

# 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 **Tuesday, April 28, 2026, at 2:00 PM** at the Business Offices, 8301 The Park Boulevard, University Park, FL 34201 and 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..... (2:00 – 2:10PM)**

- 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..... (2:10 – 2:15PM)**

1. Consideration of Minutes of the March 31, 2026, Board of Supervisors' Meeting
2. Public Records Request Summary List
3. Correspondence Summary List

### **Staff Report Matters..... (2:15 – 2:25PM)**

4. District Counsel
5. District Manager
6. Club Management
7. Committee Reports
  - a. Finance
  - b. Strategic Planning

### **Old Business Matters..... (2:25 – 2:30PM)**

8. Update of Town Hall Meeting Location Venue and Scheduling Date
9. Update of Boardwalk Project



**New Business Matters..... (2:30 – 2:50PM)**

10. Update of Proposed FY 2027 Budgets
- Operating Budget (Enterprise Fund)
  - Capital Budget (Enterprise Fund)
  - General Fund
  - Debt Service
  - Capital Irrigation Fund

**District Financial Matters ..... (2:50 – 2:52PM)**

11. Ratification of Payment Authorization Nos. 159 & 160

<b>Date</b>	<b>Meeting Type</b>	<b>Time</b>	<b>Location</b>
May 5, 2026	Special Board of Supervisors' Meeting and Attorney/Client Session	9:00 AM	University Park Business Offices
May 8, 2026	Board of Supervisors' Meeting	2:00PM	University Park Business Offices
May 13, 2026	Strategic Planning Committee Meeting	3:00 PM	University Park Business Offices
May 20, 2026	Finance Committee Meeting	3:00 PM	University Park Business Offices
June 1, 2026	Board of Supervisors' Meeting	2:00PM	University Park Business Offices

12. Supervisor Comments & Future Agenda Items ..... (2:52 – 3:00PM)

**Adjournment**



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# **University Park Recreation District**

## **Consideration of Minutes of the March 31, 2026, Board of Supervisors' Meeting**

**MINUTES OF MEETING**

**UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' MEETING**

**Tuesday, March 31, 2026**

**2:00 p.m.**

**Business Offices**

**8301 The Park Boulevard, University Park, FL 34201**

Board Members present in person or via phone:

Steve Heitzner	Chairperson
Scott Huebner	2 <sup>nd</sup> Vice Chairperson
Gregory Selep	Board Secretary
Steve Swanson	Treasurer

Also, Present in person or via phone:

Vivian Carvalho	District Manager – PFM Group Consulting LLC
Kwame Jackson	ADM - PFM Group Consulting LLC (via Zoom)
John Fetsick	General Manager - Country Club
Curtis Nickerson	Director of Properties & Facilities– Country Club
Marisa Powers	District Counsel – Blalock Walters

Various Audience Members in-person and via Zoom

**FIRST ORDER OF BUSINESS**

**Organizational Matters**

**Call to Order, Roll Call, and Pledge of Allegiance**

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

The Pledge of Allegiance was recited.

**Public Comments**

Mr. Dickson noted it was a little hard to hear the meeting via Zoom. The mic was adjusted.

Mr. Charlesworth commented regarding the public comment period and noted he preferred the public comments at the end of the meetings.

There were no further public comments at this time.

## **SECOND ORDER OF BUSINESS**

### **Administrative Matters**

#### **Chairperson's Comments**

Mr. Heitzner noted the meetings should be more than two hours and agenda items will be assigned times within the meeting. He noted that Ms. Carvalho will now be the person to run the meetings in order to allow for more Chair participation and focus.

Mr. Heitzner noted that healthy debates during the meetings are encouraged, but decisions have to be made at the meetings in order to move business forward. These decisions should be supported by the Board no matter their opinion once made. It was noted that the Board represents everyone in the community.

Mr. Heitzner recommended reviewing the Core Values, Mission Statement, and Vision Statement. It was noted that Ms. Dickson will request that the Strategic Planning Committee start reviewing and updating these items.

Mr. Heitzner noted there has been no RD Board representation on the PBM Board since Ms. Dickson resigned. Mr. Murphy has now been appointed to be the Board liaison at those meetings. It was recommended that there be quarterly meetings with PBM and possibly UPCA.

Mr. Heitzner noted the Board participated in creating the General Manager's goals and objectives. These goals and objectives need to be updated and could be reviewed at the quarterly meetings. It was noted these would be public meetings.

There was discussion regarding Mr. Murphy serving as the Board liaison on the PBM Board and the information relayed to the RD Board.

Mr. Heitzner recommended establishing a Governance Committee that would report to the Board. It would consist of three to five members and would help the Board run effectively by recommending governance improvements. It was noted the items that the Governance Committee would review will be in the deliverables for the Strategic Planning consultant.

Mr. Huebner will be the Board liaison to help develop the Governance Committee and work with Mr. Freedman and Strategic Planning consultant. It was noted the same process would be followed to set up the Governance Committee as the other Committees.

