University Park Recreation District

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

The **University Park Recreation District Board of Supervisors' Special Meeting** will be held on **Wednesday, November 4, 2026, starting at 8:30 AM at the Varsity Club Room** located at 7671 The Park Boulevard, University Park, FL 34201 and virtually.

Meeting ID: 648 161 1158 **Passcode: 597609**

Join meeting via Zoom:
https://us02web.zoom.us/j/6481611158?pwd=eWEwQ01tWUFSNDJRTUpNbCtoQmpHUT09&omn=84588938513
Join via mobile: +16469313860,,6481611158#,,,,*597609# US
+19292056099,,6481611158#,,,,*597609# US (New York)

BOARD OF SUPERVISORS' MEETING AGENDA

Organizational Matters

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

Business Matters

1. Discussions with Club Management Companies
    a. Hampton Golf - 8:30 – 10:30 AM
    b. Troon - 11:30 AM – 1:30 PM

Date	Meeting Type	Time	Location	Note
November 13, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
November 24, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
December 11, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
December 29, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices

2. Supervisor Comments & Future Agenda Items

Adjournment

pfm

University Park Recreation District: Questions for Hampton Golf

1. Affordability and financial value

We want to understand how you will offset your fees through operational efficiencies, cost savings, revenue opportunities and better financial management.

Key question: Can you demonstrate that the financial and operational value you deliver will justify the additional cost of professional management?

1. How can you demonstrate realistic opportunities for operational savings that would help offset your management fee?
2. What are the typical areas of savings you've identified across other clubs you manage? Please provide actual examples of savings achieved at comparable clubs, with percentages or dollar amounts.
3. Please detail the cost savings we can expect if we choose you, both for the club and for our associates.
4. What opportunities do you see to reduce expenses through purchasing power, vendor negotiations, staffing efficiencies, insurance, utilities and operational improvements?
5. How would you identify opportunities to increase revenue without hurting the member experience?
6. Does your plan assume holding dues flat, or a specific dues increase? If the projected savings and revenue gains aren't fully realized, how would that dues decision affect a budget shortfall? Club Benchmarking generally advises against skipping or delaying dues increases. Why is your recommended dues strategy appropriate, and how would you mitigate the financial risk if the projected improvements fall short?
7. Do your projections account for construction affecting operations for about five months of the fiscal year? If not, are the projected gains realistic in that environment?
8. Does achieving your projected labor savings require eliminating positions or replacing long-tenured staff? If so, which positions? What impact do you expect on staff morale, service quality and continuity of operations, and how would you manage the transition?
9. Does your transition plan involve exiting GolfNow? If so, could the exit cost us rounds?
10. Detail your annual planning process for both the operating and capital budgets, including all roles, responsibilities and a timeline.
11. How do you measure and report the financial value your management brings to a club?

2. Fees and contract terms

1. Please provide a clear breakdown of the total annual cost of management, including additional fees, administrative charges and project management expenses.

2. What is included in your club management services, including corporate resources, services and expertise, and what is charged separately? Please provide a list of potential add-ons and their pricing.
3. What services are not included in your proposal and would be considered a change order or upcharge?
4. Would engaging you require specific systems or accounting changes? If so, what is the extent and the cost?
5. At the end of the contract period, are there any exit charges?
6. As an alternative to a full management takeover, do you offer à la carte consulting in specialized areas?

3. Implementation schedule and deliverables

We have been self-managed and want to understand what the transition will actually look like, including when we should expect to see tangible results.

Timeframe	Questions and expectations
Days 1–30	What is your immediate assessment of our operations, finances, staffing, vendors and existing processes? What needs immediate attention?
Days 31–90	What changes will you implement? What opportunities, risks and operational deficiencies will you have identified?
Days 91–120	What improvements should be taking hold? What financial, operational and staffing changes will be measurable?
Days 121–180	What tangible results should we expect? How will you demonstrate progress against your initial assessment?
Days 181–365	What should the club look like after one year under professional management? What improvements will be complete, and what is the longer-term plan?

1. What does your initial operational and financial assessment include?
2. How will you identify things we may not know are missing or could be improved?
3. What are the first three to five priorities you would set for University Park?
4. What specific deliverables will the Board receive at each milestone?
5. How will you measure success and report progress?
6. What happens if agreed milestones or performance expectations are not met?
7. Will role or department decisions be made after your initial assessment? Will department heads and the Board see the findings first?

