



University Park Country Club
Member Focus Group Summary
June 2026

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STRATEGIC CLUB SOLUTIONS



Strategic Club Solutions facilitated six focus group sessions for University Park Country Club between June 15 and 17, 2026. Sessions were conducted via Zoom. Following their sessions, several members also chose to share additional written feedback on their own initiative; that input has been incorporated into the themes below. Participants represented a broad range of membership tenure, from less than one year to more than thirty years.

All members were invited to participate; 135 volunteered, 115 confirmed a session time, and 107 attended.

In addition to the member sessions, Strategic Club Solutions facilitated two separate sessions with University Park residents who are not current Club members. Their perspectives are summarized in a dedicated section at the close of this report.

The following report summarizes the themes and feedback heard across all sessions, including the additional written input members chose to share. All responses have been aggregated and reported by theme. The purpose of this report is to inform the Board and the leadership team as they embark on the strategic planning process and to help shape the development of the upcoming member survey. No problems were solved, and no commitments were made during these sessions; the sole objective was to listen and learn.

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Executive Summary

Focus group participants spoke candidly and with evident investment in University Park, raising both long-standing appreciation for the Club's setting and community, and pointed concerns about facilities, governance, and financial direction. Across all sessions, several consistent themes emerged. The following themes are intended to inform the Board and leadership team as they shape both strategic planning and an upcoming member survey.

- The golf course is the Club's most consistently cited asset. Members across every session described the course as central to the Club's identity and value, with several directly linking its condition to home and property values in the community. The course is widely viewed as non-negotiable.
- The fitness center is the most frequently named facility gap. Members described the current space as outdated, undersized, and largely unchanged for decades. Views vary on whether the right response is a major expansion or a more modest renovation within the existing footprint, but there was near-universal agreement that the status quo is unacceptable.
- Kitchen capacity is seen as a significant operational constraint. Members across multiple sessions described the kitchen as too small to meet current dining demand, resulting in slow service, limited event capacity, and a recurring sense that the Club's dining potential is being held back by its physical infrastructure.
- Staff is a genuine and widely recognized strength. Members consistently praised staff friendliness, attentiveness, and performance across departments. Equally consistent was the concern that staff are working in cramped, outdated, or inadequate spaces, which could affect the Club's ability to retain the people members value most.
- Financial transparency is a strong and consistent request. Members want clearer, plain-language information about project costs, ongoing operating costs, and the financial performance of individual amenities before being asked to respond to surveys, vote on proposals, or absorb new assessments. Several members noted that being asked for input without providing cost context does not yield meaningful or informed responses.
- The Club's governance structure is seen by some as fragmented. Multiple entities are involved in decisions affecting the Club and the surrounding community, and several members described unclear lines of communication and accountability between them.
- A pending legal matter is a significant source of uncertainty. Members referenced an unresolved legal situation that has delayed planned capital projects and created financial uncertainty across the community. Members on all sides of this issue expressed a shared desire to see it resolved so the Club can move forward.
- Membership categories raise fairness questions for some. Social members, and single members in particular, described feeling that the value they receive does not align with what they pay for. Several questioned whether the current category structure still reflects the needs and makeup of today's membership.

- The Club's dining experience is widely valued, but its hours and flexibility were frequently cited as areas for improvement. Members praised food quality, special events, and the outdoor dining environment, while expressing consistent interest in earlier evening service, later bar hours, and more flexible programming tied to the dining calendar.
- Members are divided on the Club's future identity. Some want the Club to modernize and appeal to a younger buyer demographic, while others prioritize preserving its current character and pace for an established, largely retired membership base. This question (who the Club is serving and who it hopes to attract) surfaced across nearly every session as foundational to how any strategic decisions should be made.
- Communication is frequent but not always experienced as engagement. Several members described receiving announcements rather than feeling consulted, and asked for clearer, more digestible updates on decisions that affect them. There was a specific ask for communication that explains not just what decisions were made, but why and what the impact will be.
- The community's social fabric and programming are genuine strengths. Members described the Club as a welcoming, inclusive environment with a strong social calendar, active member-led groups, and a sense of belonging that several said they had not found at previous clubs. Protecting and building on this culture was identified as important regardless of the capital decisions made.

