

University Park Recreation District

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<http://universityparkrd.com/>

The Meeting of the **Board of Supervisors of the University Park Recreation District** will be held on **Friday, January 9, 2026, at 2:00 PM** at the Business Offices located at 8301 The Park Boulevard, University Park, FL 34201 and or virtually.

Meeting ID: 648 161 1158

Passcode: 597609

Join meeting via Zoom:

<https://us02web.zoom.us/j/6481611158?pwd=eWEwQ01tWUFSNDJRTUpNbCtoQmpHUT09&omn=84588938513>

BOARD OF SUPERVISORS' 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]*

Administrative Matters

1. Consideration of Minutes of the December 2, 2025, Workshop Meeting

Staff Report Matters

2. District Counsel
3. District Manager
4. Club Management
 - a. Management Discussion & Analysis Report
5. Committee Reports
 - a. Finance
 - b. Strategic Planning

Old Business Matters

6. Update on 2026 Election
 - a. Election Chair
 - b. Candidates
 - c. Firm for Election Ballot Counting Services
7. Discussion of Membership Caps
 - a. Consideration of **Resolution 2026-03, Adopting Membership Caps**

New Business Matters

8. Public Hearing on the Adoption of Revision to the Rules of Procedure – Rule No. 1.3
9. Consideration of **Resolution 2026-05, Adopting Revision to the Rules of Procedure**
10. Consideration of **Resolution 2026-07, Setting a Public Hearing Date for Country Club Facility Usage Policy and Fee Structure**

District Financial Matters

11. Ratification of Payment Authorization Nos. 152 – 153

Date	Meeting Type	Time	Location
January 13, 2026	Finance Committee Workshop	10:00 AM	University Park Business Offices
January 14, 2026	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices
January 16, 2026	Rescheduled Workshop Meeting	2:00 PM	University Park Business Offices
January 21, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices

12. Supervisor Comments & Future Agenda Items
13. Public Comments

Adjournment



University Park Recreation District

Consideration of Minutes of the December 2, 2025, Workshop Meeting

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' WORKSHOP MEETING

Tuesday, December 2, 2025

2:00 p.m.

Business Offices

8301 The Park Boulevard, University Park, FL 34201

Board Members present in person or via phone:

Steve Heitzner	Vice Chairperson
Rusty Piersons	2 nd Vice Chairperson
David Murphy	Treasurer
Scott Huebner	Assistant Secretary

Also, Present in person or via phone:

Vivian Carvalho	District Manager - PFM Group Consulting LLC	
Kwame Jackson	ADM - PFM Group Consulting LLC	(via phone)
John Fetsick	General Manager - Country Club	
Curtis Nickerson	Director of Properties & Facilities - Country Club	
Mark Barnebey	District Counsel - Blalock Walters	(via phone)
Various Audience Members in-person and via Zoom		

FIRST ORDER OF BUSINESS

Organizational Matters

Call to Order, Roll Call, & Pledge of Allegiance

The meeting was called to order at 2:00 p.m. Those in attendance are outlined above.

The Pledge of Allegiance was recited.

Public Comments

Mr. Dean Matt commented regarding the Core Values, censorship, and Ms. Dickson hiring District Counsel. He also commented regarding Mr. Fetsick and spending District funds.

There were no further public comments.

SECOND ORDER OF BUSINESS

Discussion Matters

Update on the Upcoming 2026 Election

It was noted all communication regarding the election has been sent out to residents.

Mr. Piersons noted that Mr. Steve Parkinson has volunteered to be the Election Chair.

The selection of an Election Chair will be done at the next Board meeting. If there is no viable candidate, an outside individual will have to be hired.

Mr. Barnebey noted hiring an accounting firm or outside individual could cost approximately \$5,000.00 - \$10,000.00.

There was brief discussion regarding choosing the Election Chair and the process of getting volunteers to help with the election. It was noted most outside clubs have volunteers to be the Election Chair.

Ms. Carvalho reviewed the timeline and candidate document.

There was discussion regarding the candidates running for election and having neighborhood forums. It was noted that during the last election there were neighborhood meetings which candidates attended. There should be structure related to these forums with proper communication to the residents and support from the HOA.

There was lengthy discussion regarding candidate attendance at the neighborhood meetings, the presentation process, and coordination. It was noted these meetings are to allow resident access to all the candidates.

The Board agreed to hold neighborhood candidate forums. Dates will be discussed at the next Board meeting. It was noted the neighborhood Chairs should give input regarding the dates.

Mr. Barnebey recommended contacting accounting firms for proposals to provide the Election Chair service. These can be brought back to the next Board meeting. Ms. Carvalho will follow up.

Items for the next Board meeting will include consideration of the Election Chair or accounting firm proposals for the Election Chair service, and a possible CPA to tally the votes. Mr. Fetsick is working with the Finance Committee for possible vendors to tally the votes.

Supervisor Comments & Future Agenda Items

The upcoming workshops and meetings were noted.

Date	Meeting Type	Time	Location
December 10, 2025	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices

December 12, 2025	Board of Supervisors' Meeting	1:00PM	University Park Business Offices
December 17, 2025	Finance Committee Meeting	3:00 PM	University Park Business Offices
January 9, 2026	Board of Supervisors' Meeting	1:00 PM	University Park Business Offices
January 16, 2026	Rescheduled Workshop Meeting	2:00PM	University Park Business Offices

Mr. Piersons commented regarding having an Action List for the items that need to have follow up or continued discussion. He also commented about creating agenda items for the committees. It was noted the Committee Chairs should be coming to the Board meetings to give updates.

There was brief discussion regarding the café shades and previous approval of purchase. It was noted this was discussed 12 to 18 months ago. Mr. Fetsick noted a proposal has been received for hurricane resistant shades in the amount of \$75,000.00, but they have not been purchased. These would be an upgrade from the current sunshades. The previous Board approval needs to be confirmed, and this needs to be a follow up item.

Ms. Carvalho gave an overview of new agenda structure. This will be addressed at the upcoming Board meeting. She noted updates from the Strategic Planning Committee and Finance Committee will be under the Staff Report section on the agenda. The Advisory Committee updates will be given under the General Manager's Report section of the agenda as needed.

Mr. Murphy noted the Advisory Committee monthly notes that are sent out are very detailed. These updates will be included in the next Board meeting.

There was brief discussion regarding having the Advisory Committee Chair attending Board meetings to give updates as well.

There was discussion regarding the Action List and what items to include. It was recommended that the Action List be created from the minutes and be reviewed by the Board for additional recommendations. It was noted each Action item should be agreed upon by the Board.

Ms. Carvalho noted the committee meetings also have minutes that are posted on the website.

There was brief discussion regarding the timing of updates from the committees. It was noted the Finance and Strategic Planning Committees should give updates on a regularly scheduled basis, while the Advisory Group should give updates as needed.

It was noted the rule making public hearing will be held during the January Board meeting. Changes will be reviewed by the Board. Ms. Carvalho gave an overview of the process.

There was discussion regarding the committee process. It was noted the process for the Finance and Strategic Planning Committee needs to be adjusted for the Advisory Group. This needs to be a follow up item.

There was brief discussion regarding the RFP request from the Strategic Planning Committee. It was noted this will be decided at the next meeting.

Mr. Fetsick commented regarding facility planning. There was discussion regarding the current approved facility planning and conflicting overlap. This needs to be a follow up item.

Mr. Huebner commented regarding the Series 2024 Note and avoiding the special assessment. He noted that he has communicated with the Finance Committee, but no solutions have been discussed. He also noted he has given several topics of discussion to Mr. Crouch, the Finance Committee Chair. These topics were given to the Board. Mr. Huebner gave an overview of the topic questions and possible solutions.

Mr. Murphy discussed the capital reserves that are underfunded and the current capital needs that are not getting fixed. He noted the topic from Mr. Huebner was tabled by the Finance Committee due to the District's current creditworthiness and current Series 2024 Note extension status.

There was lengthy discussion regarding the Series 2024 Note and payback scenario options.

Mr. Barnebey stated the Note can be extended for five years, without referendum. There may be several options with the bank that would incur additional fees. It was recommended that this topic be submitted to the Finance Committee.

Mr. Murphy noted the topic has been deferred by the Finance Committee at this point.

Mr. Huebner recommended charging an irrigation fund fee or capital fee for all members. It was noted an amendment to the fee structure would have to take place.

There was brief discussion regarding charging a monthly payment related to the Series 2024 Note to property owners versus members. This included discussion on collecting through Manatee County. It was noted the District does not have the ability to assess non-resident members, but there is the possibility of an additional fee being charged. However, members did not agree to additional fees being charged.

There was brief discussion on reviewing the scenarios presented by Mr. Huebner with the Finance Committee. It was noted the committee is working on multiple projects at this time and this can be deferred until January.

There was also brief discussion regarding the special assessment and how that will affect the sales of homes.

***Action List:**

1. Shade Structure Decision
2. Process for Advisory Group to mimic Finance and Strategic Planning Committees
3. Finance Committee to give opinion on options for the Note, within the first quarter of 2026.