4. Management team, resources and commitment

We want to understand exactly who will be working with University Park, the expertise they bring, and how much time and attention they will dedicate to our club.

Key question: What specific people, expertise and corporate resources are we actually getting, and how much time will they commit to University Park?

1. What is the proposed management team structure?
2. Who will be our assigned general manager, and what is their experience managing comparable clubs?
3. What corporate-level resources will support the general manager? What expertise will be available in finance, human resources, golf operations, food and beverage, agronomy, purchasing, marketing and facilities management?
4. How much time will each member of the management team dedicate to University Park? Which personnel will be dedicated to our club, and which shared across other properties?
5. How long will the initial transition team stay engaged, and what ongoing corporate support will be available after the transition?
6. What happens if the assigned general manager or key management personnel leave?
7. Does each current department keep an on-site leader under your model? With what scope, reporting line and budget authority?
8. Office space is limited. Which functions would your corporate or regional team handle and move off site, and which stay on site? Who has final approval on decisions in each department?
9. Current departments have initiatives and projects underway. Would that work continue, be absorbed, or be replaced? Who decides?
10. How will you evaluate our existing employees, retain institutional knowledge, and integrate them into your organization?
11. How will the Board maintain visibility into staffing, employee performance and management accountability?
12. Will current programs and their professionals, across golf, racquets, wellness and dining, stay in place?

5. Capital improvement program

Key question: What specific project management resources will you commit to University Park to protect and successfully deliver our bond-funded capital investment?

1. What project management personnel and expertise will you provide to oversee our planned improvements? Who will be assigned, what is their construction and capital project experience, and how much of their time will be dedicated to University Park Country Club, for how long?
2. Are these resources included in your management fee or separately compensated? Can you replace our current owner's rep, or will we still need a project manager? Would you provide a full- or part-time project manager?

3. How hands-on will you be during project planning and with contractors? How will you oversee budgets, construction schedules, contractors, change orders, quality control and project completion?
4. How will you coordinate construction with ongoing club operations and minimize disruption to members?
5. What reporting will the Board receive on project budgets, commitments, expenditures, schedule variances and risks?
6. What comparable capital improvement projects have you successfully managed at other clubs, and what role did the general manager play?
7. We have repurposed a number of our buildings and need to evaluate our club footprint and building utilization. How would you help us do that?

6. Staff transition through Park Boulevard Management

All staff are employed by Park Boulevard Management LLC, wholly owned by UPCAI. This isn't an acquisition: staff would have to leave Park Boulevard Management and be hired new.

1. Have you handled a transition where the current employer is a separate entity that isn't party to your contract? If so, where?
2. Would every employee have to resign from Park Boulevard Management and sign a new offer with you, or can it be structured as a direct transfer?
3. What happens to final pay, PTO payout (if applicable), health coverage and retirement accounts when employment with Park Boulevard Management ends? Who covers any gap: Park Boulevard Management, the district, or you? What happens to the accrued PTO liability at transfer, and who carries it?
4. When staff move to your platform, do they keep their tenure, accrued PTO and benefit eligibility? Will years of service count toward vesting and severance, or does everyone start over as a new hire?
5. What happens to an employee who isn't offered a job, or doesn't accept one? Who owes them severance?
6. Will offers go to everyone at the same time, in writing, with enough time to review terms and get advice before anyone resigns?

7. Employment terms

1. Will every current employee receive an offer at the same or better title and pay? Is that guaranteed in writing, and for how long?
2. If a position is eliminated or materially changed, what notice and severance apply?
3. Will employees have to reapply, interview, or pass new background checks or drug screens?
4. Who will each employee report to, the on-site GM or your corporate office? Who evaluates them, when, and against what goals?
5. Will pay structures, commissions or incentive plans change for any department? When?