Mr. Crouch would like to add an annual finance meeting for the UPRD residents for transparency and to give updates. It was noted this could begin in the fall.

There was brief discussion regarding the budget process timeline and the timing to hold the finance meeting. Mr. Heitzner noted the budget should be separate from the Finance Committee annual update meeting.

Mr. Heitzner recommended that the Board should include a bi-monthly update in the Club Monthly. Mr. Selep will be the Board liaison for this item. Mr. Heitzner recommended the update be called "Board Business".

There was brief discussion regarding the timing of meeting minutes and including those in the Club Monthly. It was noted the minutes may or may not be available based on the turnaround time of the Club Monthly update. Ms. Carvalho noted it should include highlights of any major decisions made at the meetings. Mr. Selep will send the drafted "Board Business" updates to Mr. Fetsick to include in the Club Monthly. This should be submitted by noon on Thursdays.

Mr. Selep noted that meeting notices will be sent out on Sunday afternoons to notify residents, with all pertinent information and Zoom links.

Mr. Heitzner noted that there will be additional meetings throughout the year for communication and updates to residents, such as the Finance Meeting and Town Hall meetings. Therefore, public comments will only be at the beginning of each meeting.

### **THIRD ORDER OF BUSINESS**

#### **Staff Report Matters**

##### **District Counsel**

No report.

##### **District Manager**

No report.

#### **Club Management**

Mr. Fetsick gave an update on the successful March events and an overview of upcoming events. He noted the Club has 458 full memberships at this time. It was noted the events happening in the community are listed in the newsletter and all events are sold out.

Mr. Fetsick will follow up with how many full members are attending the Easter brunch. Members get a 10% discount compared to the public.

Mr. Fetsick noted the golf course and tennis facility received the Best of Sarasota in the SRQ Magazine.

#### **Committee Reports**

##### **a. Finance**

- i. Presentation from the Committee on Financing Alternatives for Capital Improvement Projects**
- ii. Recommendation of Golf Course Front Nine Project**

Mr. Crouch noted that Mr. Crisafio is on the Finance Committee and is in charge of a project that will compare the cost of ownership in University Park versus the cost of similar neighborhoods in the area. This will include data on HOA fees and CDD fees. It was noted this should be presented to the community when completed at a Town Hall meeting.

Mr. Crouch noted the Finance Committee is also researching options to open a line of \$500,000.00 credit. This would be for emergency purposes and based on the cash flow analysis. It was noted the current capital revenue is insufficient to cover the capital needs for the current asset base. Mr. Crouch reviewed the elements of capital income that could be increased including golf operations, initiation fees, membership dues, and transfer fees. Mr. Crouch will follow up with Ms. Carvalho regarding the process related to these increases.

Mr. Crouch stated that each member of the Finance Committee is taking a department and reviewing the reserve requirements for that department. This has not been updated since 2019. The goal is to have this completed by September.

Currently, the Finance Committee is reviewing the operating and capital budget for Fiscal Year 27. The first budget meeting is April 13<sup>th</sup>. The Committee is also going to be reviewing the Fiscal Year 26 audit report prior to choosing an upcoming auditor. It was noted the Finance Committee reviews the monthly financials prior to their presentation to the Board and monitor cash flow.

The Finance Committee has met with the Strategic Planning Committee to present data related to benchmarking against other Clubs. He recommends that someone from that Committee be the lead on that project.

Mr. Crouch provided a presentation on alternatives for the Capital Improvement projects, which included the current note options with Regions Banks (two year extension and one-time assessment), alternate long-term financing, and funding the capital improvement plan or portions of it without long-term financing. It was noted the current note is \$4.2 million. It was noted that if the bond does not come through, the Finance Committee recommends imposing a one-time assessment. Mr. Crouch gave an overview of the timeline related to assessments.

There was discussion regarding outside non-resident members being assessed in some way. There are currently 298 non-resident members who can choose to resign if they do not want to pay.

There was brief discussion regarding the cost of the assessment and including non-resident members in that cost. Mr. Selep requested that Mr. Crouch review what the deliverables would be with including non-resident members.

Mr. Huebner recommended giving a discount or incentive for those who pre-pay the assessment amount prior to the tax roll. There was discussion regarding providing a discount and who would be responsible for collecting those prepayments. It was noted the assessments are not the only funding the District will need. Collecting the non-tax roll payments could cause administrative issues.

Mr. Crouch continued to review the options if the bond does not come through, including alternate long-term financing such as a new bond or term loan, multiple non-ad valorem assessments based on the projected cash flow, non-ad valorem one or two equal assessments, and short-term financing such as a five year loan.

There was continued discussion regarding providing a discount for those who pay in full.

Mr. Nickerson gave an overview of the recommendation for the Golf Course Front 9 improvements, which included an investment summary of the items needed, costs, and operational impacts.

Mr. Crouch reviewed the Finance Committee's recommendation to defer the closure of the Front Nine, but to proceed with the minimal impact projects.