Club Identity and Member Value

“What do you value most about being a member of the Club?”

Members were consistent and enthusiastic in naming what draws them to the Club and keeps them engaged. The most common themes centered on the golf course, the sense of community, the convenience of having amenities in one place, and the quality of the staff and social experience. Several members described the Club as offering something that felt genuinely rare, a place where everything they need socially and recreationally exists within the same setting.

- Members repeatedly described the Club as a self-contained social hub, where golf, dining, fitness, and community events are all conveniently co-located. The ability to move between activities without leaving the community was described as a meaningful and distinctive part of what makes University Park feel different from other options.
- The golf course was named across sessions as the Club's premier asset, with several members tying its condition directly to home and property values in the surrounding community.
- Outdoor dining and the ability to socialize informally were highlighted as meaningful, everyday sources of value. Several members named the outdoor space the single best recent improvement to the Club's physical environment.
- The social community at the Club was described as welcoming, inclusive, and genuinely warm. Several members used words like "loving" and "like summer camp" to describe the atmosphere, and noted that the friendships formed through Club activities are a core part of why they stay.
- Several members specifically praised improvements to special events and seasonal programming over the past few years. Wine dinners, themed evenings, and holiday events were cited as highlights, and members noted a positive trajectory in the quality and variety of what the Club offers.
- Staff friendliness and attentiveness were consistently named as reasons members feel cared for and recognized. Members described staff who remember their names, their preferences, and their families.
- The Club's central location, established landscaping, and overall natural setting were cited as a meaningful part of its appeal. Proximity to the airport, major roads, and the broader Sarasota area was named as a practical advantage, while the maturity of the grounds and tree canopy was described as something that cannot be replicated and should be protected.
- Several members contrasted the Club favorably with previous memberships, describing it as offering a broader range of activities, a more diverse calendar of events, and a stronger social environment than they had experienced elsewhere.
- The Club's inclusive programming was specifically mentioned as a strength, with activities available across age groups and interests. Members with grandchildren noted



that the ability to bring family to the Club adds meaningful value to their membership experience.

What the Club Does Well

"What does the Club do well?"

When asked to reflect on where the Club performs at a high level, members were specific and consistent. Responses clustered around the golf course and grounds, the quality of dining and events, the racquets program, and above all, the staff. Several members acknowledged that the Club's programming and service quality often exceed what the physical facilities would suggest is possible.

Golf Course & Grounds

- The golf course was named as the Club's strongest single asset, described by multiple members as well-maintained, well-managed, and central to the Club's reputation in the broader Sarasota community. Members noted that the quality of the course is a direct driver of both member retention and the desirability of the surrounding real estate.
- Landscaping, sidewalks, and the general upkeep of the grounds and walking paths were praised as consistently strong. Members described the natural beauty of the campus as something they notice and appreciate daily, not just during organized activities.
- Recent plantings along key corridors of the property were specifically called out as a visible, positive investment. Members noted these additions have held up through significant weather events and reflect well on the Club's stewardship of its environment.

Dining & Events

- Food quality, variety, and the kitchen team's willingness to introduce and rotate menu items were specifically praised. Members noted meaningful improvement in the dining experience over the past few years, with one calling the soup program "the best in Sarasota."
- Special events, including holiday programming, seasonal dinners, and themed evenings, were described as highlights of the membership experience. Members named these events as some of the best opportunities for the broader community to gather and connect.
- Friday night happy hour was repeatedly cited as a valued, well-attended community touchpoint. Members described it as one of the Club's most inclusive recurring events, drawing members who might not otherwise come out during the week.
- The outdoor dining area was cited by multiple members as the single most impactful recent improvement to the Club's physical environment, and members expressed a strong desire to see it continue to be prioritized and invested in.

Racquets & Wellness Programming

- Racquet staff and instructors were described as welcoming, professional, and among the strongest in the region. Members specifically credited recent upgrades to court fencing, lighting, drainage, and court surfaces as evidence of thoughtful, ongoing investment.
- Several members noted that the variety and quality of the wellness and fitness programming are strong, even where the physical space has not kept pace. Instructors were praised for creating a positive, energetic environment despite the limitations of the current facility.
- The tennis and pickleball programs were cited as a draw not only for residents but for non-resident members, with at least one member noting they joined specifically because of the quality of the courts and instruction, and have since recommended the Club to others who then purchased in the community.

