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

The committee workshop of the **Strategic Planning Committee of the University Park Recreation District** will be held on **Wednesday, September 9th 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
+13052241968,,87390951556#,,,,*765455# US
+19292056099,,87390951556#,,,,*765455# US (New York)

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

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Strategic Planning Committee Workshop Agenda

Organizational Matters

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

Administrative Matters

- Review of Meeting Minutes
  - *Meeting Minutes July 8, 2026 (carried over from last agenda packet)*
  - *Workshop Minutes August 12, 2026*

Business Matters

1. **Establishment of Roles (DEFERRED UNTIL QUORUM IS ESTABLISHED)**
   - *Presenter: District Management*
     - Review and establishment of Committee roles

2. **Florida Sunshine Law & Ethics Overview**
   - *Presenter: District Counsel*
     - Review Sunshine Law & Ethics Requirements
     - Q&A for Committee Members

3. **Strategic Club Solutions (SCS) Strategic Planning Update**
   - *Presenter: Strategic Club Solutions Representatives*
     - Process updates and next deliverables
     - Retreat Workshop scheduled

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
September 9, 2026	Strategic Planning Committee Meeting	3:00 pm	Business Offices	In person or by Zoom

Strategic Planning Committee Member Requests & Public Comments

Adjournment

Review of Meeting Minutes

1. *Meeting Minutes July 8, 2026*
2. *Workshop Minutes August 12, 2026*

Due to Workshop, Minutes can only be reviewed.
No approvals can be made until quorum is confirmed.

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT
STRATEGIC PLANNING COMMITTEE MEETING
Wednesday, July 8, 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)
Don Sheets	Member (via Zoom)

Also Present (in person and via Zoom):

Greg Selep	Secretary, UPRD Board of Supervisors
Kwame Jackson	PFM Management Services
Sydney Johnson	Communications Director, University Park Country Club
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 approximately 3:03 PM by Mr. Freedman. Roll call was conducted, and a quorum was confirmed with three Committee members present in person and two members participating via Zoom.

Public Comment

No public comments were made at this time.

SECOND ORDER OF BUSINESS **Administrative Matters**

Approval of Minutes – June 10, 2026 Meeting

The Committee reviewed the minutes from the June 10, 2026 Strategic Planning Committee Meeting. No changes were requested.

On MOTION by Ms. Somma, seconded by Ms. Loundy, with all in favor, the June 10, 2026 Strategic Planning Committee Meeting Minutes were approved unanimously (5-0).

THIRD ORDER OF BUSINESS **Strategic Club Solutions Strategic Planning Update**

Mr. Schlingman reported that Strategic Club Solutions (SCS) is developing a targeted pulse survey of approximately ten questions to clarify themes identified through the recent focus groups and the prior membership satisfaction survey.

To comply with Sunshine Law requirements and avoid circulating multiple drafts, SCS is coordinating initial development with Greg Selep and Steve Heitzner before presenting a final draft to the Committee for review.

Committee members discussed whether current community conditions could affect survey results. SCS agreed to continue preparing the survey so it is ready for deployment, while deferring distribution until the timing is appropriate. Mr. Selep reported that he had requested Mr. Heitzner's input and would update the Committee when a response was received.

SCS advised that a communication plan would accompany the survey to explain its purpose and encourage participation. The Committee also discussed improving visibility of the focus-group work, including posting the summary on the District website and referencing the work in a future Chair update. Members emphasized that club members and non-member residents participated and that the sessions produced constructive input.

Committee Direction:
SCS will continue developing the pulse survey to a deployment-ready state. Distribution will be deferred until community conditions and leadership determine that the timing is appropriate.

Action Items:
Greg Selep to follow up regarding Steve Heitzner's input on survey timing.

Sydney Johnson and SCS to explore posting the focus-group summary on the District website.

FOURTH ORDER OF BUSINESS **Follow-Up: MemberConnect Software**

The Committee reviewed the status of the MemberConnect/ClubInsights platform, which is designed to gather short, ongoing member-experience feedback and provide a listening-post function.

SCS advised that the platform can be effective when configured appropriately, participation is sufficient, and responsibility for responding to feedback is clearly assigned. Members discussed the current off-season, organizational transition, and the need for defined club leadership to receive and act on responses.