There was brief discussion regarding the cost of the minimal impact projects and the water restrictions. It was noted the minimal impact projects would cost \$466,000.00 and there will be multiple contracts that will be reviewed by District Counsel and District Management.

Mr. Fetsick gave an update on the Boardwalk. It was noted this design will be deferred until the next meeting, but the approximate cost is \$200,000.00.

Mr. Crouch noted the Finance Committee does not recommend any more capital improvements beyond the cost of \$650,000.00.

There was brief discussion regarding the other capital improvement projects. Mr. Heitzner recommended having a multi-purpose design for the Boardwalk.

ON MOTION by Mr. Selep, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Golf Course Front Nine Project to include minimal impact projects and bulkhead, with a not to exceed amount of \$466,000.00.

**b. Strategic Planning**

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

Mr. Freedman gave an overview of the Strategic Planning Committee meeting that took place and the Committee's recommendation. He noted the Committee met with Strategic Club Solutions via Zoom. Strategic Club Solutions will adjust their scope of work and cost based on the data and work that has already been completed. It was noted the consultant will provide a long-term strategic plan to apply as membership changes within the District.

Mr. Freedman noted the Strategic Planning Committee will be reviewing the membership categories and comparing them to other Clubs in the area based on the benchmarks provided by Mr. Crouch. The Committee will also be reviewing the Core Values, Mission Statement, and Vision Statement as requested by Mr. Heitzner.

Mr. Freedman gave an overview of the process that the consultant will follow. It was noted there needs to be communication between the RD, the HOA neighborhood Boards, and the residents.

There was lengthy discussion regarding the consultant's process and cost. It was noted the Executive Summary will be reviewed at the next Board meeting. Mr. Selep recommended moving forward with the discovery phase, with a second review after that is completed. Mr. Fetsick will follow up with the consultant for a revised cost for this phase of the process.

**FOURTH ORDER OF BUSINESS**

**Business Matters**

**Consideration of Proposed  
Amendments to Board Meetings  
Agenda Format**

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

Mr. Selep provided an overview of the proposed amendments to include correspondence and public records. Ms. Johnson drafted a letter that will be sent out to all residents for notification. The letter noted that public records will be included in a table format in the agenda and correspondence will include the author and subject. Detailed documents will be available on the District's website.

There was lengthy discussion regarding the criteria for inclusion of correspondence. It was noted this will apply to resident emails only. All emails should be forwarded to District Management for inclusion.

ON MOTION by Mr. Selep, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Proposed Amendments to Board Meetings Agenda Format, including Correspondence Public Records and Requests, and authorized Sydney to send the letter of notification to residents.

It was noted public comments will only be listed in the agenda at the beginning of meetings and not at the end.

### **Discussion and Consideration of Town Hall Meetings**

Ms. Carvalho gave an overview and noted the Board needs to decide when to have the first Town Hall meeting and what topics will be covered.

There was brief discussion regarding the topics of the Town Hall meeting. Mr. Heitzner noted the Town Hall meeting could include a Finance Committee update and capital improvement projects update. Mr. Fetsick will follow up with a space to reserve.

Mr. Selep will work on the Town Hall agenda. It was noted it should be held before May.

This will be deferred to the next Board meeting.

### **Nominations/Appointment of Strategic Planning Committee Member**

Ms. Carvalho noted an email blast was sent out to residents to gain interest for the vacancy on the Strategic Planning Committee. It was noted three resumes were received.

The Board provided their nominations.

Mr. Huebner recommended utilizing the other candidates. Mr. Freedman will follow up.

ON MOTION by Mr. Heitzner, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District nominated Mr. Sheets to the Strategic Planning Committee.

District Management will notify Mr. Sheets of his nomination.

### **Racquets Membership Marketing Campaign**

Mr. Fetsick provided an overview. He recommended implementing a pilot program that would include a junior academy program. The instructor would work as a 1099 employee, or he would lease the courts for this program. The second part of the pilot program would include an invite only for the top players in the area to use the tennis courts in the afternoon, with an annual fee of \$3,300.00. This would solely be for court utilization.

Mr. Fetsick recommended having a trial period of six months to see how these programs drive membership.

Mr. Heitzner noted there would be a cap for the invite only top players.

Mr. Huebner recommended keeping track of what money is spent and what money is brought in for comparison and review.

### **Public Comments**

Mr. Charlesworth noted that is was a great Board meeting.

### **Supervisor Requests & Future Agenda Items**

The upcoming workshops and meetings were noted.

<b>Date</b>	<b>Meeting Type</b>	<b>Time</b>	<b>Location</b>
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

Mr. Huebner commented regarding the agenda layout. Ms. Carvalho noted the agenda will be updated moving forward.

Mr. Swanson provided a Treasurer role description.

Mr. Heitzner read comments for the record regarding the SHADE meeting, litigation, and possible settlement. Mr. Matt has now rejected the opportunity to discuss a settlement offer. It was noted that if the bond is not issued prior to the end of the fiscal year, there is a resolution in place to assess residents, which will be placed on next year's tax roll. The Finance Committee recommends these assessments.

