

University Park Recreation District

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<http://universityparkrd.com/>

The Workshop Meeting of the **Board of Supervisors of University Park Recreation District** will be held on **Tuesday, March 3, 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>

Join via mobile:

+16469313860,,6481611158#,,,,*597609# US

+19292056099,,6481611158#,,,,*597609# US (New York)

BOARD OF SUPERVISORS' WORKSHOP MEETING AGENDA

Organizational Matters

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

Discussion

1. Verbal Update on Strategic Planning RFP
2. Board Meeting & Workshop Days and Times
3. Proposed Board Meeting Agenda Format – Greg Selep
4. Board Supervisor Roles & Responsibilities
 - a. Board Supervisor District Officer Roles – Chair, Vice Chair, 2nd Vice Chair, Treasurer, Assistant Secretary
 - b. Board Responsibilities vs Management Responsibilities

Date	Meeting Type	Time	Location
March 5, 2026	Strategic Planning Committee Special Meeting	11:00 AM	University Park Business Offices
March 11, 2026	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices
March 13, 2026	Board of Supervisors' Meeting	1:00PM	University Park Business Offices

March 16, 2026	Finance Committee Rescheduled Meeting	3:00 PM	University Park Business Offices
March 31, 2026	Board of Supervisors' Workshop Meeting	2:00PM	University Park Business Offices

- 5. Supervisor Comments & Future Agenda Items
- 6. Public Comments

Adjournment



University Park Recreation District

Verbal Update on Strategic Planning RFP



University Park Recreation District

Board Meeting & Workshop Days and Times



University Park Recreation District

Proposed Board Meeting Agenda Format

University Park Recreational District

Board of Directors Meeting

Date:

1. Meeting Called to Order:
 - a. Quorum – In Attendance:
 - b. Pledge of Allegiance
2. Approval of the Minutes –
3. Member Comments / Speaker Request –
4. Correspondence –
6. Committee Reports
 - a. Strategic Planning – Jim Freedman
 - b. Finance – Richard Crouch
7. Old Business –
8. New Business –
9. Member Comments – Should this be left in?
10. Upcoming Events and Announcements –
11. Date for Next Meeting
 - a.
12. Adjournment



University Park Recreation District

Board Supervisor Roles & Responsibilities

- a. Board Supervisor District Officer Roles – Chair, Vice Chair, 2nd Vice Chair, Treasurer, Assistant Secretary**
- b. Board Responsibilities vs Management Responsibilities**

University Park Recreation District

**Excerpt from
Adopted Rules of Procedure**

Rule 1.1 Board of Supervisors; Officers and Voting.

- (1) Board of Supervisors. The Board of Supervisors of the District (the “Board”) shall consist of five (5) members. Members of the Board (“Supervisors”) appointed by ordinance or rule or elected by landowners must be citizens of the United States of America and residents of the State of Florida. Supervisors elected by resident electors must be citizens of the United States of America, residents of the State of Florida and of the District, registered to vote with the Supervisor of Elections of the county in which the District is located, and qualified. The Board shall exercise the powers granted to the District under Florida law.
 - (a) Supervisors shall hold office for the term specified by Section 418.21 of the Florida Statutes and Manatee Count Ordinance 18-29.. If, during the term of office, any Board member(s) vacates their office, the remaining member(s) of the Board shall fill the vacancies by appointment for the remainder of the term(s). If three or more vacancies exist at the same time, a quorum, as defined herein, shall not be required to appoint replacement Board members.
 - (b) Three (3) members of the Board shall constitute a quorum for the purposes of conducting business, exercising powers and all other purposes. A Board member shall be counted toward the quorum if physically present at the meeting, regardless of whether such Board member is prohibited from, or abstains from, participating in discussion or voting on a particular item.
 - (c) Action taken by the Board shall be upon a majority vote of the members present, unless otherwise provided in the Rules or required by law. Subject to Rule 1.3(10), a Board member participating in the Board meeting by teleconference or videoconference shall be entitled to vote and take all other action as though physically present.
 - (d) Unless otherwise provided for by an act of the Board, any one Board member may attend a mediation session on behalf of the Board. Any agreement resulting from such mediation session must be approved pursuant to subsection (1)(c) of this Rule.
- (2) Officers. At the first Board meeting held after each election where the newly elected members take office, the Board shall select a Chairperson, Vice-Chairperson, Secretary, Assistant Secretary, and Treasurer.
 - (a) The Chairperson must be a member of the Board. If the Chairperson resigns from that office or ceases to be a member of the Board, the Board shall select a Chairperson. The Chairperson serves at the pleasure of the Board. The Chairperson shall be authorized to

execute resolutions and contracts on the District's behalf. The Chairperson shall convene and conduct all meetings of the Board. In the event the Chairperson is unable to attend a meeting, the Vice-Chairperson shall convene and conduct the meeting. The Chairperson or Vice-Chairperson may delegate the responsibility of conducting the meeting to the District's manager ("District Manager") or District Counsel, in whole or in part.