6. What are your policies on schedules, remote work and outside employment?

8. Governance and the district

1. Which, if any, Florida special districts or other public bodies do you manage for today? How do your employees handle the Sunshine Law, public records requests and records retention for club records they create?
2. Some current staff support district functions, such as public meetings, assessments, compliance and governance communications. Are those in your scope? If not, who does them, and under whose direction?
3. As a special district, we may not be legally able to pay incentive fees based on profitability. How would your incentive structure work for a public body, and has a district paid it before?
4. Day to day, who does the on-site GM take direction from: the full Board, the Chair, or your regional leadership? What happens when the Board and your corporate office disagree? How do you balance your industry expertise with differing views and directives?
5. A strategic plan is being built with Strategic Club Solutions, and member advisory groups are set up under the GM. Would you adopt that plan and structure, revise them, or replace them?
6. Do you receive rebates, volume incentives or marketing funds from vendors in your buying program? Are they disclosed and passed through to the district in full? Does the program fit district procurement rules?
7. How do your insurance and indemnity work alongside the district's own coverage and statutory protections?
8. What will you report to the Board, how often, and will the district have direct access to the general ledger? How timely are your financials: for a Board meeting on November 13, would the numbers run through October 31 or September 30?

9. Members and residents

1. A number of members oppose bringing in a management company. How would you help with change management? Are you willing to take part in a member town hall and answer questions?
2. We currently operate under a developer membership model. Do you see value in moving to a different membership model? If so, what would it look like, and how would we transition?
3. Your proposal grows daily-fee golf revenue. How will that affect member and resident tee-time access, especially in season?

10. Questions specific to Hampton Golf

1. Our club is financially stable, member surveys are generally favorable, and our results and operating statistics compare favorably to industry benchmarks. We have gaps in capital income but are considering programs to close them. Assuming you agree, why would wholesale change make sense at this point?

2. Your pro forma increases fiscal 2027 revenue by about $400,000 while budgeting dues lower than our own budget. Please explain. Please also explain the increases of about $300,000 in golf operations revenue and $200,000 in F&B revenue.
3. Your pro forma cuts total labor cost by about $300,000, including $308,905 from having your support team absorb communications, IT and accounting. Does this mean staff reductions or salary changes? If so, which roles, and what happens to the people in them?
4. Your pro forma raises F&B cost of goods sold by about $100,000 and F&B margin by about $100,000. Our experience, and most clubs', is that higher F&B revenue increases the subsidy. Please explain.
5. If we are satisfied with the current management team, what time commitment should we expect from you, and from our internal team for your process, in each functional area?
6. Full membership is capped at 450, and current resident membership requires over 700 social memberships. What would your sales and marketing goals be for membership and outside services, and where do you see room to grow? Many members have no desire to increase full golf membership, and we don't intend to market golf or social memberships to non-residents except to fill the cap. Racquets and wellness have potential, but we believe pickleball and fitness facilities need upgrading before any new programs start.
7. Who on your team does district-facing work, such as public meetings, media and crisis response, for another public body today?

Closing question

Knowing what you know about University Park Country Club/the Recreation District, its existing operations, financial position, employees and planned capital improvements, why should we select your organization, and what will you deliver over the next 12 months that we could not reasonably accomplish through continued self-management?

University Park Recreation District: Questions for Troon

1. Affordability and financial value

We want to understand how you will offset your fees through operational efficiencies, cost savings, revenue opportunities and better financial management.

Key question: Can you demonstrate that the financial and operational value you deliver will justify the additional cost of professional management?

1. How can you demonstrate realistic opportunities for operational savings that would help offset your management fee?
2. What are the typical areas of savings you've identified across other clubs you manage? Please provide actual examples of savings achieved at comparable clubs, with percentages or dollar amounts.
3. Please detail the cost savings we can expect if we choose you, both for the club and for our associates.
4. What opportunities do you see to reduce expenses through purchasing power, vendor negotiations, staffing efficiencies, insurance, utilities and operational improvements?
5. How would you identify opportunities to increase revenue without hurting the member experience?
6. Does your plan assume holding dues flat, or a specific dues increase? If the projected savings and revenue gains aren't fully realized, how would that dues decision affect a budget shortfall? Club Benchmarking generally advises against skipping or delaying dues increases. Why is your recommended dues strategy appropriate, and how would you mitigate the financial risk if the projected improvements fall short?
7. Do your projections account for construction affecting operations for about five months of the fiscal year? If not, are the projected gains realistic in that environment?
8. Does achieving your projected labor savings require eliminating positions or replacing long-tenured staff? If so, which positions? What impact do you expect on staff morale, service quality and continuity of operations, and how would you manage the transition?
9. Does your transition plan involve exiting GolfNow? If so, could the exit cost us rounds?
10. Detail your annual planning process for both the operating and capital budgets, including all roles, responsibilities and a timeline.
11. How do you measure and report the financial value your management brings to a club?