There were no further Supervisor requests at this time.

## **FIFTH ORDER OF BUSINESS**

## **Adjournment**

There was no further business to discuss.

ON MOTION by Mr. Selep, second by Mr. Swanson, with all in favor, the March 31, 2026, Board of Supervisors Meeting for the University Park Recreation District was adjourned at 4:18 p.m.

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Secretary / Assistant Secretary

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Chairperson / Vice Chairperson



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# **University Park Recreation District**

## **Public Records Request Summary List**

## Total of All Records Request

Tally of Records	ID# Assignment	Date	Requester	Name of File / Subject/ Law Firm	Status	Files Released
1		9.6.24	Dean Matt	Additional Documents	Completed	33
1		9.26.24	Dean Matt	Insurance	Completed	8
1		10.25.24	Dean Matt	Additional Records	Completed	3
1		11.7.24	Dean Matt	Additional Document	Completed	1
1		11.12.24	Dean Matt	Additional Documents	Completed	5
1		12.12.24	Dean Matt	Additional Document	Completed	2
1		10.1.24 & 12.19.24	Dean Matt	Additional Document Pertaining to Trustee and Bond Counsel	Completed	6
1		2.6.25	Dean Matt	Election Request #1 A	Completed	20
1		2.6.25	Dean Matt	Election Request # 1B	Completed	6
1		2.20.25	Dean Matt	4th Election Voter List	Completed	2
1		3.14.25	Dean Matt	UPRD 4th Election Invalid Ballots	Completed	1
1		3.14.25	Dean Matt	Official Tally Sheet	Completed	1
1		3.31.25	Dean Matt	Records Request	Completed	1
1		4.3.25	Dean Matt	2025 Election	Completed	19
1		4.7.25	Dean Matt	Ballot Results	Completed	1
1		4.14.25	Dean Matt	4.14.25	Completed	5
1		4.14.25	Dean Matt	Business Plan Group Executive Summary	Completed	1
1		5.6.25	Dean Matt	5 Year Plan	Completed	17
1		7.15.25	Dean Matt	Organizational Charts	Completed	2
1		7.28.25	Dean Matt	Finance & Strategic Planning Committees	Completed	9
1		7.29.25	Dean Matt	Committee Expertise Summary	Completed	2
1		8.1.25	Dean Matt	July Board Meetings Attendance	Completed	4
1		8.7.25	Dean Matt	8.7.25 District Financial Reports	Completed	5
1		8.8.25	Dean Matt	MD&A Request	Completed	3
1		8.12.25	Dean Matt	District Financials	Completed	2
1		9.17.25	Dean Matt	Irrigation System Evaluation	Completed	1
1		9.18.25	Dean Matt	MB 9.18.25	Completed	1
1		9.28.25	Dean Matt	Records Request #1 Fact Focus 9.28.25	Completed	3
1		9.28.25	Dean Matt	Records Request #2 Finance and Legal Issues Club	Completed	16
1		10.27.25	Dean Matt	Records Request #4 BOS Workshop Cancellation	Completed	20
1		9.28.25	Dean Matt	Records Request #3 Stock Touting - SEC 9.28.25	Completed	5
1		10.17.25	Dean Matt	Records Request #9 Proposals (1)	Completed	2
1		10.17.25	Dean Matt	Records Request #9 Proposals (2)	Completed	2
1		10.13.25	Dean Matt	Records Request #7 Finance Cancellation	Completed	10
1		10.16.25	Dean Matt	Records Request #8 Invoice Redaction 10.16.25	Completed	2
1		9.22.25	Dean Matt	Records Request #6 9.22.25	Completed	3
1	3	11.2.25	Dean Matt	Public Records Request - ID# 3 11.2.25	Completed	1
1	1	10.29.25	Dean Matt	Public Records Request - ID# 1 10.29.25	Completed	3
1	7	7.10.24	Dean Matt	ID-7 7.10.24 (Maintenance 5- Year/ Nov - Dec 2023)	Completed	23
1	6	7.8.24	Dean Matt	ID-6 7.8.24	Completed	19
1	6	11.19.25	Dean Matt	ID-6 (Maintenance 5- Year Plan / 1 Year Ago)	Completed	25
1	8	7.8.24	Dean Matt	ID-8 7.8.24 ( Maintenance Nov- Dec Flow of Funds)	Completed	5
1		7.8.24	Dean Matt	ID-5 7.8.24	Completed	4
1		7.8.24	Dean Matt	ID- 1 7.8.24	Completed	5
1		11.16.23	Dean Matt	Records Request 11.16.23	Completed	2

