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Patsy and I moved to University Park 6 years ago from Santa Rosa Beach, Florida. We are full time residents and full family members of UPCC. We chose UP due to its natural beauty, convenience to major malls and excellent healthcare facilities.

I retired in 2019 after spending 55+ years in the financial services profession all in the Dallas, Texas area. This included 18+ years as CEO of several banks and one Saving and Loan Association, ranging in size from \$400M to \$8B. I was responsible for the reorganization and restructuring of these institutions. I spent the last 17 years of my career in the Real Estate title profession as Director of Commercial Sales for the largest title insurance company in the US. These experiences exposed me to considerable chaos and confusion dealing with both state and federal regulatory authorities, shareholders, law firms, clients and communities. I gained significant experience in team building, financial expertise, transparency in responsibilities and communication. I am a strong believer in constructive criticism and hiring individuals where I have weaknesses.

I have spent many years as a member of various boards: Southern Methodist University, The Mustang Club, SMU fund raising for athletics and two Economic Development boards. I have also served on several HOA boards, one as President. I spent 15 years as a member of the Fresh Water Control District, Denton County, Texas. Since relocating to UP I am a past board member of the UPCC Men's Golf Association, member of Eaton Place HOA and for the last two years I have served as an Ambassador of UPCC.

In my opinion, the purchase price of UP was excessive given facilities were dated

and many had outlived their useful life. Both Boards, particularly UPRD, and PBM have exhibited poor decisions as UP and UPCC has transitioned from developer mentality to homeownership. Mistakes have been legal, exhibited lack of financial responsibility, facilities mismanagement and weakness in leadership. Change is imperative if UP homeowners and UPCC membership are going to enjoy the quality of life that we all desire. Let's learn from the past and focus on the future. Financial stability is most critical for without such, many problems which occurred in the past will continue.

Any future cost decisions should be considered with the input of the Financial and Business Strategy committees. All costs of UPCC and UP are increasing and cannot be ignored. I strongly support renovation/ expansion of kitchen facility and perhaps expansion of fitness facility. Total costs must be considered not just facilities costs.

The future of UPCC is much intertwined with UP and PBM and thus strengthening the alliance between the three entities is extremely important and which I am most supportive.

I understand the time and energies required to serve as potential UPRD Board member. If elected, I will passionately commit to fulfil to the best of my ability all Board responsibilities.

If I am elected to represent UPCC members and guests, I would be privileged to do so.