3501 Quadrangle Blvd., Suite 270, Orlando, FL 32817
Phone: 407-723-5900 Fax: 407-723-5901
https://universityparkrd.com/

The meeting of the **Finance Committee of the University Park Recreation District** will be held on **Wednesday, August 19 at 3:00 pm** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 873 3546 9545 **Passcode:** 899142

Join meeting via Zoom:

https://us02web.zoom.us/j/87335469545?pwd=dliIn6jiOFztxyJcXZcr5u3bnX53sX.1

One tap mobile
+13052241968,,87335469545#,,,,*899142# US
+13017158592,,87335469545#,,,,*899142# US (Washington DC)

Join instructions
https://us02web.zoom.us/meetings/87335469545/invitations?signature=vFCdECGv7xZGs33nCbieXLKqp YKTOQu0uqwq3PakjJE

Finance Committee Meeting Agenda

Organizational Matters

- Call to Order
- Roll Call to Confirm Quorum
- Public Comment Period

Administrative Matters

1. Approval of Meeting Minutes
   - July 15, 2026 Meeting Minutes
2. Introduction of New Committee Members, Establishment of Roles
   - Presenter: District Management, District Counsel

Staff Matters

1. Review of July Financial Summaries and Membership Report
2. Capital Projection of Sources and Uses
3. Status of Reserve Schedule as a result of Departmental Meetings

Business Matters

1. **Review of Bank Proposals, Discuss Recommendation regarding Line of Credit and Banking Relationship**
   - *Presenter: Craig Dwight*

2. **Discuss & Recommend Proposed Operating Budget (Enterprise Fund) FY 2027**

3. **Discuss & Recommend Proposed Capital Budget (Enterprise Fund) FY 2027**

4. **Discuss & Recommend Proposed General Fund Budget FY 2027**

5. **Discuss & Recommend Proposed Debt Service Fund Budget FY 2027**

6. **Discuss & Recommend Proposed Capital Irrigation Fund Budget FY 2027**

7. **Current Status of Irrigation Project and Regions Note**

8. **Status of Capital Approval Process**
   - *Presenter: Dick Crouch*

9. **Review of Progress on Cost of Ownership Project**
   - *Presenter: Tony Crisafio*

10. **Capital Raising Activities**
    - *Presenter: Alan Port*
      - Review and discussion of capital income scenarios

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
September 16, 2026	Finance Committee Meeting	3:00 pm	Business Offices	In person or by Zoom

Finance Committee Member Requests & Comments

Public Comments

Adjournment

Approval of Meeting Minutes

- *July 15, 2026*

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT
FINANCE COMMITTEE MEETING
Wednesday, July 15, 2026
3:00 PM
Business Offices
8301 The Park Boulevard, University Park, FL 34201

Finance Committee Members Present:

Richard Crouch	Chair (*in person*)
Alan Port	Secretary (*via Zoom*)
Tony Crisafio	Member (*in person*)
Craig Dwight	Member (*in person*)
John Baran	Member (*in person*)

Also Present (in person and via Zoom):

Steve Swanson	Treasurer, UPRD Board of Supervisors
Paul Fay	Controller, University Park Country Club
Curtis Nickerson	Director of Property and Facilities, University Park Country Club
Sydney Johnson	Communications Director, University Park Country Club
Members of the Public	

FIRST ORDER OF BUSINESS — **Organizational Matters**

Call to Order and Roll Call

The meeting was called to order at approximately 3:00 PM by Mr. Crouch. Roll call was conducted, and a quorum was confirmed with all five Committee members present in person or via Zoom.

Introduction of New Committee Member

Mr. Crouch welcomed John Baran to the Finance Committee. Mr. Baran summarized his professional background as a retired certified public accountant and PricewaterhouseCoopers partner with experience serving not-for-profit hospitals and higher-education institutions, as well as prior service as a hospital chief financial officer.

Public Comment

Public comments relevant to individual agenda items were received during the related discussions.

SECOND ORDER OF BUSINESS — **Administrative Matters**

Review of Committee Terms

Mr. Crouch reviewed the Board-assigned Committee seats and staggered terms. Tony Crisafio, Craig Dwight, and Alan Port were assigned two-year terms. Richard Crouch and John Baran were assigned initial one-year terms. Mr. Crouch and Mr. Baran confirmed their intention to seek appointment to two-year terms beginning August 1, 2026.

Approval of Minutes – May 20, 2026 Meeting and June 17, 2026 Workshop

The Committee reviewed the May 20, 2026 Finance Committee Meeting Minutes and the June 17, 2026 Finance Committee Workshop Minutes. Mr. Dwight requested that the June 17 minutes be corrected to reflect that he participated via Zoom rather than in person.

On MOTION Mr. Dwight, duly seconded Mr. Baran, with all in favor, the May 20, 2026 Meeting Minutes and June 17, 2026 Workshop Minutes were approved unanimously, as amended (5-0).

THIRD ORDER OF BUSINESS **<u>Staff Matters</u>**

Review of June Financial Summaries and Membership Report

Mr. Fay reviewed financial results for the nine months ended June 30, 2026. The net operating result was approximately $1.2 million, or approximately $322,000 favorable to budget. Overall revenue was approximately $266,000 favorable to budget, driven primarily by golf operations, including outside rounds and merchandise sales.

Golf operations expenses were approximately $29,000 unfavorable, largely due to merchandise cost of goods sold, and golf course maintenance was approximately $50,000 unfavorable, reflecting projects being completed earlier than budgeted. Dining, and general and administrative expenses remained favorable to budget, while racquets and fitness expenses were unfavorable to budget with the over budget epenses supporting over budget revenue. The decline in cash of approximately $352,000 was described as typical for the period.

Key performance indicators included a year-to-date net operating margin of approximately 13.1 percent compared with a club benchmark median of 0.7 percent; labor at approximately 50 percent of operating revenue compared with a 57 percent benchmark; and a food-and-beverage net loss of approximately 19.94 [I think this should be 19% or 20% because the minnutes say “approximately”] percent of revenue compared with a benchmark loss of 33 percent.

Mr. Dwight recommended adding liquidity measures, such as cash on hand relative to fixed costs. Mr. Fay and Mr. Dwight will develop and test liquidity ratios during the next quarter. Club net assets will also be considered as a potential benchmark.

For June the membership report reflected a net increase of two golf memberships, a net decrease of one racquets/fitness membership, and a net decrease of two social memberships, for an overall net decrease of one membership. Passes increased by thirteen. Non-resident memberships remained unchanged at 292, and the waitlist consisted of three non-resident applicants who joined before the recent initiation-fee increase.

Mr. Fay will confirm the Board-approved language governing the General Manager’s discretion to admit members above the established golf-membership cap.

General Fund Review

Mr. Fay reported that General Fund expenditures were generally consistent with budget, with District counsel expense being over budget and remaining the principal area of uncertainty. Budgeted transfers from the debt-service fund and Country Club totaled $237,412. Approximately $35,000 in anticipated additional expenses may require a transfer from the Enterprise Fund.

A question regarding possible recovery of litigation-related legal fees was identified as a matter for Board and counsel consideration.

Status Update on Departmental Costs and Reserve Review Efforts

Mr. Fay reported that templates for classifying fixed and variable costs in the FY2027 budget had been prepared and would be distributed to department directors for review by the end of August. Meetings with department heads regarding the capital reserve study had been completed, and staff was compiling the information and obtaining outstanding proposals and quotes.

Capital Projection of Sources and Uses

Mr. Crouch discussed the projected capital account and the need for a more granular FY2027 capital plan. If approximately $1.8 million advanced to the irrigation project is returned to Club capital reserves, the projected capital-account balance at the end of FY2027 would be approximately $2.6 million. Mr. Crouch and Mr. Fay will further refine the capital projection.

FOURTH ORDER OF BUSINESS **Business Matters**

Status of Capital Plan Approval Process

Mr. Crouch reported that the Florida Supreme Court had affirmed the District's bond issuance authority. The contemplated issuance is approximately $21 million, with estimated net proceeds of approximately $18.5 million after issuance costs. A working group was established to advance the financing on an expedited timeline, with Steve Swanson serving as the Board liaison.

Given Mr. Dwight's bond-financing experience, the Committee supported including him as a reviewer of working-group materials through the Board liaison. A formal sources-and-uses schedule will be included in the first draft of the official statement, subject to Board review and approval.

Discussion addressed anticipated uses of proceeds, including the kitchen project, repayment of the Bond Anticipation Note, and repayment of approximately $1.8 million advanced from Club capital reserves. Members emphasized the need for the Board to establish capital priorities because available proceeds may not fund every project initially contemplated.

Boardwalk Repair

Mr. Nickerson explained that the cost for a full destination-style boardwalk replacement was estimated at approximately $1.1 million to $1.2 million and a reduced structural replacement at approximately $450,000. He recommended an interim repair consisting of replacement of deteriorated material, pressure washing, preparation, and painting or staining, at an estimated cost of $15,000 to $17,000. The repair is expected to extend the boardwalk's useful life by several years and prerhaps up to five years.