1		2.23.24	Dean Matt	Records Request 2.23.24	Completed	2
1		3.22.24	Dean Matt	Records Request 3.22.24	Completed	5
1		5.11.24	Dean Matt	Records Request 5.11.24	Completed	3
1		5.29.24	Dean Matt	Records Request 5.29.24	Completed	4
1		1.22.25	Dean Matt	Records Request 1.22.25	Completed	2
1		3.14.25	Dean Matt	Records Request 3.14.25	Completed	2
1		9.26.25	Dean Matt	Records Request #5 Varsity Club - Card Room Closure 9.26.25	Completed	8
1	2	10.29.25	Dean Matt	Records Request ID #2 10.29.25 (2nd Request)	Completed	16
1	4	11.2.25	Dean Matt	Insurance	Completed	1
1	5	11.16.25	Dean Matt	Records Request ID # 5 11.16.25	Completed	2
1	9	11.24.25	Dean Matt	E-mail Threats 1/4 Town Hall 30 Days	Completed	1
1	10	12.12.25	Dean Matt	E-mails from Mark Invoice	Completed	8
1	11	12.27.25	Dean Matt	Invoices from Mark B Year 2024	Completed	31
1	12	12.27.25	Dean Matt	Invoice from Mark B Year 2023	Completed	69
1	13	12.29.25	Dean Matt	Election Procedure & General Information Package	Completed	2
1	14	12.29.25	Dean Matt	Election Communication Invites	Completed	0
1	15	12.19.25	Dean Matt	Dec. Start Mtg Recording, Strategic Planning Committee	Completed	4
1	16	1.14.26	Dean Matt	D&O Limit Meeting minutes Search 7-2025 thru 11-2025	Completed	0
1	17	1.14.26	Dean Matt	Zoom Information	Completed	2
1	18	1.15.26	Dean Matt	AI Invoice from District Counsel	Completed	2
1	19	1.28.26	Dean Matt	Funds Transaction Points A, B, C	Completed	42
1	20	3.11.26	Lewis Longman Walker	Lewis Longman Walker		
1	21	3.25.26	Dean Matt	Lewis Longman Walker	Completed	2
1	22	4.15.26	Dean Matt	Draft of the Opinion Letter from the Comission on Ethics	Completed	5

69	Total of Records Request	As of 4.21.26
524	Total of Files Released	As of 4.21.26



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# **University Park Recreation District**

## **Correspondence Summary List**

**Correspondence Summary List  
(as of 4/21/2026)**

<b>Name</b>	<b>Date Received</b>	<b>Topic</b>
Valerie Szymaniak	4/15/2026	Open Board Seat
John Barry	4/15/2026	Open Board Seat
Dean Matt	4/15/2026	Public Records Request
Thomas D. Williamson	4/16/2026	Open Board Seat
Robert Taylor	4/16/2026	Open Board Seat
Maureen Hicks	4/18/2026	Open Board Seat
Dean S. Miller	4/19/2026	Open Board Seat



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# **University Park Recreation District**

## **Staff Reports**



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# **University Park Recreation District**

## **Committee Reports**



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# **University Park Recreation District**

## **Update of Town Hall Meeting Location Venue and Scheduling Date**



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# **University Park Recreation District**

## **Update of Boardwalk Project**



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# **University Park Recreation District**

## **Update of Proposed FY 2027 Budgets**

- Operating Budget (Enterprise Fund)
- Capital Budget (Enterprise Fund)
- General Fund
- Debt Service
- Capital Irrigation Fund

# UNIVERSITY PARK RECREATION DISTRICT

## **FY 2027 Budget**

October 2026 – September 2027

May 2025 Presentation

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# Enterprise Fund – Executive Summary

	<b>FY'27 Budget</b>		<b>FY'26 Forecast</b>		<b>FY'26 Budget</b>
Revenue	14,335		13,782		13,702
Expenses	13,854		13,072		13,299
Operating Income	481		710		403
Capital Allocation	1,387		1,384		1,174

