

University Park Recreation District

3501 Quadrangle Blvd., Suite 270, Orlando, FL 32817

Phone: 407-723-5900 Fax: 407-723-5901

<http://universityparkrd.com/>

The Meeting of the **Board of Supervisors of the University Park Recreation District** will be held on **Tuesday, March 31, 2026, at 2:00 PM** at the Varsity Club Room located at 7671 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&mn=84588938513>

Join via mobile:

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

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

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. Chairperson's Comments

Staff Report Matters

2. District Counsel
3. District Manager
4. Club Management
5. Committee Reports
 - a. Finance
 - i. Presentation from the Committee on Financing Alternatives for Capital Improvement Projects *(provided under separate cover)*
 - ii. Recommendation of Golf Course Front Nine Project
 - b. Strategic Planning
 - i. Recommendation from the Committee on Scope of Services for Strategic Club Solutions

Old Business Matters

- 6. Consideration of Proposed Amendments to Board Meetings Agenda Format
 - a. Correspondence & Public Records Requests
 - b. Public Comments
- 7. Discussion and Consideration of Town Hall Meetings
- 8. Nominations/Appointment of Strategic Planning Committee Member

New Business Matters

- 9. Racquets Membership Marketing Campaign (*provided under separate cover*)

Date	Meeting Type	Time	Location
March 30, 2026	Strategic Planning Committee Meeting	12:00 PM	Lakeside Room
March 31, 2026	Board of Supervisors' Meeting	2:00PM	Varsity Club Card Room
April 8, 2026	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices
April 9, 2026	Board of Supervisors' Meeting & Attorney/Client Session	2:00 PM	University Park Business Offices
April 10, 2026	Board of Supervisors' Meeting	2:00PM	University Park Business Offices
April 15, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices
April 28, 2026	Board of Supervisors' Meeting	2:00PM	University Park Business Offices

- 10. Public Comments
- 11. Supervisor Comments & Future Agenda Items

Adjournment



University Park Recreation District

Chairperson's Comments



University Park Recreation District

Staff Reports



University Park Recreation District

Committee Reports

a. Finance

- i. **Presentation from the Committee on Financing Alternatives for Capital Improvement Projects** (*provided under separate cover*)
- ii. **Recommendation of Golf Course Front Nine Project**

b. Strategic Planning

- i. **Recommendation from the Committee on Scope of Services for Strategic Club Solutions**

Front 9 Capital Improvement Plan

University Park Country Club

Presented in 3/2/2026 Joint Committee Workshop

Executive Position

- The Front 9 infrastructure is aging and no longer performing at an acceptable standard (frankly this can be said about 1-18).
- This proposal is structural and performance-based — not cosmetic.
- Revenue impacts are not included here and must be evaluated separately.
- Decision point: short-term disruption vs long-term course excellence.
- This does not include any tree replanting, brick paver work, or any beautification projects.

Minimal Impact Projects (Operationally Manageable)

- Cart path & curb repairs — \$95,000
- Expand #5 Gold tee (palmetto removal) — \$9,800
- Brick paver “bump outs” by tees and greens \$57,000
- Tree replacement and landscape beautification — \$63,750
- Drainage/pond banks and swale upgrades — \$100,000
- Improves safety and playability with minimal disruption

Major Capital Projects (Strategic Closure Planning)

- Replace #5 bulkhead — \$79,750 (hole closure required)
- Expand & rebuild tee tops — \$97,385 (course closure required)
- Rebuild fairway bunkers — \$250,000 (course closure required)
- Re-grade & re-grass fairways — \$175,670 (course closure required)
- Phasing reduces single-event impact — but increases inefficiency and extends disruption.

Material Investment

- G-Angle bunker sand (1,300 tons) — \$76,000
- #89 granite gravel (370 tons) — \$31,000
- Bimini sod (138,500 sq ft) — \$75,000
- Fertilizer & control products — \$47,000
- These materials enable performance, durability, and consistent playing conditions.