Staff & Service

- Staff across departments were repeatedly praised for going out of their way to accommodate members, remember personal details, and deliver a consistently warm and personalized experience.
- The waitstaff in particular, were singled out for the quality of attention and service they provide. Members described a level of personal recognition and care that several said they had not experienced at other clubs or restaurants.
- Club leadership was also noted positively in several sessions, with members crediting management for improvements in operations, programming, and member experience over recent years.
- Recent benchmarking against industry data was referenced to affirm that the Club's dining, social, and programming performance is operating at a high level relative to peers. Members expressed appreciation for the transparency that kind of data provides.

Community & Communication

- The Club's inclusive approach to programming was named as a strength. Members described the Women's Club, arts programming, trivia nights, and other recurring activities as important anchors of the community's social life.
- Several members noted that communication frequency has improved notably in recent years. While some felt the volume of announcements can be difficult to manage, the overall sentiment was that the Club is communicating more proactively than it has in the past.

Opportunities for Improvement

“Where is there room for improvement?”

Feedback in this section was wide-ranging and reflected both practical, near-term concerns and broader questions about the Club's direction. Members were candid and constructive, raising issues that spanned facilities, operations, scheduling, governance, membership equity, and communication. Several themes appeared consistently across all six sessions, while others were more specific to particular member segments.

Golf Operations & Course Access

- Members raised consistent interest in allowing walking and push carts on the course, which some believe would support member health, offer a different and valued experience on the course, and potentially improve the pace of play.
- Security around course access was raised across sessions, with members expressing concern that the current system does not reliably confirm whether individuals on the course are authorized to be there. Several suggested that the tee sheet and gatehouse access systems be more closely coordinated as a practical and straightforward solution.
- Pace of play was mentioned in a few sessions as an area members would like to see monitored and addressed, particularly during peak periods. Some members connected this to the walking/cart discussion, while others raised it as a standalone operational concern.

Racquets & Recreation

- Pickleball court capacity was repeatedly described as insufficient relative to current demand, with members noting that four courts cannot meet the volume of interest the sport is generating. A formal usage study was suggested by multiple members to give the Club the data it needs before committing to court changes or additions.
- The relationship between pickleball and tennis court allocation was raised as a topic that requires careful, data-driven review. Members on both sides of this question asked for a transparent process that considers usage, membership demand, and long-term trends before any changes are made.
- Some members suggested re-evaluating underutilized recreational features for potential alternative uses such as outdoor fitness, social lawn games, or other programming that might draw broader participation.
- Members noted interest in additional recreational options that could serve a wider range of members and guests, including ideas such as a golf simulator, indoor social games, bocce or cornhole, and expanded space for grandchildren and family activities.

Facilities & Grounds Appearance

- Members described portions of the Club's campus as showing visible wear, including entry features, gathering areas, and certain structural elements that have not been addressed for an extended period. Some noted this creates an inconsistent first impression relative to the quality of the experience inside.

- Members asked for continued investment in trees, plantings, and shared infrastructure between the Club and the surrounding community, noting that the natural landscape is one of the Club's most distinctive and irreplaceable assets.
- Parking was raised in several sessions as insufficient, particularly when golf and dining or events overlap. Members asked for both resurfacing of the existing lot and consideration of expanded capacity to reduce conflict during busy periods.

Dining Hours & Flexibility

- Members asked consistently for expanded evening dining options, including a limited or streamlined menu earlier in the evening (around 4:30 to 5:30 PM) for members who want to eat before attending off-site performances or events.
- Later bar hours on weekend nights were raised as a specific and recurring request. Members described leaving the Club earlier than they would like because the bar closes before the evening feels finished, and noted that other clubs in the area offer later service.
- Some members expressed frustration that the full dining menu is not available during Friday evening programming, and asked that the Club evaluate whether the current happy hour format fully serves the members who attend.
- The experience of the previous trial of a third dinner evening was raised by members who felt it spread attendance thinner rather than growing it. Members asked that any future scheduling decisions be made with data in hand and with a clear understanding of what member behavior actually looks like.

