MINUTES OF MEETING
UNIVERSITY PARK RECREATION DISTRICT
BOARD OF SUPERVISORS' SPECIAL MEETING &
STRATEGIC CLUB SOLUTIONS BOARD RETREAT
Tuesday, October 13, 2026
9:00 a.m.
Lakeside Room
7671 The Park Boulevard, University Park, FL 34201

Board Members present in person:

Steve Heitzner	Chairperson
Scott Huebner	2nd Vice Chairperson
Gregory Selep	Board Secretary
Steve Swanson	Treasurer

Also, present in person:

Vivian Carvalho	Senior District Manager – PFM Management Services LLC
Joe Rassett	General Manager – Country Club
Paul Fay	Finance Director/CFO – Country Club
Marisa Powers	District Counsel – Blalock Walters
Sydney Johnson	Communications Director – Country Club
Merci Harrod	Membership Director – Country Club
Ryan Doerr	Strategic Club Solutions
Rob Schlingmann	Strategic Club Solutions
Various audience members in person and via Zoom.	

FIRST ORDER OF BUSINESS **Organizational Matters**

Call to Order and Roll Call

The special meeting of the University Park Recreation District Board of Supervisors was called to order at 9:09 a.m. by Ms. Carvalho. Roll call confirmed a quorum with all four Board members present: Steve Heitzner, Scott Huebner, Gregory Selep, and Steve Swanson. The Pledge of Allegiance was recited.

Steve Heitzner welcomed the attendees and recognized SCS for working together for the past several months and putting together the retreat. Public comments are welcomed at the end of the meeting.

SECOND ORDER OF BUSINESS **Retreat Matters – Part 1**

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1. Welcome, Introductions & Agenda Review

Strategic Club Solutions (SCS) facilitated introductions for all participants along with their expectations for the session. SCS reviewed the agenda for the day and established ground rules for the session: participants were asked to work at the strategic level (focusing on what and why, not how), to choose priorities rather than collect them, and to use a "Parking Lot" for operational ideas to be handed to management for the business plan.

2. Planning 101: Strategic vs. Operations/Business Planning

SCS presented an overview of the difference between strategic and business planning. A strategic plan – owned by the Board with a 3- to 5-year horizon – answers who we are, where we are going, and what matters most. A business plan – owned by the GM/COO with a 1- to 3-year horizon refreshed annually – answers how we get there and with what resources. SCS emphasized that both are necessary: strategy without a business plan is a wish; a business plan without strategy is busy work.

The framework was illustrated using the following architecture: the Board sets Mission, Vision, and Strategic Pillars; management translates those into a Business Plan with initiatives, budget, and a metrics dashboard that reports results back to the Board.

3. Brand Identity Discussion

SCS led a discussion on brand identity, beginning with the question: "What words describe University Park Country Club?" Brand is derived of the Core, Messaging, Application, Identity, and Logo. It's how it makes you feel, experiences that you create, reputation, how you communicate, your story, culture, values/core principles, what sets you apart, your vision, and your promise.

Describing Words: Natural preserve beauty, broad demographics, dated brand/infrastructure, club brings a sense of community, superior location, 25% non-resident members, social fabric generated around the Park Grille & Café, #1 Semi-Private Country Club-need visual representation of that in Membership Office, social connections/friends, diversity, restful/peaceful, acclimation is easy, wary of change, wish to slightly elevate the brand

Participants discussed the Club's current positioning and where it should be in five years.

The discussion explored the Club's family orientation (from "family tolerant" to "family focused") and its amenity model (from "golf-centric" to "full-service club"). UPRD is family tolerant & friendly, but a resort style pool prevents the "family focused" level. A wellness center with a lap or aerobic pool would fit the culture. (Communities have their own pools currently.) Suggestion to offer consistent family discounts for golf rounds. Space to expand is limited.

WHY: Lifestyle, Golf-centric

WHAT: moving to more social initiatives (majority of members do not play golf)

SCS also presented a framework for defining the Club's brand around nine interconnected elements: Main Goal, Club Promise, Club Culture, Member Experience, Employee Experience,

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Revenue & Financial Health, Target Market, Brand Messaging, and awareness of Changing Times.

