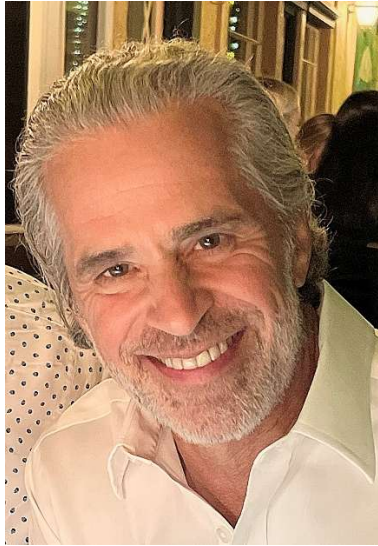


STEVE SWANSON

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.