Membership Categories & Equity

- Social members in multiple sessions described feeling that their fees are disproportionate to the value and access they receive, particularly given that the Club's programming and events are heavily weighted toward golf and racquets participants.
- Single members described the current fee structure as inequitable relative to what couples pay for similar access. Several noted that single membership is often not a choice (many are living alone following the loss of a spouse) and expressed frustration that this reality is not reflected in how membership pricing is structured.
- The \$900 annual dining minimum for social members was raised as a specific point of irritation, particularly for members who feel they do not always receive enough value from their membership to make that minimum feel reasonable.
- Some members suggested that the Club periodically revisit and validate whether current membership categories still reflect the needs and composition of today's membership, and raised the question of whether a simplified or restructured category system might better serve both members and the Club.
- A recurring theme among social members was the desire for more programming, events, and gatherings that do not require participation in golf or racquets. Members specifically noted that certain community-wide events and celebrations, such as holiday observances

or civic milestones, should be designed to include all members, not just those who play sports.

Capital Planning & Governance

- Multiple entities are involved in governance and decision-making for the Club and the surrounding community, and several members described this structure as a source of confusion, overlap, and inefficiency. The desire for clearer lines of responsibility and better coordination between entities was consistent across sessions.
- Members consistently called for a clear, multi-year strategic and capital plan to guide future decisions rather than addressing projects reactively or in isolation. Several described the absence of a formal plan as making it difficult to understand where the Club is headed and why particular investments are being prioritized.
- A pending legal matter was referenced across all sessions as a source of significant uncertainty that has delayed planned capital work and affected community confidence.
- The ability of governing bodies to assess members without a direct membership vote was raised as a concern by some members, who asked for more formalized processes around how major financial decisions are made and communicated.
- Members referenced the Club's purchase history and noted that some feel the financial foundation established at the time of transition has created long-term obligations that limit the Club's flexibility today. This was raised not to relitigate past decisions but to underscore the importance of fiscal discipline going forward.

Engaging the Broader Membership

- Several members noted that current outreach functions more as one-way announcements than as a means of genuine engagement. They asked for more opportunities to be consulted before decisions are made, not just informed after the fact.
- Town hall-style meetings were described by some as poorly attended, and members suggested that alternative formats or channels might more effectively reach a broader cross-section of the 2,400-member community.
- Members raised the challenge of keeping a large and diverse community informed and aligned, noting that email announcements (while frequent) are not always read. Several asked for communication formats that are easier to scan, better organized by topic, and clearer about the impact of decisions on individual members.
- New member onboarding/integration was noted as an area that could be strengthened. An ambassador program was referenced by some members as an initiative with good intentions that did not achieve its potential, and they asked that future versions be better structured and resourced.

The Fitness Center

Raised as a discussion topic across all sessions.

The fitness center generated more sustained and spirited conversation than almost any other topic across all sessions. Members held strong views (sometimes in direct tension with one another) about the current facility's shortcomings, the appropriate scope of any solution, and whether the investment is fiscally justified given the Club's current financial position. Despite disagreements about the path forward, there was near-universal agreement that the current state of the facility is not acceptable.