On MOTION by Mr. Port, seconded by Mr. Crisafio, with all in favor, the Committee recommended approval of the boardwalk repair project at a cost not to exceed $20,000.

Front Nine Regrassing and FY2027 Golf Course Capital Projects

[Sydney: With the "all in favor" language, I don't think we need the "(5-0)." Nonetheless feel free to do whatever works best for you – 5-0, or all in favor, or both.]

Mr. Crouch and Mr. Nickerson reviewed the approximately $1.1 million preliminary scope for Front Nine improvements, including bunker reconstruction, drainage, tee resurfacing, fairway regrassing, cart-path work, and bridge repairs. The Committee discussed separating the bunker and regrassing components, each preliminarily estimated at approximately $550,000.

Mr. Nickerson advised that a grass deposit would be required by mid-to-late August to secure material and contractor availability. Full project approval is anticipated by October 1, with construction expected the following spring or summer.

On MOTION Mr. Dwight, seconded by Mr. Crisafio, with all in favor, the Committee recommended that the Board approve a deposit not to exceed $50,000 to secure grass for the Front Nine regrassing project.

Fitness Center Improvements

Mr. Nickerson reviewed potential near-term improvements to the existing Fitness Center, including necessary roof repairs, repainting, and flooring, preliminarily estimated at approximately $50,000 to $70,000. Committee members questioned the value of substantial cosmetic investment if a larger Fitness Center project is anticipated. The Committee deferred a recommendation pending Board direction and more definitive scope and cost information.

Review of Progress on Cost of Ownership Project

Mr. Crisafio presented a comparative cost-of-ownership analysis using available public and non-public information for seven communities. The preliminary analysis indicated that University Park falls within the competitive range of comparable communities.

The Committee requested revisions to improve comparability, including removing a one-time hurricane assessment from University Park's HOA total; presenting the Xfinity contract separately with an explanatory footnote; adding a cost-per-square-foot metric; and reflecting University Park's wells, irrigation infrastructure, park-like environment, and proximity to healthcare resources. The revised material will be presented to the Board and coordinated, as appropriate, with the Strategic Planning Committee before external distribution.

Loss of Quorum

Mr. Crisafio departed at approximately 4:15 PM. The Committee determined that it no longer had the quorum required under its governing requirements. The remaining agenda items proceeded as informational discussion only, and no further formal Committee action was taken.

Review Status of Line of Credit Proposal

The Committee discussed the status of the line-of-credit request for proposals issued July 1. Mr. Dwight advised that PFM's bond-financing and line-of-credit functions are being handled separately and that the bond work should not delay the line-of-credit process. The RFP process will continue on the current schedule.

Capital Raising Activities

Mr. Crouch recommended deferring formal capital-raising recommendations until the bond-financing process is further advanced. Mr. Port agreed to lead the capital-raising workstream and will coordinate with Mr. Fay to obtain supporting spreadsheets and develop recommendations addressing resident and non-resident capital contributions. Transfer fees will remain a secondary priority.

TRIM Notice and Bond Assessment

Mr. Crouch explained that the TRIM notice would reflect the irrigation-note assessment at the maximum amount necessary to preserve the District's ability to repay the note. If the bond closes in time, the amount ultimately certified would be adjusted to reflect the bond's principal-and-interest requirements.

Committee Role Assignments

Mr. Crouch assigned Mr. Baran to serve as the principal reviewer of monthly financial summaries before they are submitted to the Chair. Mr. Port agreed to lead the capital-raising and related capital-project workstream. Mr. Fay will coordinate the necessary materials with both members.

<u>Next Meeting Scheduled</u>

Date	Meeting Type	Time	Location	Note
August 19, 2026	Finance Committee Meeting	3:00 PM	Business Offices	In person or by Zoom

<u>Committee Member Requests/Comments</u>

No additional Committee member requests or comments were made.

Public Comment

No additional public comments were made at this time.

Adjournment

The meeting was adjourned at approximately 4:59 PM.

STAFF REPORT:

1. June Financial Summaries & Membership Report
2. Capital Projection of Sources and Uses
3. Status Update on Departmental Reserve Review

UNIVERSITY PARK COUNTRY CLUB COMPARATIVE BALANCE SHEET AS OF JULY 31, 2026 AND 2025

YTD OPERATING RESULTS, 10 MONTHS THROUGH 7/31/26	Actual Results of UPCC Operations	Budget	$ Variance	% Change	COMMENTS
Total Revenues	$12,569	$12,264	$305	2.5%	
Less: Outside Golf Capital Allocation	(258)	(232)	(25)	10.9%	10% of Outside Golf Allocated to Capital
Total Revenues, Less Capital Allocation	12,311	12,032	279	2.3%	
Total Expenses	11,290	11,388	98	0.9%	
Net Operating Surplus (Deficit)	1,022	644	378	58.6%	Net Operating impact
Revenues and Expenses, Details	**Actual**	**Budget**	**$ Variance**	**% Change**	
Dues revenue	$5,477	$5,551	($ 74)	(1.3%)	
Golf operations revenue	3,672	3,411	260	7.6%	Outside rounds exceeded the budget by 1,888 rounds. Merchandise sales $56K favorable to budget.
Dining operations revenue	2,894	2,866	28	1.0%	
Racquets/Fitness/Other operations revenue	269	204	65	31.9%	
Subtotal, Revenues	12,311	12,032	279	2.3%	
Golf operations	1,621	1,595	(26)	(1.6%)	
Golf maintenance	3,036	3,042	6	0.2%	
Dining operations	3,862	3,933	72	1.8%	Food COGS 57k, Linens 27k, waste and supplies
Racquets & Fitness operations	612	570	(42)	(7.3%)	
General & Adm	2,159	2,248	88	3.9%	Payroll 72k & Insurance 16k
Subtotal, Expenses	11,290	11,388	98	0.9%	
Net Operating Surplus (Deficit), net of $258k outside golf capital allocation	$1,022	$ 644	$ 378	58.6%	Variance is $378k, 58.6% from budget
Strategic Club Solutions	$39	-	(39)	0.0%	Strategic Plan
Osprey Consulting	50	-	(50)	0.0%	Project Manager
General Fund - Transfers	237	237	-	0.0%	
Subtotal, Non-Operating Expenses	327	237	(89)	(37.6%)	
SURPLUS FOR OTHER RD NEEDS	$695	$407	$288	70.9%	

UNIVERSITY PARK COUNTRY CLUB COMPARATIVE BALANCE SHEET AS OF JULY 31, 2026 AND 2025

	UPCC Operating Fund		Capital Irrigation Fund		
Assets	Unaudited 7/31/26	Unaudited 7/31/25	Unaudited 7/31/26	Unaudited 7/31/25	Comments & Assumptions
Operating Cash & Short-Term Investments	$2,820	$2,111			
Accounts Receivable	441	377			
Inventory	305	299			
Deposits & Prepaids	408	284			FY26 - Prepaid Insurance & Prepaid Cart Lease, software, sales tax etc.
Future Assessments based on BAN or Long-Term Bonds			6,051	5,894	Amounts drawn from BAN, $4,216 + Amounts borrowed from UPCC Capital Reserves, $1,835
Subtotal, operating assets	3,974	3,071	6,051	5,894	
Board Designated Cash & Investments & Receivable from Irrigation Fund:					
Operating Reserves	400	400			BOS designated for future use.
Capital Reserves & Short-Term Investments	1,407	632			
Capital Reserves Used for Irrigation Project--Due from Capital Irrigation Fund	1,835	1,835			Portion of irrigation project paid out of UPCC reserve funds
Sub total, Board Designated Cash, Capital Reserves & Capital Irrigation Fund Receivable	3,642	2,867	-	-	
Property and Equipment - Net	26,225	24,936			
Property and Equipment - CIP	514	790	-	-	
Total Assets	$34,355	$31,664	$6,051	$5,894	
Liabilities & Net Position:					
Accounts Payable					
Operations Related	$286	$304			
Accrued Liabilities & Other Payables	284	250		-	
Gift Cards & Store Credits	135	121			
Subtotal, operating liabilities	705	675	-	-	
Deferred Revenue	2,670	2,473			
Capital Lease Obligations	2,009	418			New cart lease and GCM Equipment
Capital Projects Payable	11	23			
Due to UPCC Operating Fund			$1,835	$1,835	
BAN Payable to Bank			4,216	4,059	
Total Liabilities	5,396	3,590	6,051	5,894	
Beginning Balance, Purchase of UPCC assets in 2019	16,750	16,750	-	-	
Due From Capital Irrigation Fund	1,835	1,835			
Prior Years' Operating Surplus	9,868	7,281			
Current Period Non-Operating Surplus (Deficit)	(516)	1,543			
Current Period Operating Surplus (Deficit)	1,022	666			
Net Position	28,959	28,074	-	-	
Total Liabilities & Net Position	$34,355	$31,664	$6,051	$5,894	