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# Total Revenue Breakdown

- MEMBERSHIP DUES
- GOLF OPERATIONS
- RACQUETS & FITNESS
- DINING INCOME

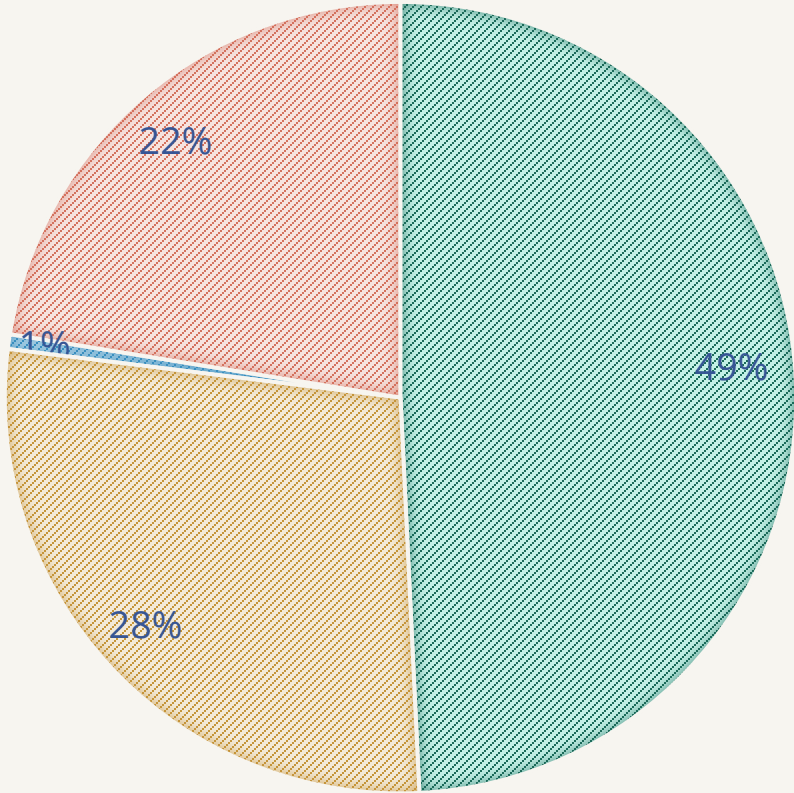
## Total Revenue: \$14,335

Membership Dues \$7,056

Golf Operations \$3,972

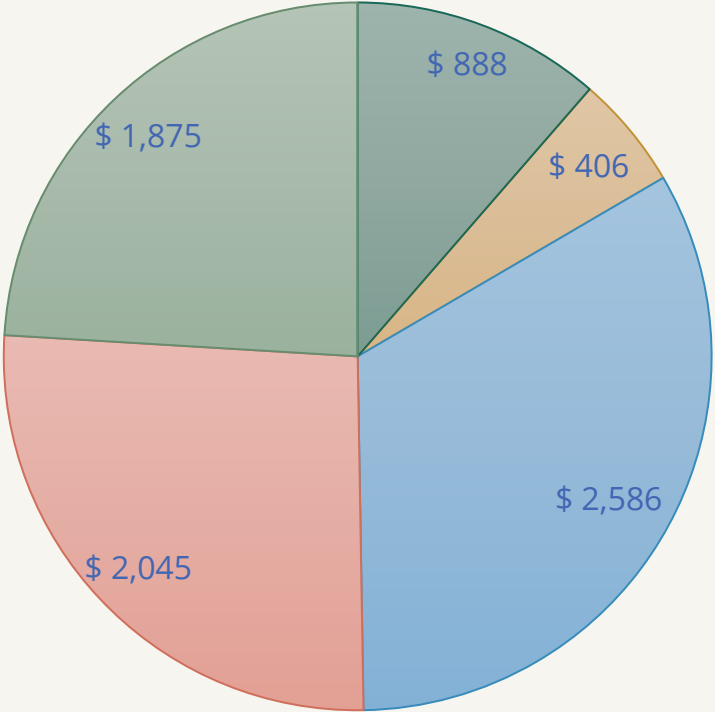
Racquets & Fitness \$86

Dining \$3,215



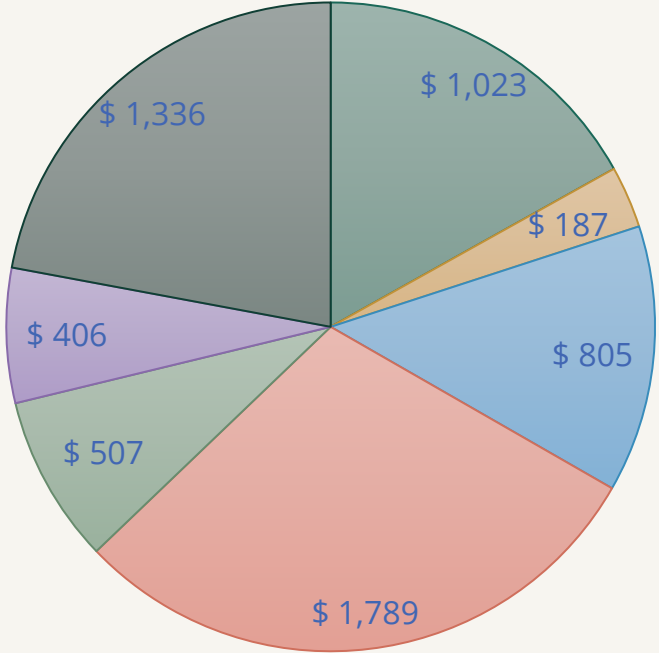
# Total Expense Breakdown

## Payroll Expense \$7,800



- Golf Operations
- Dining
- General & Administrative
- Racquets & Fitness
- Golf Course Maintenance

## Direct Expense \$6,054



- Golf Operations
- Dining Oper Exp
- General & Admin
- Dining CGS
- Racquets & Fitness
- Golf Course Maintenance
- Property Insurance

# Key Assumptions – Membership Dues

	Family		Single	
	2027 Budget	2026 Actual	2027 Budget	2026 Actual
Full Memberships	\$ 12,425	\$ 11,715	\$ 9,450	\$ 8,910
Racquets Memberships	\$ 5,355	\$ 5,050	\$ 4,015	\$ 3,785
Social Memberships	\$ 1,650	\$ 1,550	\$ 1,275	\$ 1,200