- Members described it as outdated, undersized, and essentially unchanged since the Club's early years, with one member noting that the only visible update in decades appeared to be the padding on certain pieces of equipment.
- Members reported that the limited size of the space creates practical problems during normal use, including insufficient clearance between equipment, difficulty conducting personal training sessions without interfering with other members, and fitness classes that are consistently at or beyond capacity with waitlists for popular sessions.
- Several members noted that the inadequacy of the facility is driving them to use outside gyms to meet their fitness needs. This was described as both an inconvenience and a reflection of a gap between what the Club charges and what it provides.
- The locker room and restroom facilities connected to the fitness and racquets area were described by some members as well below the standard expected of a club at this level. Specific concerns were raised about privacy, capacity, and the experience of guests and visitors who do not live on the property and cannot simply go home to change.
- Strong proponents of a major expansion described a modern, competitive facility as essential to remaining relevant, retaining current members who use fitness as a core part of their lifestyle, and attracting a younger demographic of future buyers and members who expect fitness amenities to meet a certain standard.
- An equally vocal group of members expressed serious concern about the cost of a full expansion and questioned whether it represents a responsible use of community resources. These members pointed to nearby commercial gyms offering comparable or superior amenities at a fraction of the per-member cost, and noted that some insurance programs cover gym access for eligible members at no additional charge.
- Some members raised a specific concern about fiscal logic: if current fitness dues do not cover the facility's operating costs, a significantly larger facility would create proportionally larger ongoing losses that would need to be absorbed by the broader membership, including the majority who do not use the fitness center.
- A middle position was voiced across multiple sessions in favor of a more limited renovation of the existing space (updated equipment, improved layout, better flooring, and more functional use of the current footprint) as a way to meaningfully improve the experience without the cost or risk of a full rebuild.



- Members on all sides of this debate expressed a shared request: whatever direction the Club takes on the fitness center, the decision should be accompanied by clear, transparent information about total project costs, projected operating costs, expected utilization, and how the investment will be funded.
- Several members noted that the staff facilities adjacent to or associated with the fitness area are in poor condition and should be addressed as part of any renovation conversation, regardless of the scale of the project.

Kitchen and Dining Operations

Raised as a discussion topic across all sessions.

The kitchen and dining operation surfaced as a top concern in every session, and unlike the fitness center debate (where members were divided on scope and investment level), there was considerably more consistency in how members described the problem. The kitchen is widely seen as a bottleneck that limits the Club's dining potential, affects the member experience, and may be contributing to financial underperformance in the dining operation.

- The kitchen was named alongside the fitness center as a top operational priority across all six sessions. Members described it as too small to efficiently support current dining volume, particularly during events and peak service times when the constraints become most visible.
- Members linked kitchen limitations directly to slow service during busy periods, with some citing waits that they described as unreasonably long for a private club setting. This was not framed as a staff performance issue (staff were consistently praised) but as a structural constraint that prevents even capable staff from performing at their best.
- The dining room's capacity was noted as a compounding factor. Popular dining events sell out quickly, and when the kitchen cannot scale to support a larger room, the Club's ability to serve more members at events is limited on both ends. Several members described being unable to attend sought-after events because they reach capacity before many members have a chance to register.
- Multiple members referenced the financial performance of the dining operation, describing it as running at a loss despite meal prices that are generally comparable to what members pay at other area establishments. The kitchen's physical limitations were cited by some as a likely contributing factor to this underperformance.
- Several members expressed frustration that the kitchen has been the subject of incremental adjustments over time without a comprehensive solution. The sense conveyed was that repeated small fixes have not resolved the underlying problem, and that a more fundamental renovation is likely necessary.
- The staff working environment in the kitchen was described in notably strong terms in several sessions. Members expressed genuine concern about the conditions in which kitchen employees work and suggested that any investment in the kitchen should



prioritize creating a functional, safe, and dignified workspace as much as it prioritizes the member-facing dining experience.

- As with the fitness center, members asked that any kitchen investment be presented with clear costs, a defined scope, and a transparent plan for how the project will be funded. Several members expressed a preference for phased or prioritized improvements over a comprehensive overhaul pursued all at once.
- A smaller number of members raised questions about the broader strategic value of a major kitchen investment, asking for evidence that an upgraded facility would meaningfully increase revenue or reduce losses before committing significant capital. These members were not opposed to improvement but wanted the business case to be clearly made.

Strategic Priorities

“If you had to prioritize, what are the top two things the Club should focus on over the next one to two years?”

When asked to narrow their priorities, members' responses clustered around a consistent set of themes, though the specific ordering varied by session and by membership type. Several members found it difficult to name just two priorities, noting that many of the Club's challenges are interconnected. What emerged most clearly was that members want progress on facilities, governance clarity, and the financial foundation that makes any forward movement possible.

