

# University Park Recreation District

12051 Corporate Boulevard, Orlando, FL 32817 Phone: 407-723-5900

<http://universityparkrd.com/>

---

The workshop meeting of the Board of Supervisors of **University Park Recreation District** will be held on **Wednesday, November 4, 2020 at 10:00 a.m.** via telephone and video conferencing communications media technology pursuant to governmental orders, including but not limited to Executive Orders 20-52, 20-69, and 20-246 issued by Governor DeSantis, and any extensions or supplements thereof, and pursuant to Section 120.54(5)(b)2., *Florida Statutes*. The following is the proposed agenda for this meeting.

**Call in number: 1-844-621-3956 (New)**

**Passcode: 790 562 990 # (New)**

**Join meeting via WebEx Personal Room: <https://pfmgroup.webex.com/meet/carvalhov>**

**NOTE: If you are calling into the meeting by phone or WebEx, please MUTE your line!**

## **BOARD OF SUPERVISORS' WORKSHOP MEETING AGENDA**

### **Organizational Matters**

- Call to Order
- Roll Call to Confirm Quorum
- Public Comment Period [*for any members of the public desiring to speak on any proposition before the Board*]

### **Discussion**

1. Review of Strategic Planning Process to Date
2. Discuss the Vision, Mission and Core Values & Metrics
3. Summary of Information Gathering Processes Including Focus Groups & Surveys
4. Review and Discuss Action Plans Developed with the Planning Facilitator
5. Update the Board on the Master Planning Services Selection Process

### **Adjournment**



The background features abstract, overlapping green geometric shapes in various shades, including light lime green, medium green, and dark forest green. These shapes are primarily located on the left and right sides of the slide, framing the central text.

# UPCC Strategic Planning Update

## November 2020

# Strategic Planning Group Members

## Volunteer Resident/Members

Gio Cantarella

Paul Gibson

Joyce Giberti

Jim Freedman

Ronnie Loundy

Steve Ludmerer

Bruce Mantia

Peter Pizzi

## Staff

Laurie Evans

Curtis Nickerson

John Fetsick

# Strategic Planning

## Building the Foundation

- ▶ Survey stakeholders
- ▶ Engage qualified professionals
- ▶ Establish who are we, where we want to go and how to get there
- ▶ Initial Review - Benchmarking UPCC vs other Clubs
- ▶ Identify Strengths, Weaknesses, Threats and Opportunities
- ▶ Develop key strategic areas of importance
- ▶ Conduct Focus groups addressing key issues
- ▶ Ongoing review of benchmarking and industry information/trends
- ▶ Present comprehensive analysis and master plan to stakeholders

# Timeline

- ▶ January 2020 - Member & Resident Surveys Completed
- ▶ April 2020 - Call for Strategic Planning Group Volunteers
- ▶ May 2020 - Meetings with Consultants and Benchmarking begin
- ▶ June - July 2020 - Mission/Vision/Core Values/SWOT Analysis, Metrics, Key Issues Identified & Sub-group work
- ▶ August 2020 - Focus Groups
- ▶ September 2020 - Action plan development
- ▶ October 2020 - Master Planning Consultant RFP review process
- ▶ November 2020 - Selection of Master Planning Consultant
- ▶ Early 2021- Town Hall Presentation to Stakeholders
- ▶ Spring 2021- Work identified in Master Plan begins

# Mission, Vision, Core Values For Board Adoption/Consideration

## Our Mission

Deliver to members and guests ever evolving lifestyle experiences that are engaging and inclusive by providing exemplary service, facilities and amenities.

## Our Vision

To be the preeminent gathering place for members and guests to meet, socialize and enjoy lifestyle opportunities that exceed their expectations in a modern club environment, that enhances our residential community.

## Our Core Values

Values that are truly important direct the decisions we make, define our character, and preserve what is special about our Club. They are:

- Integrity, Trust & Mutual Respect - Acting ethically in the best interests of our members, staff and community.
- Quality - Striving to be the best that we can be in all that we do.
- Fiscal Responsibility and Transparency - Openly communicating our financial position and ensuring that operating budgets and reserves are sufficient to meet the current and future needs of the Club.
- Environmental stewardship - Commitment to preserving our natural landscape and considering the environmental impact of our decisions.

