments
 - Review of the Committee Charter's staggered-term requirements and consideration of a recommendation to the Board regarding the retroactive assignment of the initial one-

year and two-year terms for current Committee members. To establish the staggered-term structure contemplated by the Charter, the Committee may consider a volunteer-based approach for the initial one-year terms or, if necessary, a randomized drawing process. Any recommended term assignments would be forwarded to the Board for ratification.

Business Matters

1. Strategic Club Solutions (SCS) Strategic Planning Engagement Update

- *Presenter: Strategic Club Solutions Representatives*
 - Overall process review
 - Project timeline update, including next steps and upcoming milestones
 - Current volunteer and sign-up status
 - Committee Q&A

2. Follow-Up: Resident Education & Awareness [UPRD Structure Benefits/Responsibilities]

- *Presenter: Ronni Loundy*
 - Update regarding the Recreation District benefits and responsibilities brochure
 - Review preliminary committee feedback regarding draft

3. Community Engagement & Stakeholder Participation Discussion

- *Presenter: Jim Freedman*
 - Opportunities to increase resident participation in strategic planning efforts
 - Potential collaboration with UPCA and community leadership
 - Role of community organizations in supporting strategic plan development in alignment with SCS

4. Follow-Up: Membership Trends & Strategic Considerations

- *Presenter: Ken Schreder*
 - Update regarding efforts to evaluate membership-related opportunities and challenges

5. Realtor Insights Survey Initiative

- *Presenter: Jim Freedman*
 - Overview of survey concept developed with David Murphy
 - Discussion regarding potential value of realtor feedback in the strategic planning process with SCS

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
July 8, 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
(5/13/2026 Strategic Planning Committee Meeting)

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 four committee members present in person.

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.

Draft For Review & Discussion Purposes:

UPRD Structure Benefits/Responsibilities Brochure

AT A GLANCE

With vs. Without the Recreation District

With the District	Without the District
Major costs spread over time	Large lump-sum assessments
Tax-exempt bonds at lower rates	Commercial loans at higher rates
~7% sales-tax savings on purchases	No tax exemptions
Costs shared across 1,201 properties	Costs may fall unevenly on owners/members
Open meetings, audits & records	No public reporting required
You pay only while you benefit/live within UP	Costs not tied to ownership

COUNTY INFRASTRUCTURE

Because University Park is served by Manatee County, **the county** — not the District — handles roads, utilities, stormwater, and sewer.

HOW ASSESSMENTS WORK

District assessments are tied to the **property** — not to you personally.

- You pay only while you own and benefit from the amenities
- When you sell, any balance transfers to the buyer
- Costs shared equitably across all 1,201 properties
- Portions may be tax deductible — consult your advisor

University Park Recreation District

The Structure Behind the Club.

Our Commitment

- Responsible financial stewardship
- Long-term planning for District assets
- Full transparency & public accountability
- Maintaining recreational assets for the future
- Preserving quality of life at University Park Country Club

CONTACT & RESOURCES

WEBSITE

www.universityparkrd.com

DISTRICT MANAGER

Vivian Carvalho
carvalhov@pfm.com

The University Park Recreation District is a unit of local government established August 2, 2018, through Manatee County Ordinance 18-29. It is governed by a publicly elected Board of Supervisors and operates in full compliance with Florida public transparency laws.

Residents are encouraged to attend public meetings, review financial materials, and engage with the future of University Park. Schedules, budgets, audits, and public records are available at the District website.

UNIVERSITY PARK RECREATION DISTRICT

Understanding Your Recreation District

A straightforward guide to what the University Park Recreation District is, how it works, and what it means for property owners and club members alike.

The Structure Behind the Club.

A UNIT OF LOCAL GOVERNMENT

University Park Recreation District

WHAT IT IS

What Is the Recreation District?

The University Park Recreation District (UPRD) is a local unit of special-purpose government, established **August 2, 2018** through Manatee County Ordinance 18-29.

It is a public entity under Florida law — distinct from and independent of the HOA — created to own, preserve, and sustainably fund the University Park Country Club and other property within district boundaries.

As a governmental entity, the District operates with full public transparency:

- Open board meetings, noticed in advance
- Annual budgets & reports available
- Independent audits submitted to the State
- Public records accessible upon request

WHAT IT MAINTAINS

The District owns, maintains, and funds the assets that define the University Park Country Club lifestyle:

- Golf course facilities and grounds
- Clubhouse and dining facilities
- Tennis and pickleball sport amenities
- Fitness and recreational infrastructure

TWO ORGANIZATIONS; DIFFERENT PURPOSES

HOA

- Deed restrictions
- Neighborhood standards
- Gates & common areas

RD

- Recreational facilities
- Long-term capital planning
- Infrastructure financing
- Facility preservation

ACCOUNTABILITY & OBLIGATIONS

Responsibilities That Come with the Structure

Being a governmental entity means real accountability — and real legal obligations. Board and committee members must comply with **Florida's Sunshine Laws and other statutes.**

SUNSHINE LAW REQUIREMENTS

- All meetings must be held openly and noticed in advance
- Members may **not** discuss District business outside a noticed public meeting — including by email or phone
- Minutes must be recorded and made public
- Decisions must be made transparently, on the record

Why This Matters to You

These are legal protections for residents — not formalities. No small group can decide the fate of recreational assets without public notice and a recorded board vote.

ADDITIONAL OBLIGATIONS

- Governed by a publicly elected Board of Supervisors
- Annual budget adopted through a public process
- Procurement follows governmental standards
- Annual independent audits submitted to the State

The District operates in the sunshine — open meetings and full transparency are not optional. They are the law.

Residents are encouraged to attend meetings and shape the future of University Park. Schedules and records are at www.universityparkrd.com

THE FINANCIAL CASE

Why the Structure Pays Off

The District structure delivers three measurable financial advantages private HOAs and club management companies can't access.

~\$84K
/yr

Property Tax Exemption

As a governmental entity, the District is exempt from property taxes — ~\$84,000 saved annually (2017 P&L).

~\$313K
/yr

Sales Tax Savings (7%)

Exempt from Florida sales tax on qualifying purchases — based on \$4.47M in 2025 purchases.

~\$655K
/yr

Bond Interest Savings

Municipal rate (2.75–3.5%) vs. commercial (~7%) saves ~\$19.7M over 30 years.

\$752K

Net annual district-wide savings after ~\$300K operating costs

\$627

Estimated annual savings per household

Combined, the three total ~\$1.05M/year. After ~\$300K in operating costs, the net benefit is ~\$752,160 — about \$627 per household across 1,201 properties.

LONG-TERM PLANNING

Why does long-term planning matter? Major amenity projects cost millions. The District's municipal bonds spread that cost over decades at a lower rate, so improvements stay manageable — instead of one large assessment.