Public Comments

Mr. Crouch commented regarding the timing of giving opinion on the Note. He noted it is too early to discuss an extension or payment plans. He also commented regarding the assessments and

charging additional fees to members. This is a complicated proposal that would involve discussion with District Counsel and with banks.

There were no further Supervisor requests or public comments.

THIRD ORDER OF BUSINESS

Adjournment

ON MOTION by Mr. Murphy, seconded by Mr. Piersons, with all in favor, the Board adjourned the University Park Recreation District Board of Supervisors' Workshop Meeting, at 3:35 p.m.

Secretary / Assistant Secretary

Chairperson / Vice Chairperson



University Park Recreation District

Staff Reports



University Park Recreation District

Club Management

a. Management Discussion & Analysis Report

University Park Recreation District
Management Discussion & Analysis Report
As of December 31, 2025

New Year, New Energy, continued Member Experience!

The Team is coming off a VERY busy Holiday Season. Beginning with Thanksgiving Dinner (feeding almost 700 members and guests over two days) and concluding with a very successful NYE Dinner, the Team did an amazing job delivering several memorable events!

Member events included Thanksgiving (including to-go), our Racquets Holiday Party (12/6), Member Christmas Party (12/13), Hanukkah Dinner (12/15), Wine Club Holiday Tasting (12/20), Christmas Eve Breakfast with Santa (12/24), and a New Year's Eve Dinner (12/31). In addition, we also hosted many other Holiday Parties including several for UP neighborhoods. All of these events in addition to our standard Bingo (12/4), Trivia (12/18), Trucks and Tunes (12/22), among many others.

We now turn our attention to the New Year and a very busy calendar of events over the next four (4) months.

Golf Operations

Golf Operations are currently \$95k favorable to Budget through December with Outside Rounds favorable to Budget by 863 rounds.

We have several MGA/LGA/9-holer events upcoming including 4-Members, "Member Member" and Member Guest Tournaments.

Racquets Operations

The Tennis and Pickleball courts continue to be action packed, notably during the morning hours.

On the tennis side, Lee and Ryan have introduced a few new events including a 3-week "Fit & Hit" Tennis Movement Program and will host an Australian Open Team Competition, including F&B. Lee is also introducing an afternoon Mixed Doubles Program with a concerted effort to add play later in the day.

On the pickleball side, Lee, John and Tracy are hosting a Pickleball "Open House" on 1/16. This is open to ALL Members, regardless of membership status, to introduce the game to those who are unfamiliar or haven't played too often.

Fitness & Wellness

Suzanne is hosting an inaugural Wellness Open House "Ignite Your Health" on 1/17. Group Fitness Classes, Wellness Assessments, Nutritional Coaching and other Wellness Experts/Vendors will be on site this for multi-faceted member event.

University Park Recreation District
Management Discussion & Analysis Report
As of December 31, 2025

Membership

		Full	Racquets	Social	Net Change in Memberships	Trial Full	Trial Rac/Fit	Trial Fit/Soc	Trial Social	Sum Golf	Sum Tennis	Wait List	
2024 Totals 12/31/24		445	108	786	1339	2	0	0	2	0	0	9	
January		-1	1	0	0	3							Full- R-235 /NR-139 /GF-70 Racq- R-53 /NR-40 /GF-16 Soc- R-546 /NR-122 /GF-118
February		-4	1	3	0								Full- R-234 /NR-137 /GF-69 Racq- R-53 /NR-40 /GF-17 Soc- R-550 /NR-122 /GF-117
March		1	2	-6	-3	-2		2	-2			-2	Full- R-237 /NR-136 /GF-68 Racq- R-54 /NR-41 /GF-17 Soc- R-546 /NR-120 /GF-117
April		2	1	4	7	-3				41	14	-6	Full- R-235 /NR-141 /GF-67 Racq- R-55 /NR-41 /GF-17 Soc- R-550 /NR-121 /GF-116
May		5	-1	-1	3			-2		29	33		Full- R-235 /NR-146 /GF-67 Racq- R-54 /NR-42 /GF-16 Soc- R-552 /NR-119 /GF-115
June		1	1	-1	1					5	2		Full- R-235 /NR-145 /GF-67 Racq- R-54 /NR-43 /GF-16 Soc- R-552 /NR-117 /GF-115
July		-2		2	0					0	2		Full- R-235 /NR-145 /GF-67 Racq- R-54 /NR-43 /GF-16 Soc- R-554 /NR-117 /GF-115
August		5	-1	1	5								
September		3	-2	-1	0							1	Full- R-244 /NR-145 /GF-66 Racq- R-49 /NR-44 /GF-17 Soc- R-557 /NR-118 /GF-112
October		7	4	-7	4					-75	-51	1	Full- R-249 /NR-146 /GF-67 Racq- R-49 /NR-48 /GF-17 Soc- R-552 /NR-117 /GF-111
November		2	1	0	3							-2	
December	12/22	-18	-8	-2	-28	1							
Total Members		446	107	778	1331	1	0	0	0	0	0	1	
Social Access		102	27		129								
Fitness		21	2	130	153								
Range			5	51	56								
Twilight Tennis				21	21								
Pickleball		2		52	54								
Total Passes					413								

*138 grandfathered non-members (+4 to prior month), 189 grandfathered members (-5 to prior month)

**293 non-resident memberships (-22 to prior month)

UNIVERSITY PARK COUNTRY CLUB STATEMENT OF OPERATIONS

YTD OPERATING RESULTS, 2 MONTHS THROUGH 11/30/25	Actual Results of UPCC Operations	Budget	\$ Variance	% Change	COMMENTS
Total Revenues	\$2,278	\$2,223	\$55	2.5%	
Less: Outside Golf Capital Allocation	(43)	(39)	(4)	11.4%	10% of Outside Golf Allocated to Capital
Total Revenues, Less Capital Allocation	2,235	2,184	51	2.3%	
Total Expenses	2,132	2,150	18	0.8%	
Net Operating Surplus (Deficit)	103	34	68	199.5%	Net Operating impact
Revenues and Expenses, Details	Actual	Budget	\$ Variance	% Change	
Dues revenue	\$1,015	\$1,025	(\$ 10)	(1.0%)	
Golf operations revenue	627	588	39	6.7%	
Dining operations revenue	554	536	18	3.5%	
Racquets/Fitness/Other operations revenue	39	36	3	8.0%	
Subtotal, Revenues	2,235	2,184	51	2.3%	
Golf operations	287	308	21	6.8%	
Golf maintenance	609	553	(56)	(10.1%)	Projects that were budgeted for later in the year completed early
Dining operations	720	752	33	4.3%	
Racquets & Fitness operations	105	104	(1)	(0.7%)	
General & Adm	412	432	20	4.7%	
Subtotal, Expenses	2,132	2,150	18	0.8%	
Net Operating Surplus (Deficit), net of \$43k outside golf capital allocation	\$103	\$ 34	\$ 68	199.5%	Variance is \$68k, 199.5% from budget

UNIVERSITY PARK COUNTRY CLUB COMPARATIVE BALANCE SHEET AS OF NOVEMBER 30, 2025 AND 2024

Assets	UPCC Operating Fund		Capital Irrigation Fund		Comments & Assumptions
	Unaudited 11/30/25	Unaudited 11/30/24	Unaudited 11/30/25	Unaudited 11/30/24	
Operating Cash & Short-Term Investments	\$155	\$459			
Accounts Receivable	6,516	6,166			
Inventory	364	349			
Deposits & Prepaids	617	295			FY25 - 207k Prepaid Insurance & 191k Prepaid Cart Lease
Future Assessments based on BAN or Long-Term Bonds			5,936	5,181	Amounts drawn from BAN, \$4,059 + Amounts borrowed from UPCC Capital Reserves, \$1,835 as of FY25, \$42 accrued interest
Subtotal, operating assets	7,653	7,269	5,936	5,181	
Board Designated Cash & Investments & Receivable from Irrigation Fund:					
Operating Reserves	400	400			BOS designated for future use.
Capital Reserves	634	4			
Capital Reserves Used for Irrigation Project--Due from Capital Irrigation Fund	1,835	1,326			Portion of irrigation project paid out of UPCC reserve funds
Sub total, Board Designated Cash, Capital Reserves & Capital Irrigation Fund Receivable	2,869	1,730	-	-	
Property and Equipment - Net	27,604	20,212			
Property and Equipment - CIP	158	5,691	-	-	
Total Assets	\$38,283	\$34,901	\$5,936	\$5,181	
Liabilities & Net Position:					
Accounts Payable					
Operations Related	\$874	\$762			Sales tax payable 422k in FY25 & 377k in FY24
Accrued Liabilities & Other Payables	381	369	42	-	
Gift Cards & Store Credits	121	111			
Subtotal, operating liabilities	1,376	1,243	42	-	
Deferred Revenue	6,258	5,874			
Capital Lease Obligations	2,009	418			New cart lease and GCM Equipment
Capital Projects Payable	9	45			
Due to UPCC Operating Fund			\$1,835	\$1,326	
BAN Payable to Bank			4,059	3,855	
Total Liabilities	9,652	7,580	5,936	5,181	
Beginning Balance, Purchase of UPCC assets in 2019	16,750	16,750	-	-	
Due From Capital Irrigation Fund	1,835	1,326			
Prior Years' Operating Surplus	9,868	7,281			
Current Period Operating Surplus	178	1,964			
Net Position	28,631	27,321	-	-	
Total Liabilities & Net Position	\$38,283	\$34,901	\$5,936	\$5,181	