Estimated Investment Summary

Item	Cost	Operational Impact
CONTRACTOR COSTS		
Repair cart paths & curbs	\$95,000	Minimal impact
Expand #5 Gold tee (palmetto removal)	\$9,800	Minimal impact
Brick paver cart path bump outs	\$57,000	Minimal impact
Tree replacement and landscape beautification	\$63,750	Minimal impact
Pond bank & drainage swale reclamation and drainage projects.	\$100,000	Minimal impact
Replace #5 bulkhead	\$79,750	Hole Closure
Expand and rebuild tee tops	\$107,500	Course closure
Rebuild fairway bunkers	\$250,000	Course closure
Re-grade & re-grass fairways	\$175,670	Course closure
Contractor Subtotal	\$938,470	
MATERIAL COSTS		
G-Angle bunker sand (1,300 tons)	\$76,000	
#89 granite gravel (370 tons)	\$31,000	
Bimini sod (138,500 sq ft)	\$75,000	
Fertilizer & control products	\$47,000	
Material Subtotal	\$229,000	
TOTAL ESTIMATED INVESTMENT	\$1,167,470	
<u>ADD 10-15% CONTINGENCY TO EACH APPROVE PROJECT!</u>		

Strategic Considerations (Board Decision Lens)

- Deferring infrastructure repair compounds future cost and member disruption.
- Modern bunker construction improves drainage and reduces annual maintenance inputs.
- Fairway regrading corrects chronic drainage and consistency issues.
- Executing concurrently can minimize total downtime vs piecemeal phasing.
- Recommendation: pick a closure window that minimizes revenue disruption and maximizes quality of execution.

Board Action Requested

- Confirm project scope (select items to approve).
- Direct management to present: (1) schedule/closure window, and (2) revenue impact analysis.
- Authorize contractor bidding and final pricing validation prior to award.



University Park Recreation District

Consideration of Proposed Amendments to Board Meetings Agenda Format

- a. Correspondence & Public Records Requests**
- b. Public Comments**

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

Discussion and Consideration of Town Hall Meetings



University Park Recreation District

Nominations/Appointment of Strategic Planning Committee Member

FW: Strategic Planning Committee Interest – Tom Agnello

From Vivian Carvalho <carvalhov@pfm.com>

Date Tue 3/17/2026 12:05 PM

To Thomas Agnello <agnellotn@gmail.com>

Cc Kwame Jackson <jacksonk@pfm.com>; John Fetsick <jfetsick@universitypark-fl.com>

 1 attachment (103 KB)

resume UPRD agnello.pdf;

Good morning, Thomas,

We are in receipt of your email and the attached resume expressing your interest in serving on the Strategic Planning Committee. The Board will review your resume and correspondence at the upcoming Special Meeting scheduled for March 31, 2026. At that meeting, the Board will appoint a candidate to fill the vacant seat.

Thank you for your interest in serving on the Strategic Planning Committee.

Regards,

Vivian Carvalho
Senior District Manager

PFM Group Consulting LLC

Carvalhov@pfm.com | **Phone** 407-723-5900 | **Fax** 407-723-5901 | **Web** pfm.com

3501 Quadrangle Boulevard, Suite 270, Orlando, FL 32817

From: Thomas Agnello <agnellotn@gmail.com>

Sent: Monday, March 16, 2026 9:13 PM

To: Vivian Carvalho <carvalhov@pfm.com>

Subject: Strategic Planning Committee Interest – Tom Agnello

ALERT: This message is from an external source. **BE CAUTIOUS** before clicking any link or attachment

Dear Vivian,

I am writing to express my interest in serving on the UPRD Strategic Planning Committee. Attached is a resume providing a brief summary of my relevant background and experience.

Why I'm Interested:

I have worked with some of the brightest minds in the professional services industry focused on Strategy and Execution, helping to guide their companies and organizations to new levels of success. I am not a yes man. I do not live in the UPCC/UPRD geographic boundaries, as we selected a home five years ago in a community that aligned with my wife of 54 years interests. Happy wife, happy life! I joined UPCC 4 years ago as a full-time golf/racquets member after a few years as a summer member. I frequent all the club amenities very often and having traveled the world and played and entertained at some of the finest clubs and commercial establishments, I can tell you that I have lots of opinions and suggestions for UPRD and the data to back it up. I am an early adopter of the internet having started two organizations that helped the companies I worked with leverage the power of the internet in the days of its infancy. I am doing the same with AI technologies.

If UPRD uses benchmarking, great, looking forward to seeing some of the improvements. If not, then consider expanding into some of the **country club benchmarking available**. The best place to start is **Club Benchmarking**. It is built specifically for private clubs—country, golf, city, and yacht clubs—and offers financial and operating benchmarking, monthly trend dashboards, and KPI views for dues, initiation fees, payroll, capital, F&B, and membership metrics. CMAA also relies on Club Benchmarking to power its annual club industry surveys, which is a strong signal that it is one of the main industry-standard sources.