Mr. Schreder described his experience with the same platform at another club, including event-triggered polls and staff follow-up on individual comments. Ms. Johnson noted that the District website already includes an anonymous general feedback form under the Connect tab, with submissions managed by PFM. The Committee discussed whether recurring questions could eventually inform a frequently asked questions resource.

Committee Direction:
Implementation of MemberConnect/ClubInsights will be deferred until fall, when leadership and response protocols can be better defined.

Action Items:
Barbara Somma to notify the vendor of the delay and summarize the Committee's discussion.

Sydney Johnson to ask PFM how frequently the existing website feedback form is used and report back to the Committee.

FIFTH ORDER OF BUSINESS **<u>Follow-Up: Resident Education & Awareness Materials</u>**

Ms. Loundy reported that resident education and awareness materials remain on hold at the direction of the Recreation District and UPCAI boards.

The Committee discussed the potential value of retaining a stand-alone explanation of the District's role, responsibilities, and benefits for future use. Members noted that the existing draft could be adapted by removing HOA-related content but agreed that this was not the appropriate time for distribution.

Committee Direction:
Resident education and awareness materials will remain on hold and may be adapted for future use when directed and when timing is appropriate.

SIXTH ORDER OF BUSINESS **<u>Follow-Up: Membership Trends & Strategic Considerations</u>**

Mr. Schreder summarized a June 22 meeting with club and SCS representatives regarding membership-related opportunities and challenges.

Participants agreed that additional analysis is needed and that relevant questions should be included in the forthcoming pulse survey to establish a foundation for a more substantive discussion. No immediate deliverables were identified pending completion of related strategic-planning work.

SEVENTH ORDER OF BUSINESS **<u>Follow-Up: Realtor Insights Survey Initiative</u>**

Mr. Freedman reported that initial outreach to three leading local realtors did not produce a group meeting, but individual discussions became more candid when anonymity was assured. He proposed distributing a survey to approximately twenty realtors to better understand why buyers select or reject University Park relative to competing communities.

The Committee reviewed the preliminary survey concept and discussed strengthening the questions, using a combination of multiple-choice and open-ended formats, and selecting appropriate comparable communities.

Members also discussed supplementing realtor opinions with objective market data, while acknowledging the difficulty of obtaining consistent, apples-to-apples comparisons among established and newer country-club communities. The Committee agreed to seek SCS input on the survey and possible data sources.

Committee Direction:
Continue developing the realtor survey as supplemental strategic-planning research, with revised questions, appropriate comparator communities, and objective market data where available.

Action Items:
Don Sheets to lead the initiative, engage SCS, and report at the August meeting.

Jim Freedman to consult Membership Director Merci Harrod regarding comparable clubs and assist with realtor outreach.

Committee members to send revisions to Sydney Johnson, who will coordinate a Word version of the draft and SCS review.

EIGHTH ORDER OF BUSINESS **Committee Membership Update**

Mr. Jackson reviewed the proposed staggered term assignments, effective August 1, 2026. Jim Freedman and Don Sheets were assigned one-year seats, while Ronni Loundy, Ken Schreder, and Barbara Somma were assigned two-year seats.

Mr. Sheets confirmed his willingness to continue for another term. Mr. Freedman indicated that he intended to step down at the conclusion of his current term and asked that another member assume chair responsibilities.

The Committee discussed leadership succession and summer quorum needs. As Vice Chair, Ms. Loundy will preside in the Chair's absence pending selection of a Chair. Mr. Schreder requested time to consider serving. Members emphasized the importance of recruiting a qualified year-round resident so the Committee can maintain a quorum during summer months.

Mr. Selep described a potential process in which community interest would be solicited, the Committee would review applicants and make a recommendation, and the Board would appoint the new member. Mr. Jackson advised that he would confirm with the District Manager and counsel whether formal Board direction is required before outreach begins.

Committee Direction:
The Committee supported beginning recruitment for the anticipated vacancy, subject to confirmation of the required Board process, and expressed a preference for a qualified year-round resident.

Action Items:
Kwame Jackson and Greg Selep to confirm the recruitment process.

Upon authorization, Sydney Johnson to initiate community outreach.

Ronni Loundy to preside as Interim Chair pending selection of a permanent Chair after board appointment selections.