UNIVERSITY PARK COUNTRY CLUB CAPITAL SOURCES AND USES AS OF NOVEMBER 30, 2025

Sources		Notes
2019, Construction Fund after UPCC club purchase	\$4,157	
2021, Loan Forgiveness	856	
2024-5, Bond Anticipation Note for Irrigation Project		\$1,835 was paid out of Operating Cash and needs to be repaid from either BAN assessment or 2024 Bond funds when available.
	3,757	
Sub total, Bond Proceeds and Loan Forgiveness	8,769	Bonds & Loan Forgiveness
FY 2021 Init Fees & 10% Outside Golf	673	
FY 2022 Init Fees & 10% Outside Golf	666	
FY 2023 Init Fees, Cap Dues & 10% Outside Golf	1,330	
FY 2024 Init Fees, Cap Dues & 10% Outside Golf	1,850	
FY 2025 Init Fees, Cap Dues & 10% Outside Golf	1,439	
FY 2026 Init Fees, Cap Dues & 10% Outside Golf	435	
Sub total, Init Fees, Capital Dues & 10% Outside Golf	6,393	Capital raised through Operations
Total Sources of Capital	15,162	
Uses		
2022, Parking Lot - Asphalt	136	
2021-2025, Golf Course Improvement & Irrigation	7,412	
2023, Tennis/Pickleball Courts	810	
2022-2023, Buildings - Renovations, A/C and Upgrades	291	
2023-2025, Range Picker, Bag Drop/Pro Shop FF&E	127	
2022-2024, Grille - Kitchen Equipment	289	
2023, Golf Course Maintenance Equipment	459	
2023, IT Equipment - Computers, Server etc	91	
2023-2024, Racquets And Fitness Equipmet	89	
2021-2023, Indoor Dining Renovation	1,066	
2023-2024, Outdoor Dining (Cafe) Renovation	2,326	
Subtotal, Uses	13,096	
FY2025 Uses		
2025, Varsity Club Renovation	49	
2025, Admin Office Renovation	31	
2025, (4)Toro Greensmasters	29	
2025, Back 9 Renovation	1,164	
2025, Ice Machine	9	
Subtotal, FY2025 Uses	1,282	
Construction In Progress		
2020, Master Plan Project	151	
Locker Room Renovation	3	
Other - Carpeting	5	
Subtotal, CIP	158	
Total Uses	14,536	
Remaining Capital Reserves	626	Capital Account Balance at 11/30/2025
Due to operating capital from BAN or Bond	1,835	
Total Capital Reserves	2,461	Balance with Irrigation Project repayment

MTD & YTD STATEMENT OF CASH FLOWS, 2 MONTHS THROUGH 11/30/25			
	November		
	MTD		YTD
Cash Flows From Operating Activities:			
Cash Receipts From Members & Guests	\$ 422		\$ 850
Cash Payments To Vendors & Suppliers	(569)		(912)
Cash Payments To PBM Staff Serving UPCC & UPRD	(562)		(1,155)
Net Cash Provided (Used) By Operating Activities	(709)		(1,218)
Cash Flows From Capital, Financing, And Other Non-Operating Activities:			
Initiation Fees	\$ 219		\$ 382
Capital Dues	10		20
Purchase Of Equipment & Capital Projects	(59)		(324)
Transfer to General Fund			(50)
Interest From Investments			1
Net Cash Provided (Used) By Capital And Other Non-Operating Activities	170		29
Net Increase (Decrease) In Cash	(538)		(1,189)
Cash At Beginning Of Period	1,728		2,378
Cash At End Of Period	\$ 1,189		\$ 1,189

University Park Recreation District
Summary Operating Data
As of November 30, 2025

Rounds of Golf (as of November 30, 2025):

	November				YTD		
	Actual	Budget	Variance		Actual	Budget	Variance
Member Rounds	4,220	4,411	(191)		7,468	8,310	(842)
Outside Rounds	2,846	2,524	322		5,409	4,880	529
	7,066	6,935	131		12,877	13,190	(313)

Rounds of Golf (as of November 30, 2024):

	November				YTD		
	Actual	Budget	Variance		Actual	Budget	Variance
Member Rounds	4,344	4,228	116		6,476	7,927	(1,451)
Outside Rounds	2,444	2,864	(420)		3,284	5,296	(2,012)
	6,788	7,092	(304)		9,760	13,223	(3,463)

Overall revenue is \$55K favorable to budget, variance driven primarily by Golf and Dining operations. Golf operations revenue is \$39k favorable to budget, with higher outside rounds producing a \$44K favorable variance in greens fees, which helped offset lower member rounds resulting in a \$10K unfavorable variance in cart fees. Merchandise sales also surpassed budget, contributing an additional \$11K favorable variance.

Golf course maintenance expenses continue to remain over budget due to various projects that were scheduled for later in the year but were completed earlier. We anticipate this trend will continue over the next couple of months, with expenses realigning to budget by summer.



University Park Recreation District

Update on 2026 Election

- a. Election Chair**
- b. Candidates**
- c. Firm for Election Ballot
Counting Services**

RESUME OF DON FERRIS

I am a retired attorney who practiced in Ann Arbor, Michigan from 1976 to 2020. I practiced with my wife Heidi Salter-Ferris under the name Ferris & Salter, P.C. until we retired together. I still have an active status with the Michigan State Bar.

Education and Career:

College: University of Notre Dame, graduated 1973, summa cum laude and Phi Beta Kappa

Law School: Graduated from The University of Michigan Law School in 1976.

Early Career: Worked as a public defender for four years before entering private practice in 1980.

Firm: Co-founded Ferris & Salter, P.C. in 1995 with my wife, Heidi Salter-Ferris.

Areas of Practice:

Criminal Defense, both State and Federal, trial and appellate. Tried numerous serious felony cases in many circuit courts in Michigan, and in the federal court for the Eastern District of Michigan. Argued appellate cases in the Michigan Court of Appeals, Michigan Supreme Court, the 6th Circuit Federal Court of Appeals, and one case before the United States Supreme Court.

Civil Litigation, both State and Federal, trial and appellate. Tried numerous cases in both Michigan state and federal court. Argued appellate cases in the Michigan Court of Appeals, the Michigan Supreme Court, and in the 6th Circuit Federal Court of Appeals.

Recognition:

AV rated Martindale-Hubbell - highest attorney peer reviewed rating for licensed attorneys.

Super Lawyers: Selected as a Super Lawyer in both Criminal and Civil Litigation from 2006 to 2020, a distinction awarded to only 5% of attorneys in Michigan.

Best Lawyers in America: Selected in both Criminal and Civil Litigation from 2006 to 2020, a distinction awarded to only 5% of attorneys in Michigan.

Organizations:

Served as an executive board member of the Michigan Association for Justice, and as president of the Criminal Defense Lawyers of Washtenaw County and the Washtenaw Trial Lawyers Association.

Taught trial practice courses for the Michigan Institute of Continuing Legal Education and lectured extensively on trial skills to various legal organizations.

Volunteer attorney in United States Presidential Elections for Voter Protection in 2008, 2012, 2016, and 2020.

My wife Heidi and I bought our home on Abingdon Court in 2017. We live in Florida from December 1 to May 1 and live in Michigan the rest of the year.

Contact Information:

Don Ferris

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Email: dferrissalt@aol.com



Russell “Rusty” Piersons

6723 Curzon Terrace
Bradenton, Fl. 34201

508-737-9938

rapon11@yahoo.com

PRESENT
UPRD
BOARD MEMBER

Candidates personal description and pertinent background:

1. Grew up in Valley Forge, Pennsylvania attended Ashland University, received a BS in Business and Economics. 4 year baseball. Senior class VP.
2. Career in multi-media/Magazines/TV/Digital/Marketing and sales.
3. Entrepreneur/Owner of several businesses including Cape Cod Life and Lighthouse Media Solutions. Consulted with the PGA of America.
4. Served on Boards including: United Way of Cape Cod; Willowbend Country Club, Vice President.
5. Three children including spouses/children:
Tim and Tara Piersons (Lucy, Cash, Dylan).
Jeff and Sarah Piersons (Jacob and Ryan).

Elizabeth and Stephen Buckley (Meghan and Colin).