# Key Metrics

The Measures of Success we use to track our success in fulfilling our Mission and Vision

- ▶ Member/Guest Satisfaction- Member satisfaction percentage that exceeds annual survey goal.
- ▶ Membership growth/retention - annual increases in non-resident membership growth and membership retention that meet or exceed the range of annual goals.
- ▶ Member/Guest participation - member guest participation that is an annual increase and meets or exceeds desired goal.
- ▶ Financial strength - Positive operating results and sufficient capital for long term needs, communicating the results to the membership on a timely basis
- ▶ Property Values - Long-term property values which correlate with member satisfaction, net capital growth, facilities and amenities improvements.
- ▶ Staff Satisfaction/retention - Measured through surveys/feedback with annual survey goals.

# SWOT Analysis

July 2020

- ▶ Strengths
- ▶ Weaknesses
- ▶ Opportunities
- ▶ Threats



# Strengths

- ▶ Great staff
- ▶ Excellent golf course
- ▶ Location
- ▶ Natural environment; Landscape beauty
- ▶ Member volunteers investing countless hours
- ▶ Friendly, social membership
- ▶ Financial Strength
- ▶ Great food/dining
- ▶ Quality Facilities/Amenities
- ▶ Reputation
- ▶ Semi-Private membership structure
- ▶ Cost/Value/Affordability
- ▶ Service

# Weaknessess

- ▶ Limited Capital Income
- ▶ Outdated / fully depreciated facilities
- ▶ Lack of certain amenities
- ▶ Some members still view themselves as customers as opposed to stakeholders
- ▶ Aging membership
- ▶ Need for an integrated long-term club and community landscape plan
- ▶ Need to drive additional capital funding
- ▶ No strategic plan
- ▶ Communications
- ▶ Availability of Staff
- ▶ Low participation by select groups of members

# Threats

- ▶ Not attracting new and younger members
- ▶ Competition -new up-to-date clubs with new homes and amenities
- ▶ Cost of upgrades to course and facilities
- ▶ Aging membership
- ▶ Some residents not understanding the relationship between a great club and home values
- ▶ Economy - COVID closure or other unanticipated closing event in FY21
- ▶ Fluctuations in the demand for golf

# Opportunities

- ▶ Facilities renovations to stay competitive in the market and attract new members.
- ▶ Marketing/Sales - Membership, golf, food and beverage
- ▶ Increase membership base- resident and non-resident
- ▶ Add casual dining areas
- ▶ Add amenities, i.e. pickle ball, aquatics, fitness, etc.
- ▶ Increase member participation through additional programs and events
- ▶ Identify new sources of capital income
- ▶ Enhance property values
- ▶ Improve golf course

# Small Group Key Issue Analysis

July/August 2020

- ▶ Facilities & Amenities
- ▶ Financial
- ▶ Food and Beverage
- ▶ Non-Sports Activities
- ▶ Fitness/Wellness
- ▶ Racquet Sports
- ▶ Golf Course
- ▶ Membership
- ▶ Staffing

# Focus Group Feedback

August 2020

## ► General Topics

High level of satisfaction - club environment, amenities, greenspace

Club adds value to homes including the golf course

Facilities need to be updated

Social connection important

Participants felt the HOA and Club/RD should continue to work together

# Focus Group Feedback

August 2020

## ► Dining/Programs

Pleased with food and beverage offerings.