- (b) The Vice-Chairperson shall be a member of the Board and shall have such duties and responsibilities as specifically designated by the Board from time to time. The Vice-Chairperson has the authority to execute resolutions and contracts on the District's behalf in the absence of the Chairperson. If the Vice-Chairperson resigns from office or ceases to be a member of the Board, the Board shall select a Vice-Chairperson. The Vice-Chairperson serves at the pleasure of the Board.
- (c) The Secretary of the Board serves at the pleasure of the Board and need not be a member of the Board. The Secretary shall be responsible for maintaining the minutes of Board meetings and may have other duties assigned by the Board from time to time. An employee of the District Manager may serve as Secretary. The Secretary shall be bonded by a reputable and qualified bonding company in at least the amount of one million dollars (\$1,000,000), or have in place a fidelity bond, employee theft insurance policy, or a comparable product in the amount of one million dollars (\$1,000,000) that names the District as an additional insured.
- (d) The Treasurer need not be a member of the Board but must be a resident of the State of Florida. The Treasurer shall perform duties described in Section 190.007(2) and (3) of the Florida Statutes, as well as those assigned by the Board from time to time. The Treasurer shall serve at the pleasure of the Board. The Treasurer shall either be bonded by a reputable and qualified bonding company in at least the amount of one million dollars (\$1,000,000), or have in place a fidelity bond, employee theft insurance policy, or a comparable product in the amount of one million dollars (\$1,000,000) that names the District as an additional insured.
- (e) In the event that both the Chairperson and Vice-Chairperson are absent from a Board meeting and a quorum is present, the Board may designate one of its members or a member of District staff to convene and conduct the meeting. In such circumstances, any of the Board members present are authorized to execute agreements, resolutions, and other documents approved by the Board at such meeting. In the event that the Chairperson and Vice-Chairperson

are both unavailable to execute a document previously approved by the Board, the Secretary or any Assistant Secretary may execute such document.

- (f) The Board may assign additional duties to District officers from time to time, which include, but are not limited to, executing documents on behalf of the District.
- (g) The Chairperson, Vice-Chairperson, and any other person authorized by District Resolution may sign checks and warrants for the District, countersigned by the Treasurer or other persons authorized by the Board.

RESOLUTION 2026-__

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE UNIVERSITY PARK RECREATION DISTRICT ELECTING THE OFFICERS OF THE DISTRICT, AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the University Park Recreation District (“**District**”) is a local unit of special-purpose government created and existing pursuant to Chapter 418, *Florida Statutes*, being situated entirely within Manatee County, Florida; and

WHEREAS, pursuant to Chapter 418, *Florida Statutes*, the Board of Supervisors (“**Board**”), shall organize by electing one of its members as Chair and by electing a Secretary, and such other officers as the Board may deem necessary.

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

1. **DISTRICT OFFICERS.** The District officers are as follows:

- _____ is appointed Chairperson.
- _____ is appointed Vice-Chairperson.
- _____ is appointed 2nd Vice Chairperson.
- _____ is appointed Treasurer.
- Vivian Carvalho is appointed Secretary.
- _____ is appointed Assistant Secretary.
- _____ is appointed Assistant Secretary.
- Kwame Jackson is appointed Assistant Secretary.
- Venessa Ripoll is appointed Assistant Secretary.
- Paul Fay is appointed Assistant Treasurer.
- John Fetsick is appointed Assistant Treasurer.

2. **CONFLICTS.** All Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

3. **EFFECTIVE DATE.** This Resolution shall become effective immediately upon its adoption.

PASSED AND ADOPTED this ____ day of _____ 2026.

Attest:

UNIVERSITY PARK RECREATION DISTRICT

Secretary/Assistant Secretary

Chairperson, Board of Supervisors

Executive Summary: Board vs. Management Responsibilities

Success in a club depends on clear role definition between the **Board of Directors (Governance)** and **General Manager/Management Team (Leadership)**. While both serve the same mission and membership, their responsibilities operate at different levels: strategic oversight versus operational execution.

Board Responsibilities (Governance)

The Board functions as the club's governing authority, elected to represent the collective interests of the membership. Its focus is strategic, policy-driven, and fiduciary in nature.

Primary Responsibilities:

- **Strategic Direction** – Establishes the club's mission, vision, and long-term goals.
- **Policy Development** – Creates policies that guide operations without managing day-to-day activities.
- **Financial Oversight** – Approves budgets, ensures fiscal responsibility, and oversees capital planning.
- **Accountability to Membership** – Acts in the best interests of the entire membership, avoiding personal agendas.
- **Hiring and Supporting the General Manager** – Selects, evaluates, and empowers the GM to execute the club's strategy.

Board Focus:

Defines "*what*" the club will accomplish and "*why*."

Operates at a **macro/strategic level**.

Management Responsibilities (Leadership)

Management, led by the General Manager (GM) and senior leadership team, is responsible for executing the Board's strategy and delivering the member experience.

Primary Responsibilities:

- **Operational Management** – Oversees daily operations including golf, food & beverage, events, facilities, and agronomy.
- **Team Development** – Recruits, trains, and retains staff.
- **Member Experience** – Ensures services consistently meet or exceed expectations.
- **Financial Management** – Manages budgets, controls costs, and maintains sustainable operations.

- **Communication** – Maintains professional communication with both the Board and membership.

Management Focus:

Determines “*how*” objectives are achieved.

Operates at a **micro/operational level**.

Key Distinctions

Governance (Board)

Strategic vision and oversight

Defines “what” and “why”

Represents the membership as a whole

Policy-setting and fiduciary focus

Macro-level decision-making

Leadership (Management)

Operational execution

Determines “how”

Accountable to Board and members

Service delivery and staff leadership

Day-to-day operational decisions

Interdependence

Governance and leadership are complementary—not competing—functions:

- The **Board sets direction and ensures accountability.**
- The **GM and management team implement that direction and deliver results.**

When roles are respected and clearly defined, the club benefits from strategic clarity, operational excellence, strong financial performance, and high member satisfaction. When blurred—through board micromanagement or management overreach—inefficiencies, confusion, and strained relationships result.

Conclusion

Effective clubs thrive when:

- The **Board focuses on strategy, policy, and fiduciary oversight.**
- **Management focuses on execution, service quality, and staff leadership.**
- Both operate with mutual respect, disciplined communication, and a shared commitment to member value.

Clear separation of responsibilities ensures sustainable success, organizational stability, and an exceptional member experience.