6. Spouse: Mary Pat Piersons

Qualities and pertinent experiences you will bring to service as an RD supervisor:

1. Owned several growth oriented companies. Focused on strategic planning, sales, marketing, financial aspects.
Developed long and short term strategic plans focused on profit, growth and creative expansion.
2. Meet and exceed budgeted profit, revenue and expenses.
3. Innovative leader of change management and brand development.
4. Executive leader recognizing and developing high performing talent...fostered team driven customer service success.
5. Vice President of Willowbend CC Board. We implemented the acquisition of the club, included 27 holes, 12 tennis courts, fitness center, swimming pool. 300 homes in a gated community. It also included HOA responsibility.
6. Invested my time the last 3 plus years working on the UPRD Board.
7. As promised in my 2022 campaign, I continue to meet and listen to members and residents at their request. Including previous UPCC Board members, club staff, active and non-active members and homeowners. I continue to talk to Board members

and GMs of other clubs. To strengthen my knowledge to further enhance my vision and best practices for UPRD.

An expression of my understanding of the requisite investment of time required. To serve in supervisor role to fulfill full term:

1. Continue my time commitment, dedication, and positive approach, I have delivered the past 3 plus years while serving on the UPRD. Trying to deliver results and Board cooperation, for the good of the residents and the UPRD.

2. As a board member of UPRD I made major time commitments.

These time commitments include 10 to 40 hours a week. However, it also includes constant listening, feedback and knowledge gathering from our residents and members. While supporting club management/staff as requested.

Priorities I envision for RD in near and longer term?

1. Open dialogue to Identify and solidify homeowner expectations.
2. Resolve the legal matter against the UPRD with diplomacy.
3. Ensure my recommendation from 3 years ago become untethered reality. Hire professional Club consultant to facilitate, review and recommend

improvements to all aspects of the business with specific direction aligned to UPRDs strategic plan, financials and proposed capital investments before any more dollars are invested. The final outcomes must fulfill our required needs for the future. All while engaging our membership from start to finish.

4. In 2024, thru my leadership and vision the board unanimously approved the new golf course irrigation system. At the conclusion of #3 (above), I'd like to implement one approved capital investment project, driven by the consultant and membership. Tied to a realistic budget and delivered on time, with the results exceeding member expectations.
5. Drive new sustainable profitable business that align with #3 and #4 (above).
6. Relocate all UPRD Board meetings to the Lakeside room to promote inclusiveness.

Assessing the current and future needs of the RD what steps do you see as necessary?

1. Implement succession and strategic processes for the board, club management and committees to assure alignment with our recurring 5 year strategic plan, our evolving financials, resident expectations and influenced by the professional club consultant 5-10 year recommendations..
2. Review and restructure PBM agreement.

3. Open bids for UPRD legal representation to ensure best practices and demonstrate fiscal responsibility.
4. Open bids for UPRD district management duties to ensure best practices and financial stewardship by the board.
5. Revise club charter to expand Board members from 5 to 7 seats.
6. Grow resident involvement. Develop advisory committees reporting to the board. NOT under sunshine law requirements.
7. Board to set on-going expectations and requests to each committee with fact based results-oriented feedback.



Gregory Selep

7130 Prestwick Court – Virginia Water

gselep618@comcast.net

630-660-6496

My name is Greg Selep my wife and I purchased our home in Virginia Water in 2010. My undergraduate degree is a BS in Business, and I have an MBA with a specialization in Information Systems. I retired from Deloitte at the end of 2017 as an Engagement Management Director with extensive project management experience.

In 2020 I ran for and was elected to our HOA Board in Wisconsin. We are a 211-home community with seven parks and playgrounds, a community hall, beach, public pier, boat launch and 1.5 miles of lake front shoreline. I am currently at the end of my second three-year term. For the past six years I have been the secretary of that board where I am responsible for the agenda, meeting minutes, lease transfers and all board communications to the residents.

I have seen and been part of our transition from developer-owned and controlled property to an RD. I am a full member of the club, an active golfer and tennis player, I am in the gym at least three times a week and a member of the wine club. I have been on the Virginia Water operating committee since 2015 and the Neighborhood Chair for the last 5 years. I was part of the software selection committee tasked to enable electronic voting and a member of the first HOA election committee. I was also part of the first RD business planning committee.

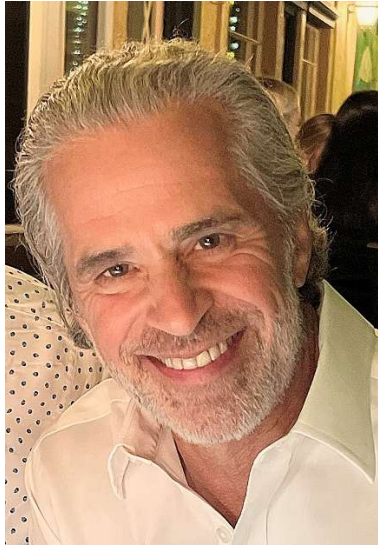
Since I attend all the Chair Council, HOA and RD board meetings and workshops, as well as some of the committee meetings, I believe I understand the time required. As an HOA board member in Wisconsin and the Chair of Virginia Water I already willingly commit a significant amount of time to the community.

One of our immediate needs is to improve communications with the community and build consensus around the projects. Board meetings are not well attended, and information is primarily distributed via email, which has not been very effective. Another high priority should be to expedite the Florida Supreme Court decision and resolve the open appeal. Failing that we need to identify and vet all possible financing alternatives and put ourselves in a position to start and finish the projects. Over the next few years, the priority would be to manage those projects to a successful completion.

If elected I will propose a joint, in person, HOA / RD quarterly Town Hall to improve communications and give the residents an opportunity to understand all the projects in a “big picture” format. I will volunteer to assume the Assistant Secretary role so, I can help the District Manager to set a better agenda for both the business meetings and workshops.

STEVE SWANSON

University Park Country Club Full-time Resident



Steven Swanson is hereby nominated as a candidate for the 2026 University Park Recreation District Board of Supervisors election.

7346 Eaton Ct

(313) 475-8214 (cell)

steve@levelsetsolutions.com

Candidate Statement – Recreation District Board

As a homeowner, full-time resident, and active golf member, my wife Patti and I have a strong vested interest in the long-term vibrancy and success of University Park Country Club. We fell in love with the natural beauty of the grounds and golf course and purchased our home in Eaton Place in June 2022. University Park is a unique and thriving community within the Sarasota area — truly a hidden gem with no comparable alternative.

I hold an undergraduate degree in Business and Computer Engineering from Northwood University in Michigan, along with a graduate degree in Advanced Information Systems from Walsh College. Throughout my career, I have served in several senior technology and operational leadership roles, including Chief Information Officer and Chief Operating Officer, where I led large teams and managed multi-million-dollar budgets.

In 2008, I founded **LevelSet Solutions**, a business transformation, consulting, and digital delivery firm serving clients with revenues up to \$2 billion. I successfully sold the company in 2018 and have remained professionally active, continuing to provide consulting services to high-value clients.

Prior to moving to University Park, we lived in West Bloomfield, Michigan, where I served as President of our Homeowners Association. Our community shared several similarities with UPCC. I assumed the presidency at the time the developer transitioned governance to the residents — a situation not unlike where UPCC has been in recent years. I believe this experience provides a strong foundation to serve the University Park community effectively.

As full golf members, Patti and I play regularly and are beginning to participate in pickleball. We also enjoy dining at the club and have made many meaningful friendships since moving here. I have served on the Social & Dining Advisory Committee and currently serve on the Strategic Planning Committee.

Active participation in UPCC committees and attendance at HOA meetings show that responsible planning for the future needs careful leadership and effort. Having successfully balanced HOA leadership responsibilities alongside a demanding professional career, I am confident in my ability to apply my experience, judgment, and commitment to the needs of the University Park community.

Priorities for the Recreation District

Near Term and Long Term (4+ years):

- 1) As a member of the newly formed Strategic Planning Committee, I believe establishing a comprehensive long-term strategic plan is essential to guide UPCC's investments, decision-making, and priorities.
- 2) Identifying and aligning appropriate financial levers that allow us to enhance the member experience while maintaining fiscal responsibility and long-term sustainability.

Addressing Current and Future Recreation District Needs

- 1) Develop a clearly defined **5–10 year Strategic Plan**.
- 2) Ensure a **financial roadmap** that is fully aligned with the long-term strategic vision.
- 3) Establish a **clear, concise, and consistent communication strategy** that keeps residents informed, engaged, and confident in the direction of the Recreation District.



Lee Underwood
7522 Eaton Court
University Park, Florida 34201
Cell: 214-384-6182
Leeunderwood2nd@yahoo.com

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.