MAIN GOALS/TARGET MARKET: To maintain relevancy, increase "full membership" roster, move away from "value experience" and move to "elevated experience", add "senior memberships", ideal future members are "recent retirees" or "retiring soon". Local residents moving from condos & northerners through marketing with Realtors.

MEMBER EXPERIENCE: great staff, strive to provide the best experience of the day

EMPLOYEE EXPERIENCE: commitment to staff for long tenure, maintaining majority of staff during off-season (request to delineate staff survey results: salary vs. hourly)

VALUES: Warm, supportive, genuine, respectful, integrity, transparency, communication

GOALS: continuous improvement, evolve, move forward, stay competitive

FUTURE/CLUB PROMISE: vibrant, enhanced, elevated, maintained relevance, maintain value with elevated element, expanded level of benefits and break areas for staff

REVENUE & FINANCIAL HEALTH: building capital reserves, further increases are needed, charging facility fees for non-resident special events or require minimum margin (dynamic seasonal pricing), review fee structures, implement transfer fees

CHANGING TIMES: Wellness & longevity components, continue to invest in golf & racquet programs, continue to assess market rates and resident vs. non-resident memberships/rates

The meeting was recessed at 10:46 PM and reconvened at 11:06 AM.

4. Governance Best Practices for Clubs and Communities

SCS presented a review of board responsibilities and the board-management relationship. Key principles discussed included:

Defined Roles: The Board acts as the governing body, setting policy, approving budgets, overseeing long-term planning, and establishing mission and vision. The GM/COO translates the Board's strategic vision into accountable operational plans, managing day-to-day operations, staffing, facilities, member services, and financial oversight.

Communication: SCS emphasized that clear, honest, and ongoing communication between the Board and management is essential. If something is unclear or disagreed upon, it should be raised directly.

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Delegation: Operational authority should be clearly delegated to the GM/COO. The Board should avoid micromanaging and should meet with management regularly – not only at formal Board meetings – to assess how things are going.

It was discussed that the UPRD Board should proceed with identifying roles and responsibilities unique to the organization's governance and how communication should flow, including, but not limited to the Recreation District, the Country Club, UPCAI, and staff.

It was also discussed that election process/procedures should be outsourced and that Advisory Groups are being established with the Country Club Manager.

5. Mission, Vision and Values

SCS presented a SWOT analysis developed from the member and employee survey results and facilitated Board and participant discussion on strengths, weaknesses, opportunities, and threats facing the Club.

Strengths identified included: the golf course as a signature asset and top semi-private course in Sarasota; outside golf play generating approximately $2.3 million annually; tennis and pickleball facilities recognized as among the best in the area; location, natural beauty, and mature landscaping; a strong sense of community and member volunteerism; and dedicated staff with strong member relationships. The restaurant lunch and brunch (open to the Public) were cited as well as outdoor dining options.

Weaknesses identified included: aging/inadequate facilities (particularly the fitness center and kitchen); strained capacity in activity and golf spaces; mistrust between UPCAI and UPRD and unstable Board leadership slowing decision-making; overlapping stakeholder involvement limiting management's ability to act; a capital reserve deficit with no long-term financial plan; an aging membership and outdated membership structure; and weak branding and low market visibility. Limited land to expand was also cited as an additional weakness.

Opportunities identified included: attracting younger homeowners and families; investment in a best-in-class fitness and wellness center, expanded kitchen, and modern activity spaces; a simplified single lifestyle membership; growth in golf and racquets membership among residents; stronger branding and realtor marketing; expanded programming and private events; and running the Club with a stronger business focus.

Threats identified included: competition from newer communities such as Lakewood Ranch and other neighbors updating their facilities; rising costs for labor, construction, insurance, and taxes; economic downturns and real estate fluctuations; ongoing governance conflict and litigation risk; an aging membership with shifting expectations; delays in capital investment; and weather and infrastructure resilience concerns.

- There was further discussion regarding procuring better benefits for the staff.

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- Reduced public rates were also discussed but not deemed an immediate threat or competition.