Add more, healthy and vegetarian/vegan options

Increase/add hours of operation in the restaurant

More casual dining facilities

Add limited snack and beverage service/grab and go at Tennis & Fitness

More outdoor dining space

More activities including lectures, classes - more space needed

# Focus Group Feedback

## August 2020

### ► Fitness & Wellness

Most pleased with the facilities

More/updated equipment

Additional classes and increased class size

Social aspect of exercising with other members important

Outdoor fitness classes - especially during COVID

High degree of satisfaction with tennis program and facility

Pickleball - very high demand

High degree of support for croquet

May be need to move croquet to accommodate pickleball courts



# Focus Group Feedback

August 2020

## ► Golf

Agreed it was a real asset - beauty, activity and financial impact

Need improved way-finding for outside players

Focus on customer service and additional programming for new members

Slow play an issue when busy

More casual dining areas for after golf activities

Condition of the golf course universally commended

Age of the golf course acknowledged - will need to be addressed

# Focus Group Feedback

August 2020

## ► Membership

Need to increase number of memberships

Engage non-member resident members

Focus on membership sales to downtown condo market

Develop and ambassador program to introduce and encourage new members

Aging in place a challenge to driving new membership sales

# Draft Action Plan

## Ongoing Strategic Planning

Key Issue: Financial				
Objective: Develop ways to raise capital for current and future club facilities and amenities to remain competitive in our market while also enhancing our residential community.				
	Staff Owner(s)	Member Owner(s)	Due Date	Status
Strategy				
Develop a communications plan to clearly communicate to the membership the current financial position of the club and future requirements.				
<ul style="list-style-type: none"> <li>Communicate that all homeowners have an "owners' interest" in the Club's success</li> </ul>				
<ul style="list-style-type: none"> <li>Require membership for all non member homeowners</li> </ul>				
<ul style="list-style-type: none"> <li>Explore the option of requiring a transfer fee with the sale of a home to be used for capital needs</li> </ul>				

# Engaging a Master Planning Consultant Update

- ▶ Original Request For Proposal Issued in September, 2020
- ▶ Interviews with two Candidates conducted - October, 2020
- ▶ Accepting additional proposals through November 12<sup>th</sup>
- ▶ Recommendation for November 13<sup>th</sup> Board consideration

# Next Steps

- ▶ Board approves Master Planning Consultant Recommendation from Strategic Planning Group
- ▶ Complete contract negotiations with Master Planning Consultant
- ▶ Key staff and Strategic Planning Group members meet with the Master Planning Consultant to share the information gathered in this process.
- ▶ Hold town hall meeting in Early 2021 to present Master Plan
- ▶ Staff to refine and implement Action Plans to include ongoing discussion and input from the Strategic Planning Group
- ▶ Action Plan progress reported at monthly RD Board meetings
- ▶ Develop a reporting protocol for key metrics

# **University Park Country Club**

## **Focus Groups Executive Summary**

Ten focus groups of UPCC members were conducted remotely August 17-20, 2020. Each session lasted just under two hours and had 10-15 participants. The topics covered during the sessions were Dining/Programs, Fitness and Wellness, Racquet Sports, Golf and Membership. There were two sessions for each topic and the earlier sessions also reviewed some general topics concerning UPCC.

The sessions were facilitated by Jack Sullivan, CCM of JR Sullivan Consulting.

The following is an overview of the highlights of the ten sessions:

### **Mission, Vision and Core Values**

The majority of participants agreed with the proposed draft and felt that they were appropriate for University Park. However, many felt that the Club was not currently living up to the statement regarding exemplary facilities, as the current ones need attention. Several participants suggested more emphasis needs to be placed on the core values of Environmental Stewardship, Fiscal responsibility, and Transparency.

### **General Topics**

There was a high level of satisfaction with the Club environment, facilities, and greenspace. The challenge to maintain the greenspace and update the overall facilities at a reasonable cost was noted.

Virtually all participants felt that the Club added value to their homes, but again, improvements to the facilities should add additional value.

Notably, even the non-golfers felt that the course added value to their homes.

A key benefit to being a member at UPCC, in addition to the recreational activities, was the social aspect and the many friends that participants have made.

The HOA(UPCAI) and the Club should continue to work together, but clearly define their respective areas of responsibility to enhance the overall Community.

### **Dining/Programs**

Most were pleased with the food and beverage offerings at the Club, especially for the convenience offered during COVID. There were several suggestions to increase the healthy food options on the menu.

Numerous comments were made regarding the restaurant hours of operation. This is a common challenge when transitioning from a developer owned club to a club owned by members. Additional dining hours often drive additional costs which don't translate into additional profit. In most cases, the additional hours or second kitchen increase overall costs in the operation and the potential for additional subsidy. Unlike a stand along restaurant, a club has a limited patron base and very few turns with the same amount of fixed costs and labor.

The Groups most prevalent issue/request was the need for more casual facilities for a drink or a light meal after golf or tennis, one with a 19<sup>th</sup> Hole feel. Improving the Varsity Club was often mentioned. A more extreme solution offered was that of converting the Golf Pro Shop into a casual dining venue, which then would require a new Pro Shop. A second kitchen/casual dining venue was also mentioned.