University Park Recreation District

Discussion of Membership Caps

- a. Consideration of Resolution 2026-03,
Adopting Membership Caps**

RESOLUTION 2026-03

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT AMENDING THE MEMBERSHIP CAP; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the University Park Recreation District ("District") was established by the Manatee County Commission, Florida, effective August 2, 2018; and

WHEREAS, in November 2019, the District acquired the University Park Country Club ("Country Club") and has begun operating and maintaining the Country Club; and

WHEREAS, pursuant to Chapters 120 and 418, Florida Statutes, and Manatee County Ordinance 18-29, the University Park Recreation District through its Board of Supervisors ("Board") may adopt rules and regulations regarding usage of District property and facilities; and

WHEREAS, on June 4, 2024, the Board adopted rules and regulations related to the rates and fees for the usage of District property (including the Country Club); and

WHEREAS, On April 11, 2025, the Board amended the rules and regulations regarding the rates and fees for usage of District Property pursuant to Rule 2025-01 and Resolution 2025-10; and

WHEREAS, the Board desires to amend the rules and regulations solely to increase the full membership cap by ten (10) (to be surpassed only by District Homeowners); and

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT:

1. **ADOPTION OF INCREASED MEMBERSHIP CAP.** Pursuant to Rule 2025-01 and Resolution 2025-10, the full membership cap may be increased by ten (10) at regular meetings of the Board. Thus, the membership cap shall be increased by ten (10) and now shall be limited to 460 members, which may be only surpassed by District Homeowners. This increase is reflected in Exhibit "A," attached hereto which is incorporated herein by reference.
2. **EFFECTIVE DATE.** This Resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED THIS ____ DAY OF _____, 2025.

ATTEST:

**UNIVERSITY PARK
RECREATION DISTRICT**

Secretary

By: _____
Sally Dickson, Chair



University Park Recreation District

Public Hearing on the Adoption of Revision to the Rules of Procedure – Rule No. 1.3



University Park Recreation District

Consideration of Resolution 2026-05, Adopting Revision to the Rules of Procedure

RESOLUTION 2026-05

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE UNIVERSITY
PARK RECREATION DISTRICT AMENDING THE RULES OF
PROCEDURE; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, the University Park Recreation District ("District") was established by the Manatee County Commission, Florida, effective August 2, 2018; and

WHEREAS, in November 2019, the District acquired the University Park Country Club ("Country Club") and has begun operating and maintaining the Country Club; and

WHEREAS, pursuant to Chapters 120 and 418, Florida Statutes, and Manatee County Ordinance 18-29, the University Park Recreation District through its Board of Supervisors ("Board") may adopt rules and regulations regarding usage of District property and facilities; and

WHEREAS, on September 26, 2018, the Board adopted Resolution 2018-10 to establish rules and regulations related to District property rules of procedure; and

WHEREAS, the Board desires to amend the rules and regulations to allow Supervisors to add items to the agenda for meetings or workshops; and

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF
SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT:**

1. **ADOPTION OF AN AMENDMENT TO RULE 1.3 (3)** adopted by Resolution 2018-10 as reflected in Exhibit "A" attached hereto and incorporated herein by reference.
2. **EFFECTIVE DATE.** This Resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED THIS ____ DAY OF _____, 2026.

ATTEST:

**UNIVERSITY PARK
RECREATION DISTRICT**

Secretary

By: _____
Sally Dickson, Chair

EXHIBIT "A"

Rule 3.1 (3) is hereby amended to read entirely as follows:

- (3) Agenda. The District Manager, under the guidance of District Counsel and the Chairperson or Vice-Chairperson, shall prepare a notice and an agenda of the meeting/hearing/workshop. The notice and agenda shall be available to the public at least seventy-two (72) hours before the meeting/hearing/workshop except in an emergency. For good cause, agenda may be changed after it is first made available for distribution. The requirement of good cause shall be liberally construed to allow the District to efficiently conduct business and to avoid the expenses associated with special meetings.

Any Supervisor may submit a written request for an agenda item to the District Manager no later than 14 business days prior to the scheduled meeting or workshop. Supervisors may raise additional items for discussion regardless of whether the topic appeared on the published agenda, during Supervisor Comments. An item may not be placed on an agenda by the District Manager or, upon request by the District Counsel, for good cause and in such case, the reason for not placing an item on an agenda shall be provided to the submitting Supervisor by the person not placing the matter on the agenda.

The District may, but is not required to, use the following format in preparing its agenda for its regular meetings:

- Call to order
- Roll call
- Public comment
- Organizational matters
- Review of minutes
- Specific items of old business
- Specific items of new business
- Staff reports
 - a) District Counsel
 - b) District Engineer
 - c) District Manager
 - 1. Financial Report
 - 2. Approval of Expenditures
- Supervisor's requests and comments
- Public comment
- Adjournment



University Park Recreation District

Consideration of Resolution 2026-07, Setting a Public Hearing Date for Country Club Facility Usage Policy and Fee Structure

RESOLUTION 2026-07

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT SETTING A PUBLIC HEARING TO BE HELD ON _____, AT _____ OR AS SOON THEREAFTER AS SAME MAY BE HEARD AT THE BUSINESS OFFICES AT THE UNIVERSITY PARK COUNTRY CLUB, 8301 THE PARK BLVD, UNIVERSITY PARK, FL 34201, FOR THE PURPOSE OF HEARING PUBLIC COMMENT ON ADOPTING RULES RELATED TO USAGE AND FEES FOR THE UNIVERSITY PARK COUNTRY CLUB AND OTHER DISTRICT PROPERTY USAGE POLICY AND FEE STRUCTURE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the University Park Recreation District (hereinafter the "District") is a recreational district created by Manatee County Ordinance 18-29 ("Charter"), pursuant to the provisions of Chapter 418, Florida Statutes; and

WHEREAS, the District is empowered under the Charter and Chapter 418, Florida Statutes to operate and manage the Country Club and other District property for the benefit of its residents, and in furtherance thereof to exercise the rights and privileges under the laws of the State of Florida; and

WHEREAS, the District is authorized, pursuant to the Charter and Section 418.22, Florida Statutes, to adopt and enforce appropriate rules following the procedures of Chapter 120, Florida Statutes; and

WHEREAS, the Board of Supervisors of the District has from time to time adopted fees for use of Country Club and District facilities and now desires to amend such fees; and

WHEREAS, the proposed rule and related documents are available for public inspection at 3501 Quadrangle Boulevard, Suite 270, Orlando FL 32817 ("District Records Office").

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT:

1. There is hereby declared a public hearing to be held at _____, or as soon thereafter as may be heard, on _____ at the Business offices at the University Park Country Club, 8301 The Park Blvd, University Park, FL 34201, for the purpose of hearing comment and objections to the proposed Rule 2026-01, which amends use charges and rules regarding the use of the Country Club and other District

property, a copy of which is attached hereto. Affected parties may appear at that hearing or submit their comments in writing prior to the meeting to the office of the District Manager, 3501 Quadrangle Boulevard, Suite 270, Orlando FL 32817.

2. Notice of said hearing shall be advertised in accordance with Section 120.54, *Florida Statutes*, and the Charter. The District Manager shall file a publisher's affidavit with the District Secretary verifying such publication of notice. The District Manager shall file proof of such mailing by affidavit with the District Secretary.

3. This Resolution shall become effective upon its passage.

PASSED AND ADOPTED this 9th day of January 2026.

ATTEST:

**BOARD OF SUPERVISORS OF THE
UNIVERSITY PARK RECREATION
DISTRICT**

Secretary

Sally Dickson, Chair



University Park Recreation District

Ratification of Payment Authorization Nos. 152 – 153

University Park Recreation District

12/2/2025

Payment Authorization No. 152

O&M - General Fund Expenses


<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
Blalock Walters	40896-000-86	General Representation	\$ 12,598.22
Blalock Walters	40896-033-22	\$21 Million Bond Validation	\$ 4,036.50
Blalock Walters	40896-030-5	\$21 Million Bond- Liberty Court Reporting	\$ 524.50
PFM	139334	Preparation and remittance of FY2026 Tax Roll	\$ 10,000.00
VGlobalTech	7861	ADA Website Maintenance - November 2025	\$ 400.00
US Bank	7978379	Bond Administration Fee	\$ 6,687.00

O&M - General Fund Expenses Total

\$ 34,246.22

Asst. Secretary/Secretary

Asst. Treasurer

 12/3/2025



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT
PFM FINANCIAL ADVISORS, LLC
3504 LAKE LYNDA DRIVE, SUITE 107
ORLANDO, FL 32817