2. Fees and contract terms

1. Please provide a clear breakdown of the total annual cost of management, including additional fees, administrative charges and project management expenses.

2. What is included in your club management services, including corporate resources, services and expertise, and what is charged separately? Please provide a list of potential add-ons and their pricing.
3. What services are not included in your proposal and would be considered a change order or upcharge?
4. Would engaging you require specific systems or accounting changes? If so, what is the extent and the cost?
5. At the end of the contract period, are there any exit charges?
6. As an alternative to a full management takeover, do you offer à la carte consulting in specialized areas?

3. Implementation schedule and deliverables

We have been self-managed and want to understand what the transition will actually look like, including when we should expect to see tangible results.

Timeframe	Questions and expectations
Days 1–30	What is your immediate assessment of our operations, finances, staffing, vendors and existing processes? What needs immediate attention?
Days 31–90	What changes will you implement? What opportunities, risks and operational deficiencies will you have identified?
Days 91–120	What improvements should be taking hold? What financial, operational and staffing changes will be measurable?
Days 121–180	What tangible results should we expect? How will you demonstrate progress against your initial assessment?
Days 181–365	What should the club look like after one year under professional management? What improvements will be complete, and what is the longer-term plan?

1. What does your initial operational and financial assessment include?
2. How will you identify things we may not know are missing or could be improved?
3. What are the first three to five priorities you would set for University Park?
4. What specific deliverables will the Board receive at each milestone?
5. How will you measure success and report progress?
6. What happens if agreed milestones or performance expectations are not met?
7. Will role or department decisions be made after your initial assessment? Will department heads and the Board see the findings first?

4. Management team, resources and commitment

We want to understand exactly who will be working with University Park, the expertise they bring, and how much time and attention they will dedicate to our club.

Key question: What specific people, expertise and corporate resources are we actually getting, and how much time will they commit to University Park?

1. What is the proposed management team structure?
2. Who will be our assigned general manager, and what is their experience managing comparable clubs?
3. What corporate-level resources will support the general manager? What expertise will be available in finance, human resources, golf operations, food and beverage, agronomy, purchasing, marketing and facilities management?
4. How much time will each member of the management team dedicate to University Park? Which personnel will be dedicated to our club, and which shared across other properties?
5. How long will the initial transition team stay engaged, and what ongoing corporate support will be available after the transition?
6. What happens if the assigned general manager or key management personnel leave?
7. Does each current department keep an on-site leader under your model? With what scope, reporting line and budget authority?
8. Office space is limited. Which functions would your corporate or regional team handle and move off site, and which stay on site? Who has final approval on decisions in each department?
9. Current departments have initiatives and projects underway. Would that work continue, be absorbed, or be replaced? Who decides?
10. How will you evaluate our existing employees, retain institutional knowledge, and integrate them into your organization?
11. How will the Board maintain visibility into staffing, employee performance and management accountability?
12. Will current programs and their professionals, across golf, racquets, wellness and dining, stay in place?

5. Capital improvement program

Key question: What specific project management resources will you commit to University Park to protect and successfully deliver our bond-funded capital investment?

1. What project management personnel and expertise will you provide to oversee our planned improvements? Who will be assigned, what is their construction and capital project experience, and how much of their time will be dedicated to University Park Country Club, for how long?
2. Are these resources included in your management fee or separately compensated? Can you replace our current owner's rep, or will we still need a project manager? Would you provide a full- or part-time project manager?

3. How hands-on will you be during project planning and with contractors? How will you oversee budgets, construction schedules, contractors, change orders, quality control and project completion?
4. How will you coordinate construction with ongoing club operations and minimize disruption to members?
5. What reporting will the Board receive on project budgets, commitments, expenditures, schedule variances and risks?
6. What comparable capital improvement projects have you successfully managed at other clubs, and what role did the general manager play?
7. We have repurposed a number of our buildings and need to evaluate our club footprint and building utilization. How would you help us do that?

6. Staff transition through Park Boulevard Management

All staff are employed by Park Boulevard Management LLC, wholly owned by UPCAI. This isn't an acquisition: staff would have to leave Park Boulevard Management and be hired new.