- The kitchen and fitness center were the two most frequently cited priorities, mentioned across nearly every session. While members differed on the scope and cost of each project, the consistent message was that both facilities have reached a point where continued delay is itself a cost to the member experience and the Club's reputation.
- Resolving the Club's outstanding legal and financial matters was named by a meaningful number of members as a prerequisite for other progress. These members expressed the view that capital planning, community alignment, and strategic momentum are all constrained until this matter is settled, and that moving forward requires clarity on the financial landscape first.
- The development of a clear, multi-year strategic and capital plan was repeatedly named as a foundational priority. Members described the absence of a formal plan as a source of frustration and uncertainty, and several said that any individual project decisions made without a strategic framework feel reactive and difficult to evaluate or support.
- Fiscal responsibility and disciplined financial management were named both as a standalone priority and as a lens through which all other priorities should be evaluated. Members asked that the Club be transparent about what it can and cannot afford, and that new projects be assessed against a realistic understanding of operating costs, not just capital outlay.
- Staff investment (including improved working environments and competitive compensation) was named by several members as essential to protecting one of the Club's



most valued and irreplaceable assets. Members expressed concern that if working conditions are not addressed, the Club risks losing the people who are most responsible for the positive experience members described throughout the sessions.

- Governance clarity and better alignment between the entities responsible for the Club and the surrounding community were raised by several members as a top-two priority. These members described the current structure as a source of inefficiency and member frustration, and asked for clearer lines of communication and accountability.
- Membership structure and equity were named by some (particularly those in social and single-member categories) as deserving focused attention. These members asked that the Club take a deliberate look at whether current categories, fees, and access levels are fair and sustainable for today's membership.
- A smaller but consistent group emphasized that any priority-setting should be guided by validated member data, not by the loudest voices in any given session. These members asked that the upcoming survey be designed to test whether focus group themes reflect the views of the broader membership before they are elevated to strategic commitments.

Additional Member Thoughts

"Before we wrap, is there anything else on your mind?"

Members used this closing question to raise topics they had not yet addressed, reinforce themes from earlier in their sessions, and share perspectives that felt important to them personally. The responses were varied and covered a wide range of subjects, from specific recreational ideas to broader reflections on the Club's identity and future direction.

- Existing community events, particularly outdoor art and music programming, were specifically named as valued and worth protecting. Members described these events as meaningful for members who are not active in sports, and as some of the most inclusive and broadly attended programming the Club offers.
- Members asked for more flexible meeting and gathering space to support the many member-led clubs and groups operating within the broader community. The number of members involved in arts, music, social, and other non-sports activities was cited as significant, and several felt the Club does not currently have adequate space to accommodate these groups well.
- Several members emphasized that maintaining a semi-private character is important to them, and asked that the Club clearly articulate and communicate its position on this question. Some expressed concern that strategic changes could inadvertently shift the Club's identity in ways that do not reflect member values.
- Dress code policies were raised as inconsistently applied or communicated, which members found confusing. The specific example of permitting shorts but not jeans was noted as a rule that some members find difficult to explain or enforce.



- Some members asked for more visible financial context behind major decisions, including how potential assessments or bond obligations would affect property taxes, resale values, and the overall attractiveness of the community to prospective buyers. Realtors in particular noted that financial uncertainty affects buyer decisions and slows sales.
- A desire for a clear, tactical plan was raised alongside the call for a strategic plan. Members noted that a strategic framework is useful but must be accompanied by a concrete implementation plan with timelines, costs, and milestones, for members to feel confident that progress will actually occur.
- Members raised several lower-cost recreational ideas that they felt could expand programming without major capital investment, including outdoor social games such as bocce, cornhole, and shuffleboard; a golf simulator; an indoor social space with games and casual food and drink access; and a periodic speaker series. A dog park and small family-friendly outdoor space for grandchildren were also mentioned across sessions.
- Several members raised the Club's aging membership base as a long-term strategic consideration. They encouraged leadership to weigh how future investment decisions might affect the Club's ability to attract younger buyers and residents, noting that without a deliberate effort to broaden the demographic, the community faces growing challenges in sustaining financial support for its facilities and programs.
- The question of what the Club is ultimately trying to be was raised thoughtfully by several members at the close of their sessions. Is it a top-tier private club? A community amenity for an active retirement community? A broadly accessible social hub? Members did not expect an answer in the room, but they asked that leadership treat this as a genuine strategic question, one that should be answered clearly before other decisions are layered on top of it.
- Some members reported feeling that the Club's operations and hours shift in ways that disadvantage full-time, year-round residents during the summer months. This was described as creating a sense that seasonal members are prioritized over those who live in the community all year.
- Several members closed by expressing appreciation for being included in the process and hope that the feedback gathered would be taken seriously.