UNIVERSITY PARK COUNTRY CLUB COMPARATIVE BALANCE SHEET AS OF JULY 31, 2026 AND 2025

Sources		Notes
2019, Construction Fund after UPCC club purchase	$4,157	
2021, Loan Forgiveness	856	
2024-5, Bond Anticipation Note for Irrigation Project	3,757	$1,835 was paid out of Operating Cash and needs to be repaid from either BAN assessment or 2024 Bond funds when available.
Sub total, Bond Proceeds and Loan Forgiveness	8,769	Bonds & Loan Forgiveness
FY 2021 -2025 Initiation Fees	3,554	
FY 2021-2025 10% Outside Golf	1,530	
FY 2023-2025 Capital Dues	872	
FY 2026 Interest on Investments	13	
FY 2026 Initiation Fees	933	
FY 2026 10% Outside Golf	258	
FY 2026 Capital Dues	424	
Sub total, Init Fees, Capital Dues & 10% Outside Golf	7,585	Capital raised through Operations
Total Sources of Capital	16,354	
Uses		
2022, Parking Lot - Asphalt	136	
2021-2025, Golf Course Improvement & Irrigation	7,412	
2023, Tennis/Pickleball Courts	810	
2022-2023, Buildings - Renovations, A/C and Upgrades	291	
2023-2025, Range Picker, Bag Drop/Pro Shop FF&E	123	
2022-2024, Grille - Kitchen Equipment	289	
2023, Golf Course Maintenance Equipment	459	
2023, IT Equipment - Computers, Server etc	91	
2023-2024, Racquets And Fitness Equipmet	89	
2021-2023, Indoor Dining Renovation	1,066	
2023-2024, Outdoor Dining (Cafe) Renovation	2,326	
Subtotal, Uses	13,092	
FY2026 Uses		
2026, Golf Course Maintenance Equipment	36	
2026, Back 9 Renovation	1,164	
2026, Buildings, Varsity Club, Admin & Locker Room Renovation, Cart Barn Garage Doors	87	
2026, Golf Club Rentals	12	
2026, Grille - Kitchen Equipment	26	
2026, Admin Furniture	3	
2026, Security Cameras	23	
Subtotal, FY2026 Uses	1,351	
Construction In Progress		
2020, Master Plan Project	182	
Front 9 Project	328	
Boardwalk Project	4	
Subtotal, CIP	514	
Total Uses	14,958	
Remaining Capital Reserves	1,396	Capital Account Balance at 7/31/2026
Due to operating capital from BAN or Bond	1,835	
Total Capital Reserves	3,231	Balance with Irrigation Project repayment

UNIVERSITY PARK COUNTRY CLUB COMPARATIVE BALANCE SHEET AS OF JULY 31, 2026 AND 2025

MTD & YTD STATEMENT OF CASH FLOWS, 10 MONTHS THROUGH 7/31/26		
	July	
	MTD	YTD
Cash Flows From Operating Activities:		
Cash Receipts From Members & Guests	$ 632	$ 13,518
Cash Payments To Vendors & Suppliers	(382)	(5,425)
Cash Payments To PBM Staff Serving UPCC & UPRD	(794)	(6,295)
Net Cash Provided (Used) By Operating Activities	(544)	1,798
Cash Flows From Capital, Financing, And Other Non-Operating Activities:		
Initiation Fees	$ 44	$ 943
Capital Dues	11	424
Purchase Of Equipment & Capital Projects	(126)	(746)
FEMA Proceeds	-	8
Transfer to General Fund	-	(237)
Interest From Investments	38	61
Net Cash Provided (Used) By Capital And Other Non-Operating Activities	(33)	452
Net Increase (Decrease) In Cash	(578)	2,250
Cash At Beginning Of Period	5,204	2,377
Cash At End Of Period	$ 4,627	$ 4,627

UNIVERSITY PARK COUNTRY CLUB COMPARATIVE BALANCE SHEET AS OF JULY 31, 2026 AND 2025

MEMBERSHIP COUNTS	CYTD Change	Beg. Jul	Additions	Resignations	Conversions	Total
Golf						
Family - Resident	2	179	1	-	-	180
Family - Non Resident	-	75	-	-	-	75
Single - Resident	7	130	-	-	-	130
Single - Non Resident	1	72	-	-	-	72
	10	456	1	-	-	457
Racquets & Fitness						
Family - Resident	3	30	1	-	-	31
Family - Non Resident	(1)	14	-	-	-	14
Single - Resident	(1)	36	-	-	-	36
Single - Non Resident	1	26	-	-	-	26
	2	106	1	-	-	107
Social						
Family - Resident	(3)	453	3	(1)	-	455
Family - Non Resident	-	52	-	-	-	52
Single - Resident	4	211	1	-	-	212
Single - Non Resident	(6)	52	-	-	-	52
	(5)	768	4	(1)	-	771
Total Memberships	7	1,330	6	(1)	-	1,335

Passes	CYTD Change	Beg. Jul	Net Change	Total
Fitness	6	149	2	151
Range	5	60	-	60
Pickleball	4	54	-	54
Twilight Tennis	(2)	18	(1)	17
SAP	8	138	-	138
	21	419	1	420

Grandfathered	CYTD Change	Beg. Jul	Added	Resigned	Sold	Total
Members	(8)	180	-	-	-	180
Non-Members	(10)	135	-	-	(6)	129
	(18)	315	-	-	(6)	309

University Park Country Club
Capital Account Forecast 2026 - 2028

	2026	2027	2028
Beginning Balance	1,396	1,351	1,549
Projected Sources			
Initiation Fees	-	680	701
Capital Dues	21	441	454
Outside Golf Allocation	22	285	293
	1,439	2,757	2,998
Uses of Funds			
Approved Projects - Remaining Expected Spend			
Remaining Front 9 Project - $400,000	(72)		
Remaining Boardwalk Project - $20,000	(16)		
Expected Obliglitory Capital Needs			
Dining - Café		(32)	(180)
Racquets & Fitness		(14)	(32)
Golf Operations		(188)	(74)
Golf Maintenance - Facility & Equipment		(149)	(290)
Pickleball Courts		(325)	-
Golf Course Improvements		(500)	(1,000)
	(88)	(1,208)	(1,576)
Remaining Capital at Fiscal Year-End	1,351	1,549	1,422

Proposed Operating Budget (Enterprise Fund) FY 2027

University Park Country Club
2027 Budget

SUMMARY INCOME STATEMENT	2025	2026	2026	Rolling	2027	2027 Budget
FISCAL YEARS ENDING SEPTEMBER 30	Actual	Budget	Forecast	12 Months	Budget	vs. 2026 FC
COUNTRY CLUB OPERATIONS:						
REVENUE:						
MEMBERSHIP DUES	6,131,043	6,724,088	6,633,118	6,554,386	7,055,981	422,864
GOLF OPERATIONS	3,451,413	3,759,858	4,020,697	4,025,379	4,132,755	112,058
RACQUETS & FITNESS CENTRE	58,549	77,324	96,569	90,601	86,217	(10,352)
DINING INCOME	3,010,876	3,135,420	3,163,704	3,170,110	3,214,730	51,026
OTHER INCOME	13,499	5,480	11,457	12,048	5,480	(5,977)
TOTAL REVENUE	**12,665,380**	**13,702,170**	**13,925,544**	**13,852,524**	**14,495,164**	**569,619**
EXPENSES:						
PAYROLL & RELATED:						
GOLF OPERATIONS	719,677	856,026	806,450	798,474	885,464	79,014
RACQUETS & FITNESS CENTRE	359,929	386,008	382,943	391,025	405,457	22,514
DINING	2,308,561	2,435,666	2,463,952	2,465,233	2,584,038	120,085
GOLF COURSE MAINTENANCE	1,833,506	2,068,992	1,963,774	1,992,662	2,040,886	77,112
GENERAL & ADMINISTRATIVE	1,675,776	1,834,071	1,762,036	1,808,420	1,866,560	104,524
TOT PAYROLL & RELATED	**6,897,450**	**7,580,764**	**7,379,156**	**7,455,814**	**7,782,405**	**403,249**
DIRECT EXPENSES:						
GOLF OPERATIONS	1,016,726	1,018,068	1,099,475	1,089,307	1,027,198	(72,276)
RACQUETS & FITNESS CENTRE	131,816	161,459	162,929	151,909	186,837	23,908
DINING CGS	1,249,831	1,306,757	1,273,310	1,292,597	1,336,151	62,841
DINING OPER EXP	755,303	782,785	747,696	743,854	805,415	57,719
GOLF COURSE MAINTENANCE	1,611,411	1,566,167	1,627,680	1,641,310	1,789,315	161,635
GENERAL & ADMIN	446,790	493,443	495,532	484,008	506,890	11,358
PROPERTY INSURANCE	335,919	390,000	371,063	365,712	406,436	35,372
TOTAL DIRECT EXPENSES	**5,547,796**	**5,718,679**	**5,777,684**	**5,768,696**	**6,058,242**	**280,558**
OPERATING SURPLUS (DEFICIT)	**220,133**	**402,726**	**768,704**	**628,014**	**654,516**	**(114,188)**
NON-OPERATING EXPENSES						
STRATEGIC CLUB SOLUTIONS	-	-	48,244	39,244	23,756	(24,488)
OSPREY CONSULTING	50,015	-	60,000	60,000	60,000	-
GENERAL FUND - TRANSFER	241,942	237,412	288,656	256,156	269,822	(18,834)
HURRICANE - EXPENSE/INS. & FEMA PROCEEDS	(135,053)					
TOTAL NON-OPERATING EXPENSES	**156,904**	**237,412**	**396,900**	**355,400**	**353,578**	**(43,322)**
SURPLUS FOR OTHER RD NEEDS	**63,229**	**165,314**	**371,804**	**272,614**	**300,938**	**(70,867)**
CAPITAL ALLOCATION:						
INITIATION FEES	853,150	510,800	942,600	1,190,100	680,400	(262,200)
CAPITAL ALLOCATION- GOLF OPS	252,656	248,670	274,072	257,158	284,679	10,608
CAPITAL DUES	380,552	414,769	415,618	410,092	440,948	25,331
TOTAL CAPITAL ALLOCATION	1,486,358	1,174,239	1,632,289	1,857,351	1,406,028	(226,262)