## Annual Dues Increases:

- Full: \$710 / \$540
- Racquets: \$305 / \$230
- Social: \$100 / \$75
- Annual Full Membership capped at 450

## Minimal Pass Increases:

- Pickleball Pass \$800 (+\$50)
  - Twilight Pass \$800 (+\$50)
  - Social Access Pass \$550 (+\$50)
  - Social Driving Range Pass \$500 (+\$50)
-

# Initiation Fees, Capital Funding, & Capital Dues

## Initiation Fees:

	2026 / 2027 Fees		2025 / 2026 Fees	
	Resident	Non-Resident	Resident	Non-Resident
Full	\$ 25,000	\$ 50,000	\$ 20,000	\$ 30,000
Racquets	4,500	5,500	4,000	5,000
Social/Resident	3,500	N/A	2,500	N/A

- Continued Outside Golf Allocation (10%)
  - Capital Dues – Same percentages as 2023–2026
    - Resident: 5% of Dues
    - Non-Resident: 10% of Dues
  - Capital Dues rates remain flat & competitive locally
-

# Key Assumptions – Golf Operations

## Golf Rounds

	2027 Budget	2025 Actual	Last 12 Mths
Member Rounds	44,446	41,706	42,859
Outside Rounds	28,281	26,639	29,372
Total	72,727	68,345	72,231

- Continue prioritizing member rounds and experience
- More Full Members – capacity available for members
- 10% Social Member Discount

## Trail Fee Increase

	2027 Fees		2026 Fees	
	Resident	Non-Resident	Resident	Non-Resident
Single	\$ 1,950	\$ 2,950	\$ 1,750	\$ 2,650
Family	2,450	3,675	2,200	3,300

# Key Assumptions – Dining Operations

- No disruption due to Renovation of Kitchen considered
- Similar hours of operation to FY2026
- Revenue reflects modest increase aligned with menu price adjustments
- Wage expenses increased for minimum wage & cost-of-living adjustments
- Food costs reduced via improved kitchen efficiency, strategic planning, and optimized menu design
- Cost of goods sold is aligned with both the forecast and the rolling 12-month period.

	<b>2026</b>	<b>Rolling</b>	<b>2027</b>
	<b>Forecast</b>	<b>12 Months</b>	<b>Budget</b>
FOOD	44.5%	45.5%	46.0%
WINE	39.1%	44.4%	40.0%
LIQUOR	30.5%	27.6%	31.0%
BEER	31.5%	30.7%	32.0%
SODA	37.6%	31.4%	34.0%

## Key Assumptions – Labor

- No significant headcount increases or decreases
  - Blended 4-5% increase for salaried employees
  - Hourly Wages:
    - Minimum wage increase
    - Discretionary increases generally around 3–4%
  - Total Payroll reflects 54% of Total Revenue, near industry standard
-

# Enterprise Fund – Executive Summary

	<b>FY'27 Budget</b>		<b>FY'26 Forecast</b>		<b>FY'26 Budget</b>
Revenue	14,335		13,782		13,702
Expenses	13,854		13,072		13,299
Operating Income	481		710		403
Capital Allocation	1,387		1,384		1,174

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University Park Country Club  
2026 Budget