Next Meeting Scheduled

Date	Meeting Type	Time	Location	Note
August 12, 2026	Strategic Planning Committee Meeting	3:00 PM	Business Offices	In person or by Zoom

Committee Member Requests/Comments

No additional Committee member requests or comments were made.

Public Comment

No public comments were made at this time.

Adjournment

On MOTION, duly seconded, with all in favor (5-0), the meeting was adjourned at approximately 4:03 PM.

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT
STRATEGIC PLANNING COMMITTEE WORKSHOP
Wednesday, August 12, 2026
3:00 PM
Business Offices
8301 The Park Boulevard, University Park, FL 34201

Strategic Planning Committee Members Present:

Bill Mutryn	Member (via Zoom)
Steve Ferrara	Member (via Zoom)
Ken Schreder	Member (via Zoom)
Don Sheets	Member (via Zoom)
Beth Wolchock	Member (via Zoom)

Also Present (in person and via Zoom):

Greg Selep	Secretary, UPRD Board of Supervisors
Joseph Rassett	Interim General Manager, University Park Country Club
Sydney Johnson	Communications Director, University Park Country Club
Rob Schlingman	Strategic Club Solutions
Members of the Public	

FIRST ORDER OF BUSINESS **Organizational Matters**

Call to Order and Roll Call

The workshop was called to order at approximately 3:01 PM. Roll call was conducted. All Committee members in attendance were participating via Zoom; therefore, an in-person quorum was not established.

The Committee proceeded as a workshop. No formal approvals, recommendations, motions, or other official Committee action were taken.

Public Comment

No public comments were made at this time.

SECOND ORDER OF BUSINESS **Administrative Matters**

Review of Minutes – July 8, 2026 Meeting

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

Mr. Schreder noted that the July minutes reflected two points of direction regarding the member survey: that distribution would be deferred until leadership determined the timing was appropriate and that the Committee would have an opportunity to review the survey content before distribution. He noted that the survey was distributed without the Committee being provided that review opportunity.

Mr. Selep acknowledged that the Committee review had been missed during the recent Board transition and accepted responsibility for the oversight. SCS advised that, if survey results identify areas requiring additional information, opportunities remain for further research or follow-up.

Formal approval of the July 8, 2026 meeting minutes was deferred until a future meeting at which quorum is established.

THIRD ORDER OF BUSINESS **Introduction of New Committee Members and Committee Roles**

Ms. Johnson welcomed the newly appointed Committee members.

District Management and District Counsel had originally been expected to provide an orientation regarding Florida Sunshine Law, ethics requirements, and other responsibilities applicable to appointed District officials. That discussion was deferred to a future meeting.

The Committee discussed the limitations imposed by Florida Sunshine Law on communications among Committee members outside publicly noticed meetings. Members expressed concern that the restrictions can make the collaborative nature of strategic planning more difficult and discussed whether additional workshops or an alternative advisory structure could provide greater flexibility.

Ms. Johnson advised that the Committee may schedule additional publicly noticed workshops as needed under its existing charter. The group agreed that questions regarding the Committee's structure and any potential alternatives should first be reviewed with District Counsel.

Formal selection of a Chair, Vice Chair, and Secretary was also deferred until a meeting at which quorum is established.

FOURTH ORDER OF BUSINESS **Update: Strategic Club Solutions Strategic Planning Update**

Mr. Schlingman reported that the member survey had achieved approximately 45% participation and was scheduled to close at 11:59 PM that evening.

SCS is preparing an employee survey targeted for September 14–25 in coordination with Human Resources and the Interim General Manager. Following completion of the survey work, SCS will continue preparing for a Board retreat, with the date still to be determined.

Mr. Schlingman advised that a pre-retreat workbook addressing items including SWOT analysis and strategic factors will be distributed for input in advance of the retreat. The final strategic plan is anticipated approximately 30 days following the retreat, with completion targeted by the end of the year.

The Committee discussed the number of major initiatives occurring concurrently, including strategic planning, bond and financing matters, the General Manager search, and member and employee surveys. Members emphasized the importance of coordinating these efforts so that strategic priorities, operational decisions, and financial planning remain aligned.

The Committee also discussed available capital-planning and benchmarking information. Mr. Selep noted that the Finance Committee is developing competitive benchmarking information and that prior materials, including the 2017 Master Plan and capital-planning work associated with the bond program, are available as reference points.