University Park Recreation District
FY2027 Enterprise Fund Budget — Key Assumptions Summary
Fiscal Year: October 2026 – September 2027

Total Revenue: $14,495 (000s)

- Membership Dues: $7,056
- Golf Operations: $4,133
- Dining: $3,215
- Racquets & Fitness: $86 (club's portion of lessons, classes, clinics, personal training)

Membership Dues Assumptions

- ~6% annual dues increase (Resident / Non-Resident):
    - Full: $710 / $540
    - Racquets: $305 / $230
    - Social: $100 / $75
- Full Membership capped at 450
- Minimal pass increases (+$50 each): Pickleball $800, Twilight $800, Social Access $550, Social Driving Range $500 – No increase to Fitness $500

Initiation Fees, Capital Funding & Capital Dues

- Continued Outside Golf Allocation at 10%
- Capital Dues percentages held flat from 2023–2026:
    - Resident: 5% of dues
    - Non-Resident: 10% of dues

Golf Operations

- Continue prioritizing member rounds and experience (More Full Members) capacity available
- Trail Fee increase

Dining Operations

- No disruption assumed from kitchen renovation
- Revenue reflects modest increase aligned with menu price adjustments
- Wage expenses up for minimum wage and cost-of-living adjustments
- Food costs reduced due to refined kitchen processes & procedures, and optimized menu design
- COGS aligned with forecast and rolling 12-month period

Labor

- No salaried headcount increases or decreases
- Salaried: blended 3-4% increase
- Hourly (FL minimum wage): tipped $10.98 → $11.98; non-tipped $14.00 → $15.00
- Discretionary increases ~3–4%
- Total payroll = 54% of total revenue (industry standard)

Proposed Capital Budget (Enterprise Fund) FY 2027

University Park Country Club
Fiscal Year 2027
Capital Budget Detail - Replacements Needed

Department	Asset Name	Year Installed	Estimated Cost
Grille-Cafe	Kegerator, Beverage Air 6 Tap DD58	2004	4,223
Grille-Cafe	Merchandiser, True Single Glass Door GDM 23	1999	3,605
Grille-Cafe	Refrigerator, Perlick 2 Door PS2DP	2004	4,996
Grille-Cafe	Refrigerator, True Under Counter Cooler TBB-2	2004	5,150
Grille-Cafe	Ice Maker, Hoshizaki Water and Ice Dispenser	2016	4,841
Varsity Club	Refrigerator, True Varsity Club 3 Tap Kegerator	1999	3,914
Kitchen	Walk-In, Kolpak Freezer Capital Refurbishment	2019	5,000
Fitness	Aerobic, True Recumbent Bike	2017	3,811
Fitness	Aerobic, True Recumbent Bike	2017	3,811
Racquets	Court, Ball Machine	2006	6,695
Golf Operations	Door, Pro Shop Double Glass and Wood	1999	18,540
Golf Operations	Roof Assembly, Cart Barn Flat Roof Membrane	1999	53,354
Golf Operations	Wall, Cart Barn Metal	1999	77,250
Golf Operations	Rolling Rack System, Renovation	1999	7,725
Golf Operations	Ice & Water Machine, Hoshizaki	2022	9,270
Golf Operations	Water & Ice Machine, Hoshizaki Holes 10-18	2022	4,841
Golf Operations	Water & Ice Machine, Hoshizaki Holes 1-9	2019	4,841
Golf Operations	Water & Ice Machine, Hoshizaki Holes 19-27	2022	4,841
Golf Operations	Awning, Bag Drop	2015	7,210
GCM	Golf Course Improvements		1,200,000
GCM	Artificial Turf, Fiberbuilt Mat	2022	10,609
GCM	Furniture, Bag Stand	2019	9,013
GCM	Starter Structure, Refurbishment	2019	3,605
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 300	2015	13,792
GCM	Grinder, Bernhard Express Dual Reel 5500	2020	56,940
		Total	**1,583,045**

Proposed General Fund Budget FY 2027

University Park Recreation District
FY2027 Proposed General Fund Budget

	FY 2026 Adopted	FY 2027 Prelim	FY 2027 Final Proposed	Changes
Revenues				
PrYr Surplus	9,088	2,878	6,330	3,452
Inter-Fund Transfers - Debt Service to O&M	70,000	70,000	70,000	-
Inter-Fund Transfers - Country Club to O&M	220,912	269,822	276,370	6,548
	$300,000	**$342,700**	**$352,700**	**$10,000**
General & Administrative Expenses				
Assessment Administration	10,000	10,000	15,000	5,000
Audit	35,000	35,000	35,000	-
Bank Fees	500	500	500	-
Bond Admistration Fee	7,500	7,500	7,500	-
Contingency	15,000	15,000	15,000	-
Dissemination Agent	5,000	5,000	10,000	5,000
District Counsel	110,000	150,000	150,000	-
Dues, Licenses, and Fees	2,500	2,500	2,500	-
Election Costs	10,000	-	-	-
Insurance	17,500	24,200	24,200	-
Legal Advertising	5,000	5,000	5,000	-
Management	70,000	75,000	75,000	-
Meeting Set Up	5,000	5,000	5,000	-
Office Supplies	1,000	1,000	1,000	-
Postage & Shipping	1,000	1,000	1,000	-
Web Site Maintenance	5,000	6,000	6,000	-
Total General & Administrative Expenses	**$300,000**	**$342,700**	**$352,700**	**$10,000**

Proposed Debt Service Fund Budget FY 2027

University Park Recreation District
FY 2027 Proposed Debt Service Budget

		FY 2027 Proposed Budget
REVENUES:		
Series 2019 Bonds Special Assessments	$	1,594,068.75
TOTAL REVENUES	**$**	**1,594,068.75**
EXPENDITURES:		
Interest 11/01/2026		333,856.25
Interest 5/1/2027		333,856.25
Principal 5/1/2027		600,000.00
TOTAL EXPENDITURES	**$**	**1,267,712.50**
Funds Available for 11/1 Payment		326,356.25
Interest 11/01/2027		326,356.25

Proposed Capital Irrigation Fund Budget FY 2027

University Park Recreation District

FY 2027 Proposed Capital Irrigation Budget

		FY 2027 Proposed Budget
REVENUES:		
Series 2024 Note Special Assessments	$	5,000,000.00
TOTAL REVENUES	**$**	**5,000,000.00**
EXPENDITURES:		
Series 2024 Note due 8/11/2027	$	5,000,000.00
TOTAL EXPENDITURES	**$**	**5,000,000.00**

Irrigation Project and Regions Note

University Park Country Club - Golf Course Irrigation Project

Schedule of Project Costs and Financing

Country Club - Invoices & Draws

Golf Course Irrigation Project Costs	$	5,592,048.01
Draws From Note for Project invoices		3,756,500.00
Amount Due to the Country Club	$	1,835,548.01

Regions Bank Note - Project Costs & Financing Charges

Regions - Closing Costs		166,500.00
Project Costs paid to the Country Club		3,756,500.00
Interest Paid through Draws		293,350.87
Estimated Accrued Interest through maturity		160,000.00
Total Due to Regions Bank	$	4,376,350.87