<b>SUMMARY INCOME STATEMENT</b>	<b>2025</b>	<b>2026</b>	<b>2026</b>	<b>Rolling</b>	<b>2027</b>	<b>2027 Budget</b>
<b>FISCAL YEARS ENDING SEPTEMBER 30</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>12 Months</b>	<b>Budget</b>	<b>vs. 2026 FC</b>
<b>COUNTRY CLUB OPERATIONS:</b>						
REVENUE:						
MEMBERSHIP DUES	6,131,043	6,724,088	6,690,397	6,331,983	7,055,981	365,584
GOLF OPERATIONS	3,451,413	3,759,858	3,873,761	3,819,508	3,972,489	98,728
RACQUETS & FITNESS CENTRE	58,549	77,324	78,767	63,510	86,217	7,451
DINING INCOME	3,010,876	3,135,420	3,128,216	3,095,363	3,214,730	86,514
OTHER INCOME	13,499	5,480	10,735	11,073	5,480	(5,255)
<b>TOTAL REVENUE</b>	<b>12,665,380</b>	<b>13,702,170</b>	<b>13,781,877</b>	<b>13,321,437</b>	<b>14,334,898</b>	<b>553,021</b>
EXPENSES:						
PAYROLL & RELATED:						
GOLF OPERATIONS	719,677	856,026	815,823	740,303	887,667	71,844
RACQUETS & FITNESS CENTRE	359,929	386,008	381,840	368,553	406,008	24,168
DINING	2,308,561	2,435,666	2,404,993	2,331,002	2,585,690	180,697
GOLF COURSE MAINTENANCE	1,833,506	2,068,992	2,003,005	1,822,931	2,044,986	41,982
GENERAL & ADMINISTRATIVE	1,675,776	1,834,071	1,814,260	1,712,294	1,875,406	61,146
<b>TOT PAYROLL &amp; RELATED</b>	<b>6,897,450</b>	<b>7,580,764</b>	<b>7,419,920</b>	<b>6,975,083</b>	<b>7,799,757</b>	<b>379,837</b>
DIRECT EXPENSES:						
GOLF OPERATIONS	1,016,726	1,018,068	1,026,855	1,063,757	1,023,261	(3,595)
RACQUETS & FITNESS CENTRE	131,816	161,459	162,277	141,345	186,837	24,560
DINING CGS	1,249,831	1,306,757	1,264,088	1,264,138	1,336,151	72,063
DINING OPER EXP	755,303	782,785	741,513	736,277	805,415	63,902
GOLF COURSE MAINTENANCE	1,611,411	1,566,167	1,635,319	1,715,778	1,789,315	153,996
GENERAL & ADMIN	446,790	493,443	451,071	461,094	506,890	55,820
PROPERTY INSURANCE	335,919	390,000	371,063	351,187	406,436	35,372
<b>TOTAL DIRECT EXPENSES</b>	<b>5,547,796</b>	<b>5,718,679</b>	<b>5,652,186</b>	<b>5,733,575</b>	<b>6,054,305</b>	<b>402,118</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>220,133</b>	<b>402,726</b>	<b>709,770</b>	<b>612,779</b>	<b>480,836</b>	<b>(228,934)</b>
<b>CAPITAL ALLOCATION:</b>						
INITIATION FEES	853,150	510,800	707,750	1,411,900	680,400	(27,350)
CAPITAL ALLOCATION- GOLF OPS	252,656	248,670	261,299	257,158	265,305	4,006
CAPITAL DUES	380,552	414,769	414,835	393,970	440,948	26,113
<b>TOTAL CAPITAL ALLOCATION</b>	<b>1,486,358</b>	<b>1,174,239</b>	<b>1,383,884</b>	<b>2,063,028</b>	<b>1,386,653</b>	<b>2,769</b>
<b>Net Operating Margin</b>	<b>1.74%</b>	<b>2.94%</b>	<b>5.15%</b>	<b>4.60%</b>	<b>3.35%</b>	
<b>Payroll Ratio</b>	<b>54.46%</b>	<b>55.33%</b>	<b>53.84%</b>	<b>52.36%</b>	<b>54.41%</b>	
<b>Net F&amp;B Income/(Loss) as of % of F&amp;B Revenue</b>	<b>-43.27%</b>	<b>-44.33%</b>	<b>-40.99%</b>	<b>-39.93%</b>	<b>-47.05%</b>	

**University Park Country Club**  
**Fiscal Year 2027**  
**Capital Budget Detail - Replacements Needed**

Department	Asset Name	Year Installed	Estimated Cost
Grille	Kegeator, Beverage Air 6 Tap DD58	2004	4,223
Grille	Merchandiser, True Single Glass Door GDM 23	1999	3,605
Grille	Refrigerator, Perlick 2 Door PS2DP	2004	4,996
Grille	Refrigerator, True Under Counter Cooler TBB-2	2004	5,150
Grille	Ice Maker, Hoshizaki Water and Ice Dispenser	2016	4,841
Varsity Club	Refrigerator, True Varsity Club 3 Tap Kegeator	1999	3,914
Kitchen	Walk-In, Kolpak Freezer Capital Refurbishment	2019	5,000
Fitness	Aerobic, True Recumbent Bike	2017	3,811
Fitness	Aerobic, True Recumbent Bike	2017	3,811
Racquets	Court, Ball Machine	2006	6,695
Golf Operations	Door, Pro Shop Double Glass and Wood	1999	18,540
Golf Operations	Roof Assembly, Cart Barn Flat Roof Membrane	1999	53,354
Golf Operations	Wall, Cart Barn Metal	1999	77,250
Golf Operations	Rolling Rack System, Renovation	1999	7,725
Golf Operations	Ice & Water Machine, Hoshizaki	2022	9,270
Golf Operations	Water & Ice Machine, Hoshizaki Holes 10-18	2022	4,841
Golf Operations	Water & Ice Machine, Hoshizaki Holes 1-9	2019	4,841
Golf Operations	Water & Ice Machine, Hoshizaki Holes 19-27	2022	4,841
Golf Operations	Awning, Bag Drop	2015	7,210
GCM	Golf Course Improvements		1,200,000
GCM	Artificial Turf, Fiberbuilt Mat	2022	10,609
GCM	Furniture, Bag Stand	2019	9,013
GCM	Starter Structure, Refurbishment	2019	3,605
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 2	2014	13,792
GCM	Vehicle, Club Car Carryall 300	2015	13,792
GCM	Grinder, Bernhard Express Dual Reel 5500	2020	56,940
<b>Total</b>			<b>1,583