1. Have you handled a transition where the current employer is a separate entity that isn't party to your contract? If so, where?
2. Would every employee have to resign from Park Boulevard Management and sign a new offer with you, or can it be structured as a direct transfer?
3. What happens to final pay, PTO payout (if applicable), health coverage and retirement accounts when employment with Park Boulevard Management ends? Who covers any gap: Park Boulevard Management, the district, or you? What happens to the accrued PTO liability at transfer, and who carries it?
4. When staff move to your platform, do they keep their tenure, accrued PTO and benefit eligibility? Will years of service count toward vesting and severance, or does everyone start over as a new hire?
5. What happens to an employee who isn't offered a job, or doesn't accept one? Who owes them severance?
6. Will offers go to everyone at the same time, in writing, with enough time to review terms and get advice before anyone resigns?

7. Employment terms

1. Will every current employee receive an offer at the same or better title and pay? Is that guaranteed in writing, and for how long?
2. If a position is eliminated or materially changed, what notice and severance apply?
3. Will employees have to reapply, interview, or pass new background checks or drug screens?
4. Who will each employee report to, the on-site GM or your corporate office? Who evaluates them, when, and against what goals?
5. Will pay structures, commissions or incentive plans change for any department? When?

6. What are your policies on schedules, remote work and outside employment?

8. Governance and the district

1. Which, if any, Florida special districts or other public bodies do you manage for today? How do your employees handle the Sunshine Law, public records requests and records retention for club records they create?
2. Some current staff support district functions, such as public meetings, assessments, compliance and governance communications. Are those in your scope? If not, who does them, and under whose direction?
3. As a special district, we may not be legally able to pay incentive fees based on profitability. How would your incentive structure work for a public body, and has a district paid it before?
4. Day to day, who does the on-site GM take direction from: the full Board, the Chair, or your regional leadership? What happens when the Board and your corporate office disagree? How do you balance your industry expertise with differing views and directives?
5. A strategic plan is being built with Strategic Club Solutions, and member advisory groups are set up under the GM. Would you adopt that plan and structure, revise them, or replace them?
6. Do you receive rebates, volume incentives or marketing funds from vendors in your buying program? Are they disclosed and passed through to the district in full? Does the program fit district procurement rules?
7. How do your insurance and indemnity work alongside the district's own coverage and statutory protections?
8. What will you report to the Board, how often, and will the district have direct access to the general ledger? How timely are your financials: for a Board meeting on November 13, would the numbers run through October 31 or September 30?

9. Members and residents

1. A number of members oppose bringing in a management company. How would you help with change management? Are you willing to take part in a member town hall and answer questions?
2. We currently operate under a developer membership model. Do you see value in moving to a different membership model? If so, what would it look like, and how would we transition?
3. Your proposal grows daily-fee golf revenue. How will that affect member and resident tee-time access, especially in season?

10. Questions specific to Troon

1. Explain the different levels of management Troon offers, with the costs and services of each. Which level was quoted to UPCC?
2. As mentioned previously by UPRD Counsel, the District is unable to sign a contract with a five-year commitment. The fee is $325,000 with a five-year commitment. Is there an alternative, such as shorter term?

3. The incentive fee is 20%. Twenty percent of what? If it's the $325,000, that's an additional $65,000. Part of it is tied to "On-Time/Budget CIP." What does that mean, and how is it measured?
4. Your savings list includes the kitchen project and capital projects. Capital savings don't offset budgeted operating income. Are these one-year savings or multi-year?
5. Your org chart shows no on-site human resources person. Is that correct, and would Troon handle all day-to-day HR issues?
6. Due diligence would happen under an NDA. How does that work with a public district whose records are generally open?
7. Your slide says those "excited about quality, professionalism, career opportunities, and accountability will do very well." What happens to staff after the 60–90 day assessment?
8. Your regional team in Bradenton has directors for food and beverage, agronomy, HR, marketing and retail. What would they do for UPCC, and what stays with on-site department leaders?
9. Branded programs like Cliff Drysdale Tennis appear on your org chart. Would they replace or sit alongside current department leadership and programs?

Closing question

Knowing what you know about University Park Country Club/the Recreation District, its existing operations, financial position, employees and planned capital improvements, why should we select your organization, and what will you deliver over the next 12 months that we could not reasonably accomplish through continued self-management?