Several members also submitted written comments following their sessions, reflecting continued engagement with the strategic planning process. Key themes from that correspondence included the following.

- A recurring concern centered on financial transparency, with members requesting clear, activity-by-activity reporting on the operating surplus or deficit for Golf, Racquets, Fitness, and Dining. Members felt the community has not been given sufficient cost information to make informed judgments about capital priorities.

- Some members raised questions about the original acquisition of the Club facilities, expressing concern that the purchase price was not aligned with the appraised value at the time, and that this has contributed to the financial pressures the community now faces.
- There was strong sentiment that each principal activity should be evaluated on whether it can cover its own operating and capital costs, rather than relying on community-wide subsidies through bond financing or special assessments. Members noted that a clearer cost picture would likely reduce the scope of capital wants.
- Several members pointed out that many residents do not fully understand the distinction between the various governing entities within University Park (UPRD, UPCC, UPCA, and others), and that this confusion affects how the Club's mission and financial obligations are understood and discussed.
- One member noted that the Club's origins as a developer-marketed amenity are important context. The mission of the elected Board of Supervisors is to manage the recreational district, not to position the community as a top-tier private country club, and members felt that distinction should inform strategic decisions going forward.
- There was interest in exploring whether some facilities, particularly Fitness, could be restructured or temporarily outsourced rather than expanded, with reserve-building prioritized before any new capital commitments are made.
- Members emphasized that any capital plan should be grounded in demonstrated benefit to property values, with analysis supporting that the benefit to residents exceeds the debt burden imposed, rather than relying on general assumptions.

Non-Member Resident Perspectives

Strategic Club Solutions facilitated two separate sessions with residents of University Park who are not current Club members. These sessions were conducted independently from the member focus groups, with the goal of capturing perspectives from those who live in the community but do not currently hold a Club membership. Participants represented long-term residents, including several who had previously held memberships and resigned, and others who had never joined. The following themes reflect what was heard across those conversations.

- The Club is broadly recognized as a valuable community asset, with several non-member residents acknowledging that its presence supports property values and the overall appeal of University Park, even for those who do not use it directly.
- Communication from the Club does not reach non-member residents, who learn about events such as food trucks, art shows, and community programming only through neighbors. Several participants described this gap as making them feel like second-rate citizens within their own community, despite years of residency.
- Former members cited specific, addressable reasons for resigning, including mandatory food minimums that felt burdensome for infrequent users and a fitness center experience that did not meet their expectations. These residents did not leave feeling negative about the community, but the value equation no longer worked for them.
- Non-member residents expressed interest in using Club facilities on a limited or pay-as-you-go basis. Takeout dinner service, day passes for the fitness center and courts, and access to the bar were mentioned as options that would generate goodwill and potentially revenue without requiring a full membership commitment.
- Several participants described the Club as largely invisible to them prior to the resident-led purchase of the amenities, and noted that very little outreach has occurred since. The absence of any structured communication or invitation to engage was cited as a missed opportunity to build membership and community connection.
- Assessments for deferred maintenance represent a significant concern for non-member residents. Participants acknowledged that infrastructure investment is likely necessary, but expressed frustration that they may be asked to contribute financially to amenities they have never been invited to use and from which they receive no direct value.
- Low-cost programming ideas were raised as practical ways to build engagement. Suggestions included organized pickleball pickup games open to non-members, designated dog-friendly hours on one of the nines, and social events designed specifically for single residents.

- Despite their concerns, participants described University Park itself in warmly positive terms, calling it a beautiful, friendly community where residents can be as active or as private as they choose. The Club's role in sustaining that environment was broadly understood, even by those who have never walked through its doors.



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