Some type of limited facilities and services at the Tennis and Fitness Facilities, such as a few tables and chairs with limited beverages and snacks would have minimal expense yet may have a positive impact on member satisfaction. A place to socialize after tennis was important to many but not if there was significant cost associated with it.

There were very few responses to programming, but items like lectures, classes and off campus group events were discussed.

## **Fitness and Wellness**

Of those participating, only two had memberships outside of UPCC. Most were pleased with the facilities and programs and were able to gain access when needed. The Fitness Center was a real benefit to those living within the gates during COVID.

Having up-to-date equipment and perhaps some additional equipment was also cited as important.

The ability to expand the classes both in terms of size and activity was often discussed. The social value of having classes together with friends was mentioned. One option that was discussed would be to start with a temporary facility such a tent adjacent to the current facility. This would have the greatest impact during season and would test the true demand for additional space at a limited initial cost.

## **Racquet Sports**

There was a high level of satisfaction with the tennis facilities and programs, many stating that they are the best in the area. Again, some type of limited food and beverage service/facility as stated in the dining focus groups would be appreciated and would add to the social aspect of the game.

There was universal support for pickleball, noting that most club communities now have pickleball. Most (active players) preferred hard surface courts, understanding that location is important due to the noise level on the hard surface. Pickleball is a great sport with potential social activities. It is the fastest growing sport in the country club industry.

## **Croquet**

There was strong support for croquet in the fitness and racquets sessions as most felt that it was a unique offering for UPCC. There are approximate 40 members who currently participate on the one-half size greens ward, similar to a putting green. Like other activities, there is a real social aspect to the sport. There was discussion regarding expanding the court to a regulation size and then dividing into two courts to accommodate more players when needed. The location of the court was also discussed. The current players prefer present location, which highlights the sport upon entering the community, yet that location may also be considered for pickleball or other uses.

## **Golf**

Golf was considered by all, including non-golfers, to be a real asset to the community. This is in terms of the activity and the overall beauty. One participant asked that Club management explore the potential for non-golf members to enjoy the course during off hours.

Better wayfinding and greeting of guests with an explanation of how to navigate the campus was suggested. Improving signage was also mentioned. Also, an outline of expectations and opportunities for public visitors could be better communicated. In one session, it was noted that enhancing the overall customer service by the golf staff/pro shop would be a plus.

Due to the high level of play, giving the marshals more authority to enforce slow play violations was discussed. There was also considerable discussion regarding the amount of time between tee times. It was felt that the current time of seven minutes played was a factor in slow play. Since guest fees are an important revenue factor, it was suggested that they be increased to offset the decrease in rounds if the time in between tee times is increased to eight or ten minutes. Penalties for last minute cancellation of tee times was also mentioned.

As was discussed during the Dining focus groups, an improved casual dining area with a 19<sup>th</sup> Hole feel for post golf activities was important to most participants.

Another area that was discussed, which is receiving a great deal of attention at other clubs, is improvement to the practice areas, including focus on the short game.

Kudos were given to the Director of Property and Facilities and his staff regarding the conditions of the course. However, it is important to note that a course of this age will eventually require investing capital to update the infrastructure.



## **Membership**

There was a general agreement that the UPCC “Brand” was one of an “Upscale golf community with lovely greenspace and a friendly membership.”

There was a universal level of understanding that increasing membership would benefit the Club financially and would help to reduce the dependence on outside play. The two most common suggestions for recruiting new members was to market to communities without golf such as the condos downtown and residents within University Park who are not members. The greatest obstacle to the later was felt that in many cases, these are older individuals who purchased many years ago and may not be able to afford a membership.

A recurring theme in the Membership Focus Groups was to recruit current members to assist and compliment the recruiting efforts of the UPCC professional staff. They were often referred to as Ambassadors. While it is important to be sure that staff direct the recruiting efforts and be responsible for developing a comprehensive membership marketing plan, using the members as Ambassadors is a critical factor in other successful club marketing plans. Afterall, the best source of new members in the country club industry comes from existing members.

## **Conclusion**

Valuable information was obtained from the various focus groups. The participants represented a broad cross section of the UPCC membership. While the feedback was consistent with that obtained during the member survey, it placed many of those statements in context and aided understanding. The process displayed the clubs desire to obtain more detailed input from the membership, thus obtaining their buy-in to the strategic planning process, and further supports transparency. It is critical to include this information in our Strategic Action Plans and to share this information with the membership.