Summary of Amounts Due from Bond Proceeds

Due to the Country Club		1,835,548.01
Due to Regions Bank		4,376,350.87
Total Due from Bond Proceeds	**$**	**6,211,898.88**

Schedule of Regions Draws as of July 2026

Date	Draw #	Interest/Closing	Irrigation	Total	Note Outstanding
07/22/2024	1	101,000.00	4,000.00	105,000.00	105,000.00
08/20/2024	2		500,000.00	500,000.00	605,000.00
09/10/2024	3		900,000.00	900,000.00	1,505,000.00
10/14/2024	4		1,100,000.00	1,100,000.00	2,605,000.00
11/08/2024	5		1,250,000.00	1,250,000.00	3,855,000.00
03/24/2025	6	54,236.05		54,236.05	3,909,236.05
08/27/2025	7	82,037.77		82,037.77	3,991,273.82
09/15/2025	8	65,500.00	2,500.00	68,000.00	4,059,273.82
01/22/2026	9	80,715.51		80,715.51	4,139,989.33
07/21/2026	10	76,361.54		76,361.54	4,216,350.87
Total Draws		**$ 459,850.87**	**$ 3,756,500.00**	**$ 4,216,350.87**	

Status of Capital Approval Process

Capital Expenditure Approval Process

University Park Country Club

A capital expenditure is any purchase or project that: Has a useful life greater than one year, and exceeds the Club's capitalization threshold of $2,500, and results in the acquisition, improvement, or replacement of a fixed asset.

Roles and Responsibilities

Management
- Review and update capital budget
- Identify capital needs and prepare capital request form(s)
- Provide operation justification for each request
- Obtain quote and attach to form
- Manage approved projects within budget and scope

General Manager
- Review and approve capital expenditures within authorized limits
- Make recommendations to the Board

Finance Committee & Treasurer
- Review of the annual capital plan and proposed capital budget
- Provide recommendations to the Board of Supervisors
- Review Capital Expenditure Requests for alignment with the approved budget
- Evaluate financial impact, including reserve balances and cash flow
- Monitor progress of approved capital projects and receive periodic updates from Management

Controller
- Ensures expenditures are properly recorded and tracked by project
- Evaluate impact on reserves, debt, and operating budgets

Board of Supervisors
- Review and approve capital expenditures
- Ensure alignment with the Club's strategic and master plans
- Approve funding methods (reserves, assessments, financing)

Capital Planning/Budgeting Process

1. The Controller annually updates the Capital Reserve Study and prepares a proposed capital budget. The budget includes all existing capital assets, identifies assets currently due for replacement, and outlines assets scheduled for replacement in the upcoming fiscal year.

2. Department Managers meet with the controller and a member of the Finance Committee to review and revise the asset listings relevant to their areas, including remaining useful life, lifecycle assumptions, and estimated replacement costs. Managers will then categorize each asset as:

   - **Need to Have**
   - **Like to Have**
   - **Deferrable**

3. The Finance Committee and Treasurer will review the capital plan and proposed capital budget on an annual basis and provide recommendations as necessary.
4. The Board of Supervisors approves the annual capital budget as part of the overall Club budgeting process.

<u>Capital Expenditure Request Process</u>

1. Management submits a completed Capital Expenditure Request form that includes the project description, purpose, estimated cost, and supporting vendor quotes.
2. The Controller, Finance Committee and Treasurer review the request to confirm alignment with the approved capital budget and assess the impact on reserve balances and cash flow. If a capital expenditure that was included in the original approved budget exceeds the authorized amount by the lesser of $50,000 or 20%, it must receive additional approval from the Board of Supervisors.
3. Management is responsible for project execution and vendor oversight. Projects are expected to be completed within the approved scope, timeline, and budget. Management will provide periodic progress updates to the Finance Committee and the Board.
4. Upon completion, actual project costs are compared to the approved budget and reported to the Board of Supervisors. Capital assets are recorded in the Club's fixed asset register, and reserve schedules are updated as necessary.

   Approval authority for <u>unplanned</u> capital expenditures necessary to protect assets, ensure safety and maintain operational continuity is as follows:

   - **Management:** Limited to $50,000 per project or expenditure and no more than $100,000 per year.
   - **Board of Supervisors:** Approval for expenditures exceeding Management authority

Cost of Ownership Project

Cost of Ownership of Home in University Park in Comparision to Other Communities

	University Park	Laurel Oaks	Waterlefe	Country Club East	LWR Country Club	University Place	Waterside
Number of Transactions within Range	51	22	20	68	65	13	65
Average Square Footage	2,570	3,368	2,713	2,668	2,764	2,267	2,536
Smallest Sq footage	1,735	2,110	1,481	1,603	1,730	1,459	1,764
Largest Square Footage	4,227	5,460	3,478	3,883	4,701	2,639	4,413
Average Sales Price	$ 938,000	$ 1,351,000	$ 848,000	$ 1,115,000	$ 1,008,000	$ 592,000	$ 1,156,000
Lowest Sales Price	$ 489,000	$ 800,000	$ 400,000	$ 515,000	$ 520,000	$ 415,000	$ 560,000
Highest Sales Price	$ 1,900,000	$ 2,075,000	$ 1,250,000	$ 1,890,000	$ 1,906,000	$ 1,800,000	$ 2,083,000
Average Sales Price Per Square Foot	$ 360	$ 402	$ 304	$ 411	$ 354	$ 265	$ 442
Lowest sales price per sq foot	$ 236	$ 262	$ 170	$ 259	$ 226	$ 183	$ 311
Highest sales price per sq foot	$ 614	$ 571	$ 365	$ 628	$ 576	$ 316	$ 610
Calculated taxes based upon sales price	$ 13,615	$ 15,497	$ 12,013	$ 15,794	$ 14,277	$ 8,928	$ 12,893
Calculated CDD and Non Advalorum	$ 1,595	$ 995	$ 4,586	$ 3,194	$ 4,210	$ 3,273	$ 2,652
Calculated Average HOA based upon Public information available	$ 8,525	$ 5,466	$ 5,256	$ 5,410	$ 3,023	$ 1,571	$ 4,702
Total Estimated and Calculated Costs exclusive of memberships	$ 23,735	$ 21,958	$ 21,855	$ 24,398	$ 21,510	$ 13,772	$ 20,247
Total CDD and Non Advalorum Assessments and HOA Costs	$ 10,120	$ 6,461	$ 9,842	$ 8,604	$ 7,233	$ 4,844	$ 7,354
UPCAI Comcast Costs	$ 1,284		Unknown what the costs of Xfinity charges				
UPCAI Hurricane Milton Special Assessments	$ 1,463		Unknown if any hurrican related assessments				
Net costs of CDD, Non Advaloum and HOA	$ 7,373	$ 6,461	$ 9,842	$ 8,604	$ 7,233	$ 4,844	$ 7,354
Cost per average square foot of home sold	$ 2.87	$ 1.92	$ 3.63	$ 3.22	$ 2.62	$ 2.14	$ 2.90
HOA Inclusions - obtained from public available information and the most difficult to provide comparable information							
Landscaping	yes	yes		yes	yes		
Irrigation - Reclaimed Water	yes	yes		yes	yes	yes	yes
Xfinity - variety of levels of service	yes		yes		yes		
Pool	yes				yes		
Trash		yes					
Memberships							
Type of Club	Semi Private	Equity	Semi Private		Private		
Golf Holes	27	36	18	available	72		
Tennis Courts	11	12	no		20	yes	
Pickleball Courts	yes	10	no	yes	12		
Dog Park		yes					yes
Fitness Center	yes	Has access to one	yes	yes	yes	yes	yes
Club House	yes	yes	yes	yes	yes	yes	yes
Playground		yes	yes		yes	yes	yes
Pool		yes	yes	yes		yes	yes
Social Membership Costs							
Annual	$ 1,550						
Initiation	$ 2,500	$ 7,500			$ 6,000		
Gated Community							
Gated	yes	yes	yes	yes	yes	yes	
Guard	yes	yes	yes	yes			
Size							
Homes	1,200	400	600		2,100	400	
Members	1,300	950	300		5,300		

The memo emntitled "Cost of Home Ownership in University Park" should be read inconjunction with this schedule. The information used to compile this summary was obtained from publicly available information included in various real estate sites, such as MLS, Zillow, Realtor.com and the Manatee and Sarasota County Web sites. There was no independent verification conducted of the information for accuracy and/or completeness. In addition, assumptions were made to make the information comparable in some cases, that may or may be accurate, if additional information were obtained. Also, certain assumptions were made to facilitate various calculations, as identified below, that may or may not be reflective of the actual amounts – such as real estate tax estimates and Ad Valorum Assessments. As a result, the information included on this schedule should not be relied upon for any financial decisions or other reasons and is presented for information only.