Page: 1
October 31, 2025
Account # 40896-000
Invoice# 40896-000-86

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

GENERAL REPRESENTATION

MPB

For Professional Services Rendered Thru 10/31/2025

			HOURS	
10/01/2025	MJP	Review communications regarding committee meetings and disclosure.	0.40	106.80
	REG	Research and prepare 2025 legislative update	1.00	236.00
	MJP	Review communication from John Fetsick regarding Cleaning Pros contract.	0.20	53.40
	MJP	Review various communications by and between John Fetsick and Attorney Barnebey regarding Cleaning Pros contract.	0.60	160.20
	REG	Work on gun regulations memorandum; Telephone conference with John Fetsick and Attorney Barnebey	1.00	236.00
	REG	Work on memorandum regarding gun regulations	0.10	23.60
	MPB	Review draft memorandum to Board of Supervisors; Telephone call with John Fetsick on alcoholic beverage licenses; Review and respond to John Fetsick memo; Review and revise draft memorandum.	1.30	347.10
10/02/2025	MPB	Work on public records responses to Dean Matt public records requests.	0.30	80.10
	MPB	Telephone conference with John Fetsick and Paul Fay regarding collection of delinquent; Telephone conference with Chair regarding open gun regulations.	0.60	160.20
	JA	Review emails regarding public records request. Research for response to public records request.	0.40	53.60
10/03/2025	REG	Finalize memorandum regarding gun regulations	0.40	94.40
	MPB	Prepare memo to the Board of Supervisors and John Fetsick on open carry regulations.	0.60	160.20
10/06/2025	MPB	Prepare memo to the Board on Committee Sunshine Law and Public Records.	0.60	160.20
10/07/2025	MPB	Review and prepare Sunshine Laws and public records presentation; Review and respond to Vivian Carvalho memo; Memo on Bond compliance.	0.50	133.50
10/08/2025	MJP	Various communications with John Fetsick regarding Willis Smith addendum.	0.40	106.80
	MJP	Prepare for strategic planning committee meeting to provide Sunshine overview; prepare communication to Vivian Carvalho and Kwame Jackson.	0.80	213.60

UNIVERSITY PARK RECREATION DISTRICT
GENERAL REPRESENTATION
MPB

Page: 2
October 31, 2025
Account # 40896-000
Invoice # 40896-000-86

			HOURS	
10/09/2025	MJP	Conference with Attorney Barnebey to discuss agenda for next meeting, election chair, and open carry memo; review open carry memo.	0.50	133.50
	MJP	Participate in agenda call.	1.60	427.20
	MJP	Review of issues with Attorney Barnebey regarding strategic planning commission; review recording of meeting; prepare communication to Attorney Barnebey; various communications with Kwame Jackson regarding governing documents of committee.	1.20	320.40
	MJP	Review communication from Attorney Barnebey regarding auditor selection committee.	0.20	53.40
	MPB	Telephone conference with Kwame Jackson on scheduling issues. Telephone conference with David Murphy on committees quorum options; Attend Agenda pre-app meeting; Telephone conference with Vivian Carvalho; Prepare memos to Vivian Carvalho on Audit committee requirements; Review issues related to extension on rollover of loans.	1.20	320.40
10/10/2025	MJP	Prepare communication to Sally Dickson, John Fetsick, Vivian Carvalho and Kwame Jackson regarding strategic planning committee.	0.30	80.10
	MJP	Review of issue relating to auditor selection committee.	0.20	53.40
	MJP	Review of issue relating to agenda preparation.	0.20	53.40
	MJP	Review of issue relating to short term loans.	0.20	53.40
	MPB	Review and respond to inquiry related to several questions regarding borrowing; Review and respond to inquiries related to placing items on the agenda; Forward information regarding the Mahan Group to Fred Moore.	2.50	667.50
10/13/2025	REG	Research exceptions to illegal gambling	0.90	212.40
	MPB	Review Scott Huebner memo on a variety of issues.	0.20	53.40
10/14/2025	JA	Review emails related to public records request. Email to Vivian Carvahlo.	0.70	93.80
	MPB	Review public records response; Review Scott Huebner memo related to Varsity Club renovation; Telephone conference with Chris D'Agostino on the Sheriff's Department; Prepare memo to Sally Dickson and John Fetsick on gambling complaint by Dean Matt; Telephone conference with Scott Huebner on various matters; Telephone conference with Vivian Carvalho on Public records matters.	1.60	427.20
10/15/2025	REG	Research gaming regulations and relevant AGOs; review file for previous opinions issued by FL gaming commission; review emails from Attorney Barnebey regarding gambling; Telephone conference with Attorney Barnebey regarding same	1.40	330.40
	MJP	Conference with Attorney Barnebey; conference with Vivian Carvalho; review of communication from Attorney McKay; research open carry on private property laws; prepare response.	2.70	720.90
	MPB	Review open carry law changes; Review and respond to John Fetsick memo.	0.30	80.10
10/16/2025	MJP	Call with Attorney Barnebey to discuss agenda matters.	0.20	53.40
	MJP	Prepare response to John Fetsick regarding open carry on Association property.	0.20	53.40
	MJP	Review of agenda items.	0.40	106.80

UNIVERSITY PARK RECREATION DISTRICT
GENERAL REPRESENTATION
MPB

Page: 3
October 31, 2025
Account # 40896-000
Invoice# 40896-000-86

			HOURS	
	MJP	Review of issue relating to collection letters.	0.20	53.40
	MJP	Review of issue relating to invoices.	0.20	53.40
10/17/2025	MJP	Call with Vivian; research regarding exemptions.	0.50	133.50
	MJP	Prepare for board meeting.	0.70	186.90
	MJP	Attend Board of Supervisors meeting; meeting with Chair.	4.50	1,201.50
	MPB	Review Dean Matt memo on Election procedures.	0.10	26.70
10/20/2025	MJP	Conference with Attorney Barnebey regarding 10/17 meeting and action items; prepare resolution and revise general election procedure; prepare communication to Kwame Jackson and Vivian Carvalho regarding resolution.	1.10	293.70
	MPB	Discussion on Marisa Powers on Election Law issues; Prepare a memo to the Board of Supervisors on provisions related to Election Laws.	1.10	293.70
10/21/2025	MPB	Review and respond to Rusty Pierson memo regarding procurement of services; Telephone conference with Kwame Jackson on procurement and resolution on membership caps; Conference call on agenda with John Fetsick, Kwame Jackson and Vivian Carvalho; Prepare resolution 2025-03.	1.10	293.70
10/22/2025	MJP	Review of issue relating to resolution for general election procedure; review and respond to Kwame Jackson.	0.40	106.80
	MJP	Conference with Attorney Barnebey to discuss agenda items; prepare communication to Vivian Carvalho.	0.50	133.50
	MJP	Review and respond to Kwame Jackson regarding updated general election procedures.	0.40	106.80
	MJP	Review communication from Vivian Carvalho regarding continued meeting agenda item.	0.20	53.40
	MJP	Review communication from Vivian Carvalho regarding updates to general election procedure; revise document; prepare communication to Vivian Carvalho.	0.60	160.20
	MPB	Prepare memo to Dean Matt; Review and respond to Dean Matt memo related to public records deposit and public records redactions; Telephone conference with the Chair on public records matters.	0.60	160.20
	JA	Assist with revisions to Ordinance 2026-03 regarding Membership Cap.	0.60	80.40
10/23/2025	MPB	Prepare for and attend continued Board meeting	2.80	747.60
	JA	Email to MCSO regarding public records.	0.30	40.20
10/24/2025	JA	Review public records received from MCSO.	0.40	53.60
10/27/2025	REG	Research gambling regulations and exceptions for public entities	0.80	188.80
	MPB	Review public records request.	0.20	53.40
	JA	Work on public records search. Email to Vivian Carvahlo.	0.70	93.80
10/28/2025	JA	Review Vivian Carvahlo email. Work on public records response.	0.50	67.00
10/29/2025	REG	Conduct research on AGOs and statutory language regarding gambling; review of MCSO report; discuss research with Attorney Barnebey	1.20	283.20
	JA	Work on public records response. Email to vivian Carvahlo. Work on new		

Page: 4
October 31, 2025
Account # 40896-000
Invoice# 40896-000-86

Please Provide Invoice Number With Payment to:
Bialock Walters P A 802 11th Street West Bradenton, FL 34205
Federal Tax ID # 59-1950976



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT
PFM FINANCIAL ADVISORS, LLC
3504 LAKE LYNDA DRIVE, SUITE 107
ORLANDO, FL 32817

Page: 1
October 31, 2025
Account # 40896-033
Invoice # 40896-033-22

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

\$21 MILLION BOND VALIDATION

FEM

For Professional Services Rendered Thru 10/31/2025

			HOURS	
10/06/2025	FEM	Prepare revised bullet point settlement points; review notes in preparation of shade meeting.	1.10	322.30
	FEM	Attend shade meeting.	2.70	791.10
	MPB	Review and revise draft settlement language; Prepare for and attend the Attorney client meeting; Conference with Rusty Pierson; Conference wit Scott Huebner; Conference with vivian Carvalho.	4.30	1,259.90
10/10/2025	FEM	Receipt and review of notice of appearance for Jesse Butler.	0.20	58.60
	FEM	Receipt of notice of appearance.	0.20	58.60
10/14/2025	FEM	Telephone conference with David Murphy.	0.40	117.20
	FEM	Email exchange with Dean Matt.	0.30	87.90
10/21/2025	MPB	Conference with Fred Moore regarding strategy.	0.30	87.90
		TOTAL FOR THE ABOVE SERVICES	9.50	2,783.50
10/08/2025		LIBERTY COURT REPORTING- INV# 200802- UNIVERSITY PARK RECREATION DISTRICT		626.50
		TOTAL EXPENSES		626.50
10/15/2025		LIBERTY COURT REPORTING- INV# 200802- UNIVERSITY PARK RECREATION DISTRICT		626.50
		TOTAL ADVANCES		626.50
		TOTAL CURRENT WORK		4,036.50
		PREVIOUS BALANCE		\$3,348.00

UNIVERSITY PARK RECREATION DISTRICT
\$21 MILLION BOND VALIDATION
FEM

Page: 2
October 31, 2025
Account # 40896-033
Invoice # 40896-033-22

PAYMENTS RECEIVED

10/23/2025	Payment received on account. Thank you!	-3,348.00
	AMOUNT DUE (includes Previous Balance if shown above)	<u>\$4,036.50</u>

If you prefer to receive paperless invoices by email, please complete the information below or email billing@blalockwalters.com.