A second strong source is **CMAA research**. CMAA publishes club-focused reports and white papers, including finance, operations, compensation, governance, and capital improvement guidance. If your goal is to compare your club against broader industry practices—not just raw operating metrics—CMAA's reports are very useful.

For **compensation, staffing, and Florida/private-club operating trends**, **RSM's private club reports** are worth using. I worked with one of the member CPA firms in the RSM network and have used the RSM published annual private-club financial and operating trend reports and compensation survey material, including Florida-specific insights from more than 100 clubs and broader 2026 trend commentary on demand, capital planning, and costs.

Another useful supplemental source is **PBMares / Clubs in Town & Country**. It has historically compiled private-club operating and financial statistics and, at least in the published survey materials, worked with Club Benchmarking on data collection and analysis. It is not as central as Club Benchmarking, but it can be helpful as a secondary reference.

The most important metrics to compare are usually:

- dues and initiation fee levels
- total members by category and waiting list depth
- total revenue per member
- payroll as a percent of total revenue
- F&B revenue, margin, and subsidy
- golf operations and course maintenance spending
- capital spending, available cash, and debt load

I look forward to the opportunity to contribute to the UPRD.

Sincerely,

Name and Address: Thomas N Agnello (Tom); 6543 41st CT E, Sarasota, FL 34243

Education: 1974 Graduate of St John Fisher University, Rochester, NY. BBA Degree

Personal Background, Work Experience:

During my 50 years of work experience I have held a variety of positions. My first 24 years was with Burroughs Corporation/Unisys Corporation (Mainframe computer companies) where I started as a sales representative out of college and held positions of greater authority and control until I retired in 1998 as a VP of Sales and Marketing of their software subsidiary. My next 26 years were working in the professional services industry with the world's two largest CPA firms (Arthur Andersen LLP and Deloitte and Touche LLP) I focused in the practices of Mergers, Divestitures and Acquisitions, Strategy Articulation and Execution and overall Business Consulting. In 2014, we relocated to Florida and I formed my own company, M-One Advisors, LLC, where I provide Business Exit Planning and Execution, as a Financial Advisor, assisting dozens of successful business owners in helping them to do a strategic assessment of their businesses, and then marketing and selling their businesses. This includes all marketing, identifying potential buyers globally, negotiating contract terms, and researching best practices in each industry. I use a variety of AI tools to assist my clients in comparing their businesses to benchmark standards in their industry.

Prior Homeowner and Past Board Affiliations

Cascades at Sarasota HOA, Secretary, Treasurer and President, 2022 to 2024 and now Chair of the Finance Committee, 2026/27

2022-Knights of Columbus, Our Lady of the Angels Church, Lakewood Ranch. 2022 to Present <https://www.knights13341.org/>

Rochester Technology and Manufacturing Association - Board Member and Finance Chair, 2018 to 2022
<https://www.rtma.org/>

Piney Point Homeowners Association, Inc. Palmetto, FL. Long Range Planning Comm. 2022 to 2023 (2 rentals there) Piney Point Cable/Internet Selection and Renewal Committee - 2021

Blind Sodus Bay Improvement Association - President, Treasurer and Vice President positions. 1988 to 2008, 2013 to 2018. Worked to secure a \$14M REDI grant to repair high water damage, Funding and approval of Bay-wide sewer project replacing aged septic systems and East-side fresh water project. www.BSBJA.org <https://bsbjia.wordpress.com/about/>

Rochester American Marketing and Management Association, President and Treasurer positions. 1998-2014. www.ama-rochester.org <https://www.ama-rochester.org/about/>

MACNY - Manufacturers Association of Central New York 2012-2014. Finance Events Committee <https://www.macny.org/>

IMMA, eBusiness Association, Digital Rochester and now Tech Rochester. Founding Board Member, President, VP and Treasurer from 1998 to 2014. <https://techrochester.org/>

Crohn's and Colitis Foundation of Western & Central New York. Treasurer 1993 to 1990 <https://www.crohnscolitisfoundation.org/>

Forest Ridge Community Club, Fairport, NY. President and Treasurer positions, 1986-1990 <https://www.forestridgeclub.com/about-us>

In each of these positions, I was actively involved with the financial stability and reporting requirements, selection and management of outsourced management and maintenance services such as Property Maintenance companies like Brightview and others. In 2021 successfully navigated the sale of one of the largest property maintenance firms in Upstate NY that I represented to Brightview, a \$2.5B national company, dealing directly with the President and other senior officers of the company. I maintain my experience in Not-for-Profit operations in my membership and participation in HOA boards through www.HOALeader.com.