Members discussed the Committee's reporting relationship with the Board of Supervisors. Mr. Selep noted that the Committee Chair traditionally provides updates during Board meetings and that the absence of a current Chair has affected that reporting channel.

The Committee also emphasized the need for proactive communications throughout the strategic-planning process. Members cautioned against waiting until the final plan is completed before communicating progress and noted the importance of explaining the purpose of ongoing surveys and other engagement efforts.

SCS advised that a high-level survey summary will be prepared for the broader community following the close of the survey, with more detailed information provided to the Committee and Board.

FIFTH ORDER OF BUSINESS **Review of Outstanding Committee Priorities and Work Plan**

Ms. Johnson presented a consolidated work plan identifying completed, ongoing, and outstanding Committee priorities based on prior meeting minutes and agendas.

The document was developed to provide continuity for the newly constituted Committee, track assignments and deliverables, and help coordinate existing Committee initiatives with the SCS strategic-planning process.

SCS reviewed the work plan and did not identify significant duplication with its current scope of work. Upcoming SCS activities include completion of the member survey analysis, the employee survey, preparation of the pre-retreat workbook, the Board retreat, and development of the final strategic plan.

Members discussed adding the employee survey to the work plan and using the document as an ongoing reference at future meetings. SCS also encouraged members to begin reviewing the existing mission, vision, and core values in preparation for upcoming strategic-planning discussions.

Mr. Sheets provided an update regarding the Realtor Insights initiative and advised that he and Mr. Schlingman had a call scheduled to continue developing the outreach effort.

Committee Direction:

The work plan will remain an ongoing reference document and will be updated as Committee and SCS activities progress.

SIXTH ORDER OF BUSINESS **<u>Mission, Vision, and Core Values</u>**

Mr. Rassett asked whether the mission, vision, and core values being developed through the strategic-planning process are intended specifically for the Club/Recreation District or for the broader University Park community.

SCS clarified that its engagement is focused on the Club, its amenities, and related operations. The Committee discussed the significant overlap between University Park residents and Club members while recognizing that UPRD and UPCAI have separate governance structures and responsibilities.

Members discussed the importance of ensuring that the entities' respective missions and strategic objectives are complementary and that the final strategic plan can be effectively communicated across the broader community.

The Committee also discussed the need for an eventual consensus-building process involving both boards and the community as the strategic plan develops.

<u>Next Meeting Scheduled</u>

Date	Meeting Type	Time	Location	Note
September 9, 2026	Strategic Planning Committee Workshop	3:00 PM	Business Offices	In person or by Zoom

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

Committee members discussed availability for the September 9 meeting. Multiple members indicated that they would only be available via Zoom, making an in-person quorum unlikely.

The September 9 meeting will therefore be noticed as a workshop. The Committee discussed the expectation that in-person quorum may become easier to achieve beginning in October.

A future meeting with quorum will be necessary to formally select Committee officers and address any administrative matters requiring Committee action.

The Committee discussed whether the current structure could be modified to allow greater collaboration outside the restrictions applicable to a District advisory committee.

Members requested that District Counsel provide guidance regarding the existing Sunshine Law requirements, the use of workshops, and whether any alternative organizational structure would be legally and operationally appropriate.

No additional Committee member requests or comments were made.

Public Comment

A member of the public questioned why the Strategic Planning Committee had not been the driving force behind the member survey and expressed concern that topics including office space and meeting/activity space were not specifically addressed.

Mr. Selep explained that the survey was developed through the SCS strategic-planning process and that information collected through prior surveys and planning efforts will also be incorporated into the overall strategic plan.

Michael Robertson asked how consensus would be developed around a strategic plan that could receive support from both the UPRD and UPCAI boards and suggested that a common roadmap and vision may be needed.

Mr. Selep acknowledged the importance of consensus-building and noted that a broader community presentation or facilitated discussion could be considered once the strategic plan is sufficiently developed.

An additional public comment questioned whether transitioning from the existing District committee structure to a Club advisory group could provide an alternative to the Sunshine Law-related limitations discussed earlier in the workshop. The matter will be reviewed further with District Counsel.

No additional public comments were made.

Adjournment

As the meeting was conducted as a workshop, no formal motion was taken. The workshop was adjourned at 4:17 PM.