Following the SWOT discussion, SCS presented an analysis of critical priorities and projects or initiatives for Board consideration in setting the strategic plan including but not limited to: Facility investment, closing the $1M capital gap, dues should reflect received value, UPRD, UPCAI, and Club Management need clearly defined roles and a restored working relationship, multiyear strategic and business plan to define identity and measure progress, attracting new members while retaining current roster will require updated membership, programming, and amenities.

Projects or Initiatives discussed included, but were not limited to the fitness and racquets center, community center, staff office space, staff & activity space, lobby & reception center, meeting space, parking, adding pickleball & bocce courts, course master plan, improved layout & flow, revisiting the pro shop relocation.

- The Club's top rankings are little known and branding and logo need a refresh.
- A member demographic and succession strategy would help define who our future members will be.
- A programming review and evaluation of management company versus self-management were also suggested.
- Further discussion ensued regarding trademarks, brand identity, and entity cooperation.

6. Strategic Pillars, Part 1

SCS introduced the Strategic Plan Architecture, which moves from broad, enduring Pillars set by the Board, to Key Objectives set at the retreat, to Tactical Initiatives and Action Steps built out by management after Board approval.

SCS presented six proposed Strategic Pillars for the University Park Country Club strategic plan. The Board reviewed and discussed Pillars I through III during the morning session:

Pillar I – Governance & Leadership: Focus on establishing clear decision-making authority, strengthening coordination among governing entities, and creating a consistent framework for Board oversight and management accountability. Key objectives: (1) Clarify Governance Roles and Responsibilities; (2) Strengthen Relationship & Coordination Among Governing Entities (UPCAI and UPRD); (3) Establish Strategic Accountability and Communication Pathways; (4) Review governance practices to ensure consistency, transparency, and alignment with bylaws and strategic priorities.

Orientation for board members and employees will be helpful.

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The meeting was recessed at 12:20 PM and reconvened at 12:54 PM.

LUNCH BREAK (12:21 – 12:54 PM)

Pillar II – Financial & Capital Stewardship: Focus on protecting the Club's financial sustainability, preserving capital assets, and establishing a coordinated approach to long-term facility investment and funding. Key objectives: (1) Develop & Review the Comprehensive Capital Plan, including updating the Capital Reserve Study, Asset Management Plan, and Campus Master Plan; (2) Explore and vet the pros and cons of maintaining the Recreation District (RD) entity vs. a Common Interest Realty Association (CIRA) or other structure; (3) Improve Financial Transparency and Accountability; (4) Strengthen Long-Term Financial Health & Sustainability; (5) Review All Current Membership Categories.

There was discussion of the current reserve study and need to update it after the major projects are completed. There was further discussion regarding capital outlay vs. the reserves, flow of the operation, and potential repurposed space.

Further conversation regarding dissolving the RD and transitioning to a CIRA would not be feasible for 3-5 years, or after the currently identified major projects are completed. It is important to build capital reserves in the interim. A Financial Townhall Meeting will be held. Reviewing levels of membership, implementing transfer fees, and exploring alternate revenue sources should be considered.

Pillar III – Club Identity & Member Experience: Focus on preserving the Club's welcoming culture, strong golf tradition, and community relationships while strengthening membership value, engagement, and long-term market relevance. Key objectives: (1) Establish a Clear Club/RD Identity and Brand Guidelines with Logo Refresh; (2) Strengthen Membership Satisfaction and Value; (3) Position the Club to Attract Future Members and Homeowners; (4) Establish Club-wide Service and Hospitality Standards.

Consistency in the overall experience was identified as an important factor.

THIRD ORDER OF BUSINESS **Retreat Matters – Part 2**

7. Strategic Pillars, Part 2

Pillar IV – Club Operations: Focus on delivering consistent, high-quality golf, dining, recreation, and social experiences through effective management, efficient operations, and facilities that support member expectations. Key objectives: (1) Improve Food and Beverage Performance & Consistency; (2) Preserve Golf Excellence and Improve Access (tee-sheets), including a review of the pros and cons of the current public/private mix; (3) Strengthen Fitness and Active Lifestyle Offerings; (4) Review Current Organizational Entity and Structure, including evaluation of management company, PEO, GM/COO, or other structure, and organizational chart under any new entity; (5) Update and Expand Current Club Programming to Increase Engagement.