I believe that I have the operational capabilities, strategic knowledge, finance experience and qualifications to serve as a member of our UPCC Strategic Planning Committee. We have a great organization here at UPCC that will only remain great if we properly maintain and plan for the future, protecting and improving all the assets that we own. As an ~~ultimate~~ member of this club interests are simple: Continue to provide a safe, clean, modern and comfortable community for our all our shareholders, so that they we can maintain and improve our real estate values, socialize, improve our competitive play, have fun and grow as individuals as we live our "golden years".

RE: Strategic Planning Committee Interest –Bill Mutryn

From Vivian Carvalho <carvalhov@pfm.com>

Date Tue 3/17/2026 12:08 PM

To William Mutryn <wmutryn@gmail.com>

Cc Kwame Jackson <jacksonk@pfm.com>; John Fetsick <jfetsick@universitypark-fl.com>

Good afternoon, William,

We are in receipt of your email and the enclosed resume to this email expressing your interest in serving on the Strategic Planning Committee. The Board will review your resume and correspondence at the upcoming Special Meeting scheduled for March 31, 2026. At that meeting, the Board will appoint a candidate to fill the vacant seat.

Thank you for your interest in serving on the Strategic Planning Committee.

Regards,

Vivian Carvalho
Senior District Manager

PFM Group Consulting LLC

Carvalhov@pfm.com | **Phone** 407-723-5900 | **Fax** 407-723-5901 | **Web** pfm.com

3501 Quadrangle Boulevard, Suite 270, Orlando, FL 32817

From: William Mutryn <wmutryn@gmail.com>

Sent: Tuesday, March 17, 2026 9:38 AM

To: Vivian Carvalho <carvalhov@pfm.com>

Subject: Strategic Planning Committee Interest –Bill Mutryn

ALERT: This message is from an external source. **BE CAUTIOUS** before clicking any link or attachment

Dear Vivian,

I am writing to express my interest in serving on the Strategic Planning Committee. Below is a brief summary of my relevant background and experience (and I have included my resume for your reference):

Background & Experience:

A short Bio is below. To summarize, I graduated and worked as an engineer for 5 years and then was an attorney in private practice for 43 years. I graduated from Case Western Reserve University in 1970 and George Washington University Law School, with high honors, in 1975. My last 25 years as a lawyer was with Holland & Knight, an international law firm and I was co-chair of its national corporate and M&A practice group. I represented parties in over 150 acquisition transactions and I was an adjunct professor at George Washington Law School for 5 years and a frequent speaker at industry events. I have extensive experience with Boards of

Directors, both as a lawyer and as a member of about 10 corporate and non-profit Boards. Since 2017 I have been a partner in a Private Equity Group, Bluestone Investment Partners, during which I am a member of the Investment Committee and have been on numerous Boards of portfolio companies.

Why I'm Interested:

My wife, Cynde and I have owned a property in University Park since 2010. I have been the neighborhood Chair for Mayfair for about 5 years and an active tennis player and golfer. My wife is historian of and on the Board of the Women's club. We participate in many Club activities and use the facilities often. We go north for the summer to see family and friends and have a home in McLean Virginia also.

I believe that I have the perspective of active members of the community and know the views of many residents. I have experience in law and finance that I would bring to bear in planning decisions. We are here for the long term and desire to contribute to continue to make this community a wonderful place to live.

I look forward to the opportunity to contribute to the UPRD.

Sincerely,
William J Mutryn
240 447 7813
wmutryn@gmail.com

Bill Mutryn

Bill Mutryn is a Partner at Bluestone Investment Partners and member of the Investment Committee.

Bill brings over

40 years of experience as a practicing attorney, most of which has been representing clients in merger and acquisition

transactions in the aerospace, defense, government services, healthcare, consumer products, and staffing space. Prior

to joining Bluestone Bill was a co-leader of Holland & Knight's Corporate and Mergers and Acquisitions Practice Group

and served as a member of Holland & Knight's Directors Committee for 6 years. During the past two decades, Bill has

served as lead counsel in over 150 merger and acquisition transactions. Transactions include the sale of Zeta

Associates to Lockheed Martin, the sale of Scitor to Leonard Green, the sale of Digital Systems to General Dynamics,

and the sale of Dynamics Research Corporation (DRC) to Engility following the acquisition by DRC of High Performance

Technology.