Infromation prepared during the second quarter of 2026

Capital Raising Activities

TO: UPRD Finance Committee
FROM: Alan Port and Paul Fay
RE: Capital Dues Increase
DATE: August 5, 2026

The goal is to commence the process of increasing capital revenue to a level that meets annual capital needs, and eventually to develop a capital reserve that adequately supports UPRD's capital assets. The widely held understanding is that current annual capital revenue is in the range of $1.5 million and the current annual capital need is in the range of $2 million, leaving an annual deficit of about $500,000. We believe that a general capital reserve that adequately supports UPRD's capital assets would amount to an additional standing reserve in seven or eight figures.

To further this effort we expanded on the original capital dues increase spreadsheet, which showed increases in capital revenue for the following scenarios: (a) incremental increases in nonresident capital dues from the current 5% to 20%, and (b) implementing minimum capital dues at levels ranging from $200 to $500 at the 20% nonresident capital dues rate. We asked a number of PBM officials, current UPRD officials, former UPRD officials, and residents to comment on the spreadsheet and on the issue in general. A summary of their comments follows as an appendix to this memo.

Below is a summary of our joint conclusions and concerns;

1. We believe that acting soon is beneficial. That is, it is preferable to begin to address the annual capital revenue shortfall with the capital dues for calendar year 2027.
2. We need to have an understanding from the district manager as to any timing and procedural limitations that affect the implementation of capital dues changes for calendar year 2027. The initial indication from the district manager was that an increase in capital dues could not be made after the board's anticipated September 1 approval of the budget. The district manager is in the process of confirming that understanding with legal counsel.
3. A change in the capital allocation from outside golf will not be helpful. The greens fees rates for outside golf are determined solely by market factors. The amount of capital revenue from outside golf is strictly a matter of internally allocating total outside golf revenue between operating revenue and capital revenue. An increase to outside golf capital revenue would merely decrease operating revenue, and not increase total revenue.
4. An increase in capital revenue from nonresident members should be one important focus of any change, while recognizing that golf membership and revenue are important drivers of UPRD revenue. Therefore, no change should materially discourage golf membership by nonresidents or residents (and particularly grandfathered residents).
5. The overall dues structure for social (and perhaps racquets) memberships are below market rates, in large part for historical reasons, and should be raised over time. Factors to be considered on this issue are:
   5.1. Social members are the most price conscious segment of membership.
   5.2. Resident social members pay equally with other classes of membership in connection with assessments and repayment of bond issues.
   5.3. Social members constitute a majority of members, and alienation of social members in general should be avoided.
   5.4. Mitigating factors apply much less to nonresident social members.

The enhanced spreadsheet that was developed for this presentation explores a number of more specific scenarios to increase capital revenue through the dues structure. Capital dues minimums are meant primarily to address the question of whether the capital dues paid by racquets and social members are adequate. Increases in percentages for capital dues payments affect all members, but their primary effect is on members already paying higher base dues.

We urge you to confine your attention to the first sheet of the spreadsheet. Paul will have the interactive version of the spreadsheet at the Finance Committee meeting so that suggested changes can be explored in real time. The second sheet provides data for computations in the first sheet. The third sheet contains the initial gross scenarios that the Committee has seen several times.

We offer the following regarding the spreadsheet:

1. The scenarios in rows 36 through 46 show changes in capital dues percentage and minimums that have been considered. Rows 48 and 49 show the increase in capital dues caused by each scenario and how that compares to the most aggressive case initially considered (20% dues for non-residents and $500 minimum capital dues for all categories).
2. The blue rows 59-81 show total capital dues for each scenario by category and in total.
3. The beige rows 83-102 show per member capital dues for the scenarios by category. This section allows one to more easily identify the categories affected by capital dues minimums in each category.
4. The green rows 104 -123 show the total percentage increase in dues (base dues plus capital dues) from 2026 to 2027 for each category of membership in each scenario. About 6 percentage points of the percentage increase in dues is caused solely by the increase in base dues in the 2027 preliminary budget.
5. We know that UP has stopped taking on nonresident social members. With the exception of scenario 2, none of the scenarios is intended to disincentivize current non-resident social members from maintaining membership.

Below are our joint recommendations as to actions on this matter:

1. We should act with respect to capital dues for calendar year 2027, if at all possible.
2. We should act slowly with respect to increases to capital dues to avoid unanticipated consequences. That is, we should not try to fill the full annual capital revenue gap with capital dues changes in calendar 2027. In 2027 residents are facing a modest increase in base dues, as well as a potential assessment and/or additional bond payment (depending on the status of the 2026 bond).
3. For the foregoing reasons, we favor recommending to the board scenario 3 or 5, with such modifications as the committee may make. If the Committee disagrees and wants to be more aggressive in closing the capital revenue gap, we favor scenario 6 because it treats all classes more or less the same, while being somewhat cautious with golf membership as a primary driver of revenue.
4. If capital dues increases are implemented, management must clearly and often explain the rationale for the capital dues structure changes to all members, including the rationale for differences between classes of membership.
5. We recommend that a transfer fee for the generation of capital revenue be explored with legal counsel as soon as reasonably possible (given the attention needed by counsel in connection with the bond issuance), and that a transfer fee be implemented mid 2027 and not later than January 2028.

APPENDIX: Comments from Reviewers of the Capital Increase Spreadsheet
August 2026

A. Comments in no particular order from former UPRD officials (and paraphrased in some instances) are:
   1. Official 1:
      a. A top down approach is recommended – that is, figure out how much is needed and use various sources to fill the gap. The official uses $500,000 as a target figure having understood John Fetsick to use that figure to define the annual capital gap.
      b. The sources recommended to fill the gap are:
         1. A capital dues increase to 7.5% for residents and to 15% for nonresidents, with a minimum of $200 for residents and $300 for nonresidents (A $400 minimum for nonresidents can be considered if the total is not adequate.), [Note: We put these parameters into the spreadsheet and the comparable increase in capital revenue was ~$278,000, and ~$289,000 with a $400 nonresident minimum.]
         2. An increase in capital cost on outside golf from 10% to 15%, and
         3. A fixed transfer fee ($2,000) per home sale.
      c. Other observations and points made included:
         1. Golf accounts for a large percentage of capital costs (perhaps 80%).
         2. The approach to raise capital (initiation fees, golf course allocation, capital dues, transfer fee, etc.) all impact different groups of people differently. Depending upon the total increase needed, this allocation can become very relevant to its acceptance.
         3. Social members, in particular, aren't paying sufficient capital dues to support the buildings and facilities that are offered. This is a historical problem dating from the developer. Any significant change may need to be done in steps as this is a large portion of our community.
         4. The focus on nonresidents and social members is understandable. Nonetheless, it is important to note that full members will now pay $50,000 in initiation fees, which is more than residents will pay for the 2019 Bond and the contemplated 2026 Bond combined.
   2. Official 2:
      a. General comment: " Our membership structure is upside down with far too many social members with a history of very low dues. Not sure that can be corrected until we get a new fitness center and the ability to offer a Lifestyle or similar upgraded membership."
      b. Advocates for a $500 minimum, with perhaps $350 for single memberships.
      c. A substantially increased dues and capital dues for nonresident social members to discourage membership, with economic effects of attrition offset by higher dues
      d. Use caution in increases to full members to avoid membership downgrades and cancellations.
      e. Believes that there may be some room to increase dues and capital dues in racquets memberships.
      f. Favors the use of minimums for capital dues and avenues of generating capital revenue other than capital dues.

B. Comments in no particular order from a current UPRD official (and paraphrased in some instances) are:
   1. Nonresident annual capital dues should be increased by $1,200 for all categories of membership.

2. There should be an increase in capital cost on outside golf from 10% to 20%

C. Comments in no particular order <u>from a resident without a UPRD official capacity</u> (and paraphrased in some instances) are:
   1. The annual minimums are too low. The minimums for the resident and nonresident categories should be increase as follows: golf - $700 and $750; racquets - $500 and $550; social - $300 and $350.

D. Comments in no particular order <u>from PBM officials</u> (and paraphrased in some instances) are:
   1. One consideration that stands out from a membership perspective is the fact that resident members also contribute to the Club's capital assets through existing bond payments, potential 2026 bond payments and potentially assessments, while nonresidents do not.
   2. There is a rationale for evaluating non-resident capital contributions, as non-resident members benefit from many of the Club's capital assets while not participating in the same resident obligations. Also the historical structure of social membership capital contributions is another factor when evaluating whether capital contributions align with the benefits provided.
   3. Capital dues increases may best be focused on nonresidents because of the bond and assessment obligations of residents.
   4. Negative feedback about dues and capital dues increases has come predominantly from social members and substantially less so from golf members.
   5. The Club does not yet have a sense of how the new $50,000 nonresident initiation fee will affect future full membership sales. Capital dues increases would likely increase the uncertainty with regard to nonresident full membership sales, which represents an important source of revenue.
   6. It may be wise to take only an incremental step toward closing the capital gap initially, so as to benefit from real world experience of the effects of a capital dues increase on membership continuity, sales and categories.
   7. Of the scenarios presented, scenario 6 appears the most appropriate because of the relatively equal treatment of all categories in terms of percentage increase, perhaps with some reduction of the burden on social members.