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Food & Beverage areas of concern discussed included: delivery of food and bussing from outside dining facilities through to indoor kitchen and lack of specific identity for the different outlets.

Advisory groups should report to operations to explore and analyze and then bring before the RD Board for consideration.

Pillar V – Communications & Member Engagement: Focus on strengthening member and resident confidence through transparent financial reporting, consistent communication, meaningful consultation, and clear explanations of governance and strategic decisions. Key objectives: (1) Review and Update a Comprehensive Communications Strategy; (2) Strengthen Member Communications & Engagement in Major Decisions; (3) Review and Enhance the Membership Feedback Process.

Various communications channels for the RD & Club were discussed in detail along with membership engagement levels.

Pillar VI – Employee Experience: Focus on building an engaged, stable, and service-oriented workforce through effective leadership, competitive employment practices, professional development, recognition, and improved employee facilities. Key objectives: (1) Strengthen Employee Engagement and Culture; (2) Improve Employee Retention and Development; (3) Improve Overall Employee Experience (employer of choice initiatives) and physical conditions/break areas. (4) Special Hardship & Scholarship programs

Staff recognition and events were discussed. Culture was described as strong. Long staff tenures were mentioned several times because of the positive culture.

8. Next Steps, Action Items & Wrap-Up

SCS summarized the work completed up to today's retreat and outlined next steps. SCS will produce a written recap of the session, incorporating the mission, vision, values, and six strategic pillars with associated key objectives as discussed and refined during the day. A draft plan will be submitted for the October 27, 2026 Board of Supervisors' meeting.

Management will use this framework to build out tactical initiatives and action steps for each pillar in the follow up management meeting and subsequent Implementation Retreat with the Strategic Planning Group.

A final weakness was identified: outside membership and play must perform well to maintain the required budget income.

There would be benefits to train/orientate staff regarding the entities and responsibilities.

Participants were invited to share a brief check-out reflection on how they were feeling and whether their expectations for the session were met. Board members and participants expressed appreciation for the structured process and indicated the session was productive. All are looking forward to an actionable outcome/plan and a 6-month check-up with SCS.

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FOURTH ORDER OF BUSINESS **Public Comment Period**

The public comment period was opened. The following comments were received from members of the public in attendance:

Barbara Somma expressed concerns regarding logos changes and rebranding at this time and offered that a marketing plan should be attempted first. Realtor engagement is also important.

Steve Ludmerer commented that (1) the meeting was productive and thanked everyone (2) the Bond Referendum vote 80% of available votes were cast and 62% approved the bond (3) the importance of road traffic flow and signage (4) UPCAI did not send any representatives to this retreat. Working together is imperative as UPCAI provides the infrastructure.

Steven Farrara (1) thanked everyone (2) agreed that brand recognition is an issue. (3) Survey 12% low Governance & Financial Transparency rating. (4) Determine what are owners' expectations future forward? (5) Capital Improvement Projection compared to profitability projections for the Club and Reserves, to establish priorities and align expectations. (6) Suggest Priorities be narrowed down to reduce the sheer number of initiatives to ensure impactful outcomes.

Marisa Powers provided some final thoughts: (1) applauded the Board and Staff for providing the insight and appropriate resources for the productive discussion. Look forward to the continued process.

There were no additional public comments.

FIFTH ORDER OF BUSINESS **Supervisor Comments &**

Future Agenda Items

No additional supervisor comments or future agenda items were raised.

SIXTH ORDER OF BUSINESS **Adjournment**

There was no further business to discuss.

ON MOTION by Mr. Swanson, second by Mr. Heitzner, with all in favor, the Board of Supervisors for the University Park Recreation District adjourned the meeting. Motion carried unanimously. The meeting was adjourned at approximately 3:06 p.m.

Secretary / Assistant Secretary

Chairperson / Vice Chairperson

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