_____ Yes, I would prefer paperless billing by email.

Email Address for paperless billing purposes:

**Please Provide Invoice Number With Payment to:
Blalock Walters P A 802 11th Street West Bradenton, FL 34205
Federal Tax ID # 59-1950976**



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT
PFM FINANCIAL ADVISORS, LLC
3504 LAKE LYNDY DRIVE, SUITE 107
ORLANDO, FL 32817

Page: 1
October 31, 2025
Account # 40896-030
Invoice # 40896-030-5

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

\$21,000,000.00 BOND FOR FACILITIES

MPB

10/22/2025	LIBERTY COURT REPORTING- INV# 2008849- UNIVERSITY PARK RECREATION DISTRICT	524.50
	TOTAL ADVANCES	524.50
	TOTAL CURRENT WORK	524.50
	AMOUNT DUE (includes Previous Balance if shown above)	<u>\$524.50</u>

If you prefer to receive paperless invoices by email, please complete the information below or email billing@blalockwalters.com.

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Email Address for paperless billing purposes:

*Please Provide Invoice Number With Payment to:
Blalock Walters P A 802 11th Street West Bradenton, FL 34205
Federal Tax ID # 59-1950976*



Date	Invoice Number
November 24, 2025	139334
Payment Terms	Due Date
Upon Receipt	November 24, 2025

Bill To: University Park Recreation District c/o PFM Group Consulting District Accounting Department 3501 Quadrangle Blvd., Suite 270 Orlando, FL 32817 United States of America

Company Address: 1735 Market Street 42nd Floor Philadelphia, PA 19103 +1 (215) 5676100

Remittance Options:

Via Mail: PFM Group Consulting LLC PO Box 65126 Baltimore, MD 21264-5126 United States of America
--

RE: For the preparation and remittance of the FY2026 Tax Roll.

Professional Fees	\$10,000.00
Total Amount Due	<u>\$10,000.00</u>



Corporate Trust Services
EP-MN-WN3L
60 Livingston Ave.
St. Paul, MN 55107

Invoice Number: 7978379
Account Number: 252986000
Invoice Date: 11/25/2025
Direct Inquiries To: Schuhle, Scott A
Phone: (954)-938-2476

University Park Recreation District
Attn- Director of Finance
7671 The Park Boulevard
University Park, FL 34201
United States

UNIVERSITY PARK RECREATION DISTRICT NON-AD VALOREM ASSESSMENT BONDS SERIES 2019

The following is a statement of transactions pertaining to your account. For further information, please review the attached.

STATEMENT SUMMARY

PLEASE REMIT BOTTOM COUPON PORTION OF THIS PAGE WITH CHECK PAYMENT OF INVOICE.

TOTAL AMOUNT DUE \$6,687.00

All invoices are due upon receipt.

10-7070

Please detach at perforation and return bottom portion of the statement with your check, payable to U.S. Bank.

**UNIVERSITY PARK RECREATION DISTRICT NON-AD
VALOREM ASSESSMENT BONDS SERIES 2019**

Invoice Number:	7978379
Account Number:	252986000
Current Due:	\$6,687.00
Direct Inquiries To:	Schuhle, Scott A
Phone:	(954)-938-2476

Wire Instructions:
U.S. Bank
ABA # 091000022
Acct # 1-801-5013-5135
Trust Acct # 252986000
Invoice # 7978379
Attn: Fee Dept St. Paul

Please mail payments to:
U.S. Bank
CM-9690
PO BOX 70870
St. Paul, MN 55170-9690





Corporate Trust Services
EP-MN-WN3L
60 Livingston Ave.
St. Paul, MN 55107

Invoice Number: 7978379
Invoice Date: 11/25/2025
Account Number: 252986000
Direct Inquiries To: Schuhle, Scott A
Phone: (954)-938-2476

UNIVERSITY PARK RECREATION DISTRICT NON-AD
VALOREM ASSESSMENT BONDS SERIES 2019

Accounts Included 252986000 252986001 252986002 252986003 252986004 252986005
In This Relationship: 252986006

CURRENT CHARGES SUMMARIZED FOR ENTIRE RELATIONSHIP

Detail of Current Charges	Volume	Rate	Portion of Year	Total Fees
04360 Administration Fee - Principal Amount O/S	21,290,000.00	0.0003	100.00%	\$6,387.00
Subtotal Administration Fees - In Advance 11/01/2025 - 10/31/2026				\$6,387.00
04167 Incidental Expense 11/01/2025 to 10/31/2026	1.00	300.00	100.00%	\$300.00
Subtotal Incidental Expenses				\$300.00
TOTAL AMOUNT DUE				\$6,687.00



VGlobalTech

636 Fanning Drive
Winter Springs, FL 32708 US
contact@vglobaltech.com
www.vglobaltech.com



INVOICE

BILL TO

University Park RD
3501 Quadrangle Boulevard,
Suite 270, Orlando, FL 32817

INVOICE # 7956**DATE** 12/01/2025**DUE DATE** 12/16/2025**TERMS** Net 15

DATE	ACTIVITY	QTY	RATE	AMOUNT
	Web Maintenance:ADA Website Maintenance	1	225.00	225.00
	Ongoing website maintenance for ADA and WCAG Compliance			
	Email:Email Hosting & Maintenance	5	15.00	75.00
	Monthly email hosting. Up to 5 emails customized as per need with website domain address. Up to maximum 2 GB (upgrade to 10 GB) storage per inbox. Backup and archival not included. Customers will be able to take their own local backup as needed. Customers also responsible to manage the inbox overflow by deleting unwanted emails, large attachments. Spam and virus filters included and will be configured. Email forwarding service (to any email of customer choice) included. Full access through browser from any device (tablets, mobile or desktop) provided including steps to setup the client.			
	Email:Email Hosting, Inbox Management & Maintenance	10	10.00	100.00
	10 additional Email setup, inbox setup and maintenance. Spam filters, virus checks, archival of emails. Support for clients			

Please make check payable to VGlobalTech.

BALANCE DUE

\$400.00

Pay invoice

University Park Recreation District

12/17/2025

Payment Authorization No. 153

O&M - General Fund Expenses

<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
Blalock Walters	40896-000-87	General Representation	\$ 8,823.80
Blalock Walters	40896-033-23	\$21 Million Bond Validation	\$ 615.30
PFM	DM-12-2025-70	District Management Fee: December 2025	\$ 5,833.33
PFM	OE-EXP-12-2025-19	November Postage	\$ 4.44
Risk Strategies	10764080	Indian Harbor Insurance-Increase limit	\$ 4,534.95

O&M - General Fund Expenses Total

\$ 19,811.82

Asst. Secretary/Secretary

 12/18/2025

Asst. Treasurer



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT
PFM FINANCIAL ADVISORS, LLC
3504 LAKE LYNDA DRIVE, SUITE 107
ORLANDO, FL 32817

Page: 1
November 30, 2025
Account # 40896-000
Invoice # 40896-000-87

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

GENERAL REPRESENTATION

MPB

For Professional Services Rendered Thru 11/30/2025

			HOURS	
11/03/2025	MPB	Prepare memo to John Fetsick; Review and respond to John Fetsick memo.	0.50	133.50
	JA	Review email from Vivian Carvahlo regarding public records request. Review records related to public records request.	0.40	53.60
11/04/2025	MJP	Review of potential conflict issue.	0.20	53.40
	REG	Research gambling regulations	1.80	424.80
	MPB	Prepare memo to the Chair on Ethics issues; Prepare memo to Vivian Carvalho on public records requests; Prepare for and attend Board workshop; Telephone conference with John Fetsick regarding membership issues.	3.60	961.20
	JA	Work on pubic records research regarding Fact Focus Issuance #2. Email to Vivian Carvahlo regarding response to public records request.	0.50	67.00
11/05/2025	REG	Work on gambling research; email correspondence to Attorney Barnebey regarding same	0.40	94.40
	MPB	Revise Rules of Procedures; Prepare Resolution 2026-05; Attend Agenda Preparation meeting; Review and respond to Rusty Pierson.	1.70	453.90
11/06/2025	REG	Review and respond to emails; work on public records research	0.40	94.40
	MPB	Review and respond to Sydney Johnson regarding the Election Chair notice.	0.40	106.80
11/10/2025	MJP	Review of agenda for 11/14 meeting.	0.20	53.40
	MPB	Review and respond to Vivian Carvalho memo related to Dean Matt records request.	0.30	80.10
11/11/2025	MPB	Review Rusty Piersons memo.	0.10	26.70
11/12/2025	MJP	Review and respond to John Fetsick regarding Hoyt amendment.	0.20	53.40
	MJP	Review follow up communication from Hoyt Architects.	0.20	53.40
	MJP	Review revised agenda for 11/14 meeting.	0.20	53.40
	REG	Public records research	1.10	259.60