University Park Country Club
Proposed Capital Dues for 2027

Capital Dues

Memberships	Membership Dues	% of Dues	Count	Rate	Total	Proposed Minimum Rate	% of Dues	Count	Rate	Total	% Increase Capital Dues
	2027 Preliminary Budget					**Proposed Scenario**					
Full Family - Resident	12,425	5%	177	621	109,961	$ 500	5%	177	621	109,961	0%
Full Single - Resident	9,450	5%	130	473	61,425	$ 500	5%	130	500	65,000	6%
Full Family - Nonresident	12,425	10%	73	1,243	90,703	$ 500	20%	73	2,485	181,405	100%
Full Single - Nonresident	9,450	10%	70	945	66,150	$ 500	20%	70	1,890	132,300	100%
Full Total					328,239					488,666	
Racquets Family - Resident	5,355	5%	21	268	5,623	$ 400	5%	21	400	8,400	49%
Racquets Single - Resident	4,015	5%	36	201	7,227	$ 400	5%	36	400	14,400	99%
Racquets Family - Nonresident	5,355	10%	15	536	8,033	$ 500	20%	15	1,071	16,065	100%
Racquets Single - Nonresident	4,015	10%	23	402	9,235	$ 500	20%	23	803	18,469	100%
Racquets Total					30,117					57,334	
Social Family - Resident	1,650	5%	459	83	37,868	$ 250	5%	459	250	114,750	203%
Social Single - Resident	1,275	5%	205	64	13,069	$ 250	5%	205	250	51,250	292%
Social Family - Nonresident	1,650	10%	51	165	8,415	$ 350	20%	51	350	17,850	112%
Social Single - Nonresident	1,275	10%	58	128	7,395	$ 350	20%	58	350	20,300	175%
Social Total					66,746.25					204,150	
				Total	425,102				Total	750,150	
						Increase from Preliminary Budget				325,049	

Scenario Number =	1	2	3	4	5	6	7
Resident capital dues rate =	5%	5%	6%	5%	5%	9%	10%
Nonresident capital dues rate =	20%	10%	15%	15%	15%	16%	15%
Resident Golf Min Cap Dues =	$500	$0	$700	$700	$500	$600	$650
Nonresident Golf Min Cap Dues =	$500	$0	$750	$750	$500	$600	$650
Resident Racquets Min Cap Dues =	$400	$0	$400	$500	$350	$450	$475
Nonresident Racquets Min Cap Dues =	$500	$0	$450	$550	$450	$500	$525
Resident Social Min Cap Dues =	$250	$0	$150	$300	$250	$250	$275
Nonresident Social Min Cap Dues =	$350	$0	$200	$350	$350	$325	$325
Resident Additional Increase =	$0	$0	$0	$0	$0	$0	$0
Nonresident Additional Increase =	$0	$1,200	$0	$0	$0	$0	$0
Tota Increase to Capital Dues =	$325,049	$348,000	$205,654	$316,828	$235,139	$389,731	$425,221
Increase as % of maximum scenario #8 =	63%	68%	40%	62%	46%	76%	83%

University Park Country Club
Proposed Capital Dues for 2027

Notes:
Yellow highlight shows difference from scenario 1.
All scenarios use the 2026 base membership dues and do not account for any increase in base membership dues for 2027.
Scenarios 2 and 4 were suggested by two of those who served as reviewers of our initial effort.
Scenarios 6 and 7 narrow the resident / nonresident rate gap.
The more detailed effects of the scenarios are highlighted in the blue, beige and green sections below.

Scenario Calculation Detail — capital dues by category = MAX(2026 dues × rate, category minimum) × count

Scenario Number =	**1**	**2**	**3**	**4**	**5**	**6**	**7**
Full Family - Resident	$109,961	$109,961	$131,954	$123,900	$109,961	$197,930	$219,923
Full Single - Resident	$65,000	$61,425	$91,000	$91,000	$65,000	$110,565	$122,850
Full Family - Nonresident	$181,405	$178,303	$136,054	$136,054	$136,054	$145,124	$136,054
Full Single - Nonresident	$132,300	$150,150	$99,225	$99,225	$99,225	$105,840	$99,225
Racquets Family - Resident	$8,400	$5,623	$8,400	$10,500	$7,350	$10,121	$11,246
Racquets Single - Resident	$14,400	$7,227	$14,400	$18,000	$12,600	$16,200	$17,100
Racquets Family - Nonresident	$16,065	$26,033	$12,049	$12,049	$12,049	$12,852	$12,049
Racquets Single - Nonresident	$18,469	$36,835	$13,852	$13,852	$13,852	$14,775	$13,852
Social Family - Resident	$114,750	$37,868	$68,850	$137,700	$114,750	$114,750	$126,225
Social Single - Resident	$51,250	$13,069	$30,750	$61,500	$51,250	$51,250	$56,375
Social Family - Nonresident	$17,850	$69,615	$12,623	$17,850	$17,850	$16,575	$16,575
Social Single - Nonresident	$20,300	$76,995	$11,600	$20,300	$20,300	$18,850	$18,850
Total Proposed Capital Dues	**$750,150**	**$773,102**	**$630,755**	**$741,929**	**$660,241**	**$814,832**	**$850,322**
Less: 2027 Preliminary Budget Capital Due:	$425,102	$425,102	$425,102	$425,102	$425,102	$425,102	$425,102
Increase to Capital Dues	**$325,049**	**$348,000**	**$205,654**	**$316,828**	**$235,139**	**$389,731**	**$425,221**

University Park Country Club
Proposed Capital Dues for 2027

Rates in each Scenario							
Scenario Number =	**1**	**2**	**3**	**4**	**5**	**6**	**7**
Full Family - Resident	$621	$621	$746	$700	$621	$1,118	$1,243
Full Single - Resident	$500	$473	$700	$700	$500	$851	$945
Full Family - Nonresident	$2,485	$2,443	$1,864	$1,864	$1,864	$1,988	$1,864
Full Single - Nonresident	$1,890	$2,145	$1,418	$1,418	$1,418	$1,512	$1,418
Racquets Family - Resident	$400	$268	$400	$500	$350	$482	$536
Racquets Single - Resident	$400	$201	$400	$500	$350	$450	$475
Racquets Family - Nonresident	$1,071	$1,736	$803	$803	$803	$857	$803
Racquets Single - Nonresident	$803	$1,602	$602	$602	$602	$642	$602
Social Family - Resident	$250	$83	$150	$300	$250	$250	$275
Social Single - Resident	$250	$64	$150	$300	$250	$250	$275
Social Family - Nonresident	$350	$1,365	$248	$350	$350	$325	$325
Social Single - Nonresident	$350	$1,328	$200	$350	$350	$325	$325

University Park Country Club
Proposed Capital Dues for 2027

								Membership Dues Increase	Preliminary Budget % Increase
Total % increase in both memberrship dues and capital dues									
Scenario Number =	**1**	**2**	**3**	**4**	**5**	**6**	**7**		
Full Family - Resident	6.1%	6.1%	7.1%	6.7%	6.1%	10.1%	11.1%	710	6.1%
Full Single - Resident	6.4%	6.1%	8.5%	8.5%	6.4%	10.1%	11.1%	540	6.1%
Full Family - Nonresident	15.7%	15.4%	10.9%	10.9%	10.9%	11.8%	10.9%	710	6.1%
Full Single - Nonresident	15.7%	18.3%	10.9%	10.9%	10.9%	11.8%	10.9%	540	6.1%
Racquets Family - Resident	8.5%	6.0%	8.5%	10.4%	7.6%	10.1%	11.1%	305	6.0%
Racquets Single - Resident	11.1%	6.1%	11.1%	13.6%	9.8%	12.3%	13.0%	230	6.1%
Racquets Family - Nonresident	15.7%	27.6%	10.9%	10.9%	10.9%	11.8%	10.9%	305	6.0%
Racquets Single - Nonresident	15.7%	34.9%	10.9%	10.9%	10.9%	11.9%	10.9%	230	6.1%
Social Family - Resident	16.7%	6.5%	10.6%	19.8%	16.7%	16.7%	18.3%	100	6.5%
Social Single - Resident	21.0%	6.3%	13.1%	25.0%	21.0%	21.0%	23.0%	75	6.3%
Social Family - Nonresident	17.3%	76.8%	11.3%	17.3%	17.3%	15.8%	15.8%	100	6.5%
Social Single - Nonresident	23.1%	97.2%	11.7%	23.1%	23.1%	21.2%	21.2%	75	6.3%