Bill was admitted to practice law in Virginia and also has been a member of the bars of Maryland, the District of Columbia

and numerous federal courts. Bill is a former president of the Association for Corporate Growth, National Capital

Chapter, and he has written articles and lectured on a wide range of business law subjects. He has been named by his peers in several editions of The Best Lawyers in America for Corporate Law, Mergers & Acquisitions Law, as well as Leveraged Buyouts and Private Equity Law.

Bill also served as an adjunct professor at The George Washington University Law School, teaching "Mergers and Acquisitions of Private Entities" and is on the law school's Board of Advisors. Currently Bill was a member of the Board of Advisors of Cordia Partners and Deep Water Point Consulting, the Board of Directors of JetCars, Inc. and Minds Matter of DC, a non-profit organization. Bill has served on the Boards of Directors of Bluestone's portfolio companies including cBeyond Data, Chesapeake Technology, Valiant, Axis Geospatial, Integral Solutions and Precise Systems.

Bill graduated with honors from the George Washington University Law School and has a B.S. in Engineering from Case Western Reserve University.

From: Mark Rice <aberdeen11@gmail.com>
Sent: Monday, March 23, 2026 2:16 PM
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: Strategic Planning Committee Interest – G Mark Rice

ALERT: This message is from an external source. BE CAUTIOUS before clicking any link or attachment

Dear Vivian,

I am writing to express my interest in serving on the Strategic Planning Committee. Below is a brief summary of my relevant background and experience :

I have lived in the Park as a year-round resident for three years, and this past year I have been serving as the chair of the Highgate Neighborhood Committee.

I moved here from Des Moines Iowa. I was engaged in private practice of law for forty years and was a member of my Firm's, (Whitfield & Eddy PLC) management committee. My areas of work included real estate, banking, and the representation of mid-market companies in general corporate matters.

In my years of practice I represented a group of lenders in the restructure of debt obligations owed by a private country club in the Des Moines, Iowa

Metro area . As part of that work, and for over twenty years I served as counsel to the HOA for the residents that lived around the Club. I also represented other lenders regarding golf course and residential developments in the state of Iowa.

I believe I could bring a unique perspective to the committee given my professional background and experience. I am interested in seeing UPRD continue its work in maintaining the preeminence of the Club and preparing for the next generation that wish to make the Park their home.

Thank you for your consideration.



G. Mark Rice

7109 Marston Court

University Park, Florida 34201

P: 515.480.5982

Aberdeen11@gmail.com

This email and any attachments contain information from G. Mark Rice. The information is intended only for the addressee identified above. If you are not that person, please don't review, disclose, copy, distribute, use, or do anything else with the email. And whatever you do, don't rely on it. Lastly, if you believe you received this email in error, please let me know by reply email.



J. Donald Sheets

Executive Biography

J. Donald (Don) Sheets currently serves as principal of his consulting firm, focusing on strategic advising and board service in the fields of materials science, finance and accounting, health care and higher education. Don brings his extensive executive leadership experience, business knowledge and financial expertise to billion-dollar organizations as well as selected non-profit and philanthropic organizations. He is a recognized expert in corporate and non-profit governance.

Don completed a 34-year career with Dow Corning Corporation in 2017, retiring as Vice Chairman. Don's career with Dow Corning included 14 years as Executive Vice President and Chief Financial Officer, and global leadership of key businesses, including electronics, aerospace & defense and industrial materials. Don also led the development of the widely-lauded XIAMETER internet business, which for a decade stood as the world's largest B2B internet business platform.

Don serves on the board of directors of Covia Holdings LLC, Tri-Star Trust Bank, The Dow Chemical Company Foundation, TempleArts Foundation, CMU Medical Education Partners and the Gerald R. Ford Presidential Foundation. He also served a number of years on the boards of Business Leaders for Michigan, Albion College, MidMichigan Health System, American Zinc Recycling, Hemlock Semiconductor, Inc., the Midland Center for the Arts and the Dow Corning Foundation.

In his extensive non-profit practice, Don has served in critical board positions, including chair of the board, executive committee member, treasurer and investment committee member. He has led and or participated in numerous capital campaigns for a variety of organizations.

Don earned a BA from Albion College, majoring in Economics, Management and Accounting and was a member of the prestigious Carl A. Gerstaecker Institute for Business Management. He has an MBA from the University of Michigan-Flint, with a concentration in Operations and Quantitative Systems.



University Park Recreation District

Racquets Membership Marketing Campaign
(provided under separate cover)