UNIVERSITY PARK RECREATION DISTRICT
GENERAL REPRESENTATION
MPB

Page: 2
November 30, 2025
Account # 40896-000
Invoice# 40896-000-87

			HOURS	
	MPB	Telephone conference with Chair regarding agenda issues; Review and respond to Vivian Carvalho memo; Telephone conference to Rusty Piersons; Review Sunshine law issue.	0.90	240.30
	MPB	Telephone conference with Robert Gang regarding bank question and District termination question.	0.20	53.40
11/13/2025	MJP	Review of agenda items with Attorney Barnebey.	0.20	53.40
	REG	Public records research; discuss same with Attorney Barnebey	1.10	259.60
	MPB	Telephone conference with Rusty Piersons; Telephone conference with Jennifer Brown; Review and respond to Vivian Carvalho; Telephone conference on insurance.	1.80	480.60
11/14/2025	MJP	Review agenda materials; prepare for 11/14 board meeting.	0.90	240.30
	REG	Public records research	0.40	94.40
	MJP	Attend Board of Supervisors meeting.	4.50	1,201.50
11/17/2025	MJP	Meeting with Attorney Barnebey to discuss 11/14 meeting.	0.20	53.40
	MJP	Review and revise consultant rfp.	1.10	293.70
	MPB	Review and respond to Paul Fay memo; Review investment policy resolution; Prepare memo to Paul Fay.	1.20	320.40
11/18/2025	MJP	Finalize revisions to RFP for consultant; prepare communication outlining revisions and process moving forward.	0.30	80.10
	MPB	Telephone conference with Robert Gang regarding 2019 Bonds and prepayment options; Review draft RFP form; Telephone conference with Vivian Carvalho regarding status of goals; Prepare memo to Vivian Carvalho; Review and respond to Vivian Carvalho memo on Election Accountant; Review and respond to Chair memo on Election Accountant.	1.30	347.10
11/19/2025	MPB	Review correspondence regarding elections, public records; Review memo from John Fetsick; Review and respond to Vivian Carvalho memo.	0.70	186.90
11/20/2025	MPB	Telephone conference with Vivian Carvalho, John Fetsick and the Chair on status on projects and public records.	0.70	186.90
11/21/2025	MJP	Revise RFQ for professional consultant; prepare communication to Vivian Carvalho and John Fetsick.	0.80	213.60
11/24/2025	MJP	Review communication from Vivian Carvalho regarding revised RFP for consultant.	0.20	53.40
	MPB	Telephone call to Chair. Review and respond to Steve Heitzner memorandum regarding possible rule changes. Legal research related to coverage.	0.60	160.20
11/25/2025	MPB	Attend discussion on workshop and meeting agenda items. Review Allison Shadden. Review 2026 Election information update. Prepare memorandum to Sydney Johnson.	1.60	427.20
11/26/2025	MPB	Review and respond to Rusty Russell memorandum on possible conflict issue. Review and respond to David Murphy memorandum on agenda matters.	0.70	186.90

UNIVERSITY PARK RECREATION DISTRICT
GENERAL REPRESENTATION
MPB

Page: 3
November 30, 2025
Account # 40896-000
Invoice# 40896-000-87

			HOURS	
11/29/2025	MPB	Finish response to inquiries related to the Supervision conflict.	1.80	480.60
11/30/2025	MPB	Telephone call with Chair. Legal research regarding protection of District supervisors.	0.70	186.90
TOTAL FOR THE ABOVE SERVICES			34.10	8,823.80
TOTAL CURRENT WORK				8,823.80
PREVIOUS BALANCE				\$12,598.22
AMOUNT DUE (includes Previous Balance if shown above)				<u>\$21,422.02</u>

If you prefer to receive paperless invoices by email, please complete the information below or email billing@blalockwalters.com.

_____ **Yes, I would prefer paperless billing by email.**

Email Address for paperless billing purposes:

***Please Provide Invoice Number With Payment to:
Blalock Walters P A 802 11th Street West Bradenton, FL 34205
Federal Tax ID # 59-1950976***



WE MAKE A DIFFERENCE

802 11th Street West Bradenton, Florida 34205
ph: 941.748.0100 fx: 941.745.2093

UNIVERSITY PARK RECREATION DISTRICT
PFM FINANCIAL ADVISORS, LLC
3504 LAKE LYNDY DRIVE, SUITE 107
ORLANDO, FL 32817

Page: 1
November 30, 2025
Account # 40896-033
Invoice # 40896-033-23

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

\$21 MILLION BOND VALIDATION

FEM

For Professional Services Rendered Thru 11/30/2025

			HOURS	
11/05/2025	MPB	Review status of case; Discuss strategy with Fred Moore.	0.40	117.20
	FEM	Review of A.I. generated statement of decision; review court docket and research provided; discuss strategy with Mark Barnebey.	0.80	234.40
11/14/2025	MPB	Meet with clerk of Supreme Court.	0.40	117.20
11/17/2025	MPB	Review status of Bond Validation case; conference with Fred Moore.	0.50	146.50
TOTAL FOR THE ABOVE SERVICES			2.10	615.30
TOTAL CURRENT WORK				615.30
PREVIOUS BALANCE				\$4,036.50
AMOUNT DUE (includes Previous Balance if shown above)				<u>\$4,651.80</u>

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Email Address for paperless billing purposes:

Please Provide Invoice Number With Payment to:
Blalock Walters P A 802 11th Street West Bradenton, FL 34205
Federal Tax ID # 59-1950976



Date	Invoice Number
December 1, 2025	DM-12-2025-70
Payment Terms	Due Date
Upon Receipt	December 1, 2025

Bill To:

University Park Recreation District
c/o PFM Group Consulting District Accounting
Department
3501 Quadrangle Blvd., Suite 270
Orlando, FL 32817
United States of America

Company Address:

1735 Market Street
42nd Floor
Philadelphia, PA 19103
+1 (215) 5676100

Remittance Options:**Via Mail:**

PFM Group Consulting LLC
PO Box 65126
Baltimore, MD 21264-5126
United States of America

RE: District Management Fee: December 2025

Professional Fees

\$5,833.33

Total Amount Due

\$5,833.33



Date	Invoice Number
December 5, 2025	OE-EXP-12-2025-19
Payment Terms	Due Date
Upon Receipt	December 5, 2025

Bill To:

University Park Recreation District
c/o PFM Group Consulting District Accounting
Department
3501 Quadrangle Blvd., Suite 270
Orlando, FL 32817
United States of America

Company Address:

1735 Market Street
42nd Floor
Philadelphia, PA 19103
+1 (215) 5676100

Remittance Options:Via Mail:

PFM Group Consulting LLC
PO Box 65126
Baltimore, MD 21264-5126
United States of America

RE: November 2025 Postage \$4.44

Expenses

\$4.44

Total Amount Due

\$4.44

10-7085



University Park Recreation District
7671 The Park Boulevard
University Park, FL 34201

INVOICE

Customer	University Park Recreation District
Acct #	454190
Date	12/12/2025
Customer Service	Jill Levy Vita Delancy
Page	1 of 1

Payment Information	
Invoice Summary	\$ 4,534.95
Payment Amount	
Payment for:	Invoice#10764080
L095632803	

Thank You

Please detach and return with payment



Customer: University Park Recreation District

Invoice	Effective	Transaction	Description	Amount
10764080	11/20/2025	Policy change	<p>Policy #L095632803 10/01/2025-10/01/2026</p> <p>Indian Harbor Insurance</p> <p>Executive Risk - Increase limit to \$3mm</p> <p>Surplus Lines Tax. - Increase limit to \$3mm</p> <p>Pay online at https://risk-strategies.epaypolicy.com/</p> <p>Payment is due upon receipt</p> <p>03-10-7050</p>	<p>4,319.00</p> <p>215.95</p>

To send by wire transfer or ACH to: JP Morgan ChaseABA: #021000021 Insured Payment: RSC Insurance Brokerage, Inc. Premium Trust Acct# 80000453408
Confirm invoice is paid via email remittance@risk-strategies.com

Total
\$ 4,534.95

Thank You

Remit Checks to: Risk Strategies Company PO Box 736073 Chicago, IL 60673
Remit overnight payments to: Attn: AMS - AB Receipt Lockbox & 736073 131 S. Dearborn, 6th Floor Chicago, IL 60603
Please include the invoice number on your check. All payments must be made in US Dollars via a check drawn on a US institution or wire.

Please make sure to include the Invoice number on your check.

Risk Strategies Company PO Box 736073 Chicago, IL 60673	(617)330-5700	Date
		12/12/2025