Capital Dues			2027				Scenario #1				Scenario #2				Scenario #3				Scenario #4		
			Preliminary Budget				Nonresident % Increase to 12%				Nonresident % Increase to 13%				Nonresident % Increase to 14%				Nonresident % Increase to 20%		
Memberships	Membership Dues	% of Dues	Count	Rate	Total	% of Dues	Count	Rate	Total	% of Dues	Count	Rate	Total	% of Dues	Count	Rate	Total	% of Dues			
Full Family - Resident	12,425	5%	177	621	109,961	5%	177	621	109,961	5%	177	621	109,961	5%	177	621	109,961	5%	177	621	109,961
Full Single - Resident	9,450	5%	130	473	61,425	5%	130	473	61,425	5%	130	473	61,425	5%	130	473	61,425	5%	130	473	61,425
Full Family - Nonresident	12,425	10%	73	1,243	90,703	12%	73	1,491	108,843	13%	73	1,615	117,913	14%	73	1,740	126,984	20%	73	2,485	181,405
Full Single - Nonresident	9,450	10%	70	945	66,150	12%	70	1,134	79,380	13%	70	1,229	85,995	14%	70	1,323	92,610	20%	70	1,890	132,300
Full Total					328,239				359,609				375,295				390,980				485,091
Racquets Family - Resident	5,355	5%	21	268	5,623	5%	21	268	5,623	5%	21	268	5,623	5%	21	268	5,623	5%	21	268	5,623
Racquets Single - Resident	4,015	5%	36	201	7,227	5%	36	201	7,227	5%	36	201	7,227	5%	36	201	7,227	5%	36	201	7,227
Racquets Family - Nonresident	5,355	10%	15	536	8,033	12%	15	643	9,639	13%	15	696	10,442	14%	15	750	11,246	20%	15	1,071	16,065
Racquets Single - Nonresident	4,015	10%	23	402	9,235	12%	23	482	11,081	13%	23	522	12,005	14%	23	562	12,928	20%	23	803	18,469
Racquets Total					30,117				33,570				35,297				37,024				47,384
Social Family - Resident	1,650	5%	459	83	37,868	5%	459	83	37,868	5%	459	83	37,868	5%	459	83	37,868	5%	459	83	37,868
Social Single - Resident	1,275	5%	205	64	13,069	5%	205	64	13,069	5%	205	64	13,069	5%	205	64	13,069	5%	205	64	13,069
Social Family - Nonresident	1,650	10%	51	165	8,415	12%	51	198	10,098	13%	51	215	10,940	14%	51	231	11,781	20%	51	330	16,830
Social Single - Nonresident	1,275	10%	58	128	7,395	12%	58	153	8,874	13%	58	166	9,614	14%	58	179	10,353	20%	58	255	14,790
Social Total					66,746				69,908				71,489				73,070				82,556
				Total	425,102			Total	463,088			Total	482,081			Total	501,074			Total	615,031
					Increase from Preliminary Budget				37,986				56,979				75,972				189,930

Capital Dues			2027				Scenario #5				Scenario #6				Scenario #7				Scenario #8		
							Nonresident % Increase to 20%				Nonresident % Increase to 20%				Nonresident % Increase to 20%				Nonresident % Increase to 20%		
			Preliminary Budget				Minimum	Yes			Minimum	Yes			Minimum	Yes			Minimum	Yes	
							Amount	$ 200			Amount	$ 300			Amount	$ 400			Amount	$ 500	
Memberships	Membership Dues	% of Dues	Count	Rate	Total	% of Dues	Count	Rate	Total	% of Dues	Count	Rate	Total	% of Dues	Count	Rate	Total	% of Dues			
Full Family - Resident	12,425	5%	177	621	109,961	5%	177	621	109,961	5%	177	621	109,961	5%	177	621	109,961	5%	177	621	109,961
Full Single - Resident	9,450	5%	130	473	61,425	5%	130	473	61,425	5%	130	473	61,425	5%	130	473	61,425	5%	130	500	65,000
Full Family - Nonresident	12,425	10%	73	1,243	90,703	20%	73	2,485	181,405	20%	73	2,485	181,405	20%	73	2,485	181,405	20%	73	2,485	181,405
Full Single - Nonresident	9,450	10%	70	945	66,150	20%	70	1,890	132,300	20%	70	1,890	132,300	20%	70	1,890	132,300	20%	70	1,890	132,300
Full Total					328,239				485,091				485,091				485,091				488,666
Racquets Family - Resident	5,355	5%	21	268	5,623	5%	21	268	5,623	5%	21	300	6,300	5%	21	400	8,400	5%	21	500	10,500
Racquets Single - Resident	4,015	5%	36	201	7,227	5%	36	201	7,227	5%	36	300	10,800	5%	36	400	14,400	5%	36	500	18,000
Racquets Family - Nonresident	5,355	10%	15	536	8,033	20%	15	1,071	16,065	20%	15	1,071	16,065	20%	15	1,071	16,065	20%	15	1,071	16,065
Racquets Single - Nonresident	4,015	10%	23	402	9,235	20%	23	803	18,469	20%	23	803	18,469	20%	23	803	18,469	20%	23	803	18,469
Racquets Total					30,117				47,384				51,634				57,334				63,034
Social Family - Resident	1,650	5%	459	83	37,868	5%	459	200	91,800	5%	459	300	137,700	5%	459	400	183,600	5%	459	500	229,500
Social Single - Resident	1,275	5%	205	64	13,069	5%	205	200	41,000	5%	205	300	61,500	5%	205	400	82,000	5%	205	500	102,500
Social Family - Nonresident	1,650	10%	51	165	8,415	20%	51	330	16,830	20%	51	330	16,830	20%	51	400	20,400	20%	51	500	25,500
Social Single - Nonresident	1,275	10%	58	128	7,395	20%	58	255	14,790	20%	58	300	17,400	20%	58	400	23,200	20%	58	500	29,000
Social Total					66,746				164,420				233,430				309,200				386,500
				Total	425,102			Total	696,895			Total	770,155			Total	851,625			Total	938,200
					Increase from Preliminary Budget				271,793				345,054				426,524				513,099

	2026 Actual Dues			2027 Projected Scenario Dues					Increase	
	Membership	Capital	Total	Membership	Capital	Total	Total Increase		Membership	Capital
Full Family - Resident	11,715	586	12,301	12,425	621	13,046	746	6.06%	710	36
Full Single - Resident	8,910	446	9,356	9,450	500	9,950	595	6.4%	540	55
Full Family - Nonresident	11,715	1,172	12,887	12,425	2,485	14,910	2,024	15.7%	710	1,314
Full Single - Nonresident	8,910	891	9,801	9,450	1,890	11,340	1,539	15.7%	540	999
Racquets Family - Resident	5,050	253	5,303	5,355	400	5,755	453	8.5%	305	148
Racquets Single - Resident	3,785	189	3,974	4,015	400	4,415	441	11.1%	230	211
Racquets Family - Nonresident	5,050	505	5,555	5,355	1,071	6,426	871	15.7%	305	566
Racquets Single - Nonresident	3,785	379	4,164	4,015	803	4,818	655	15.7%	230	425
Social Family - Resident	1,550	78	1,628	1,650	250	1,900	273	16.7%	100	173
Social Single - Resident	1,200	60	1,260	1,275	250	1,525	265	21.0%	75	190
Social Family - Nonresident	1,550	155	1,705	1,650	350	2,000	295	17.3%	100	195
Social Single - Nonresident	1,200	120	1,320	1,275	350	1,625	305	23.1%	75	230

	2026 Actual Dues			2027 Prelimiary Budget					Increase	
	Membership	Capital	Total	Membership	Capital	Total	Total Increase		Membership	Capital
Full Family - Resident	11,715	586	12,301	12,425	621	13,046	746	6.1%	710	36
Full Single - Resident	8,910	446	9,356	9,450	473	9,923	567	6.1%	540	27
Full Family - Nonresident	11,715	1,172	12,887	12,425	1,243	13,668	781	6.1%	710	71
Full Single - Nonresident	8,910	891	9,801	9,450	945	10,395	594	6.1%	540	54
Racquets Family - Resident	5,050	253	5,303	5,355	268	5,623	320	6.0%	305	15
Racquets Single - Resident	3,785	189	3,974	4,015	201	4,216	242	6.1%	230	12
Racquets Family - Nonresident	5,050	505	5,555	5,355	536	5,891	336	6.0%	305	31
Racquets Single - Nonresident	3,785	379	4,164	4,015	402	4,417	253	6.1%	230	23
Social Family - Resident	1,550	78	1,628	1,650	83	1,733	105	6.5%	100	5
Social Single - Resident	1,200	60	1,260	1,275	64	1,339	79	6.3%	75	4
Social Family - Nonresident	1,550	155	1,705	1,650	165	1,815	110	6.5%	100	10
Social Single - Nonresident	1,200	120	1,320	1,275	128	1,403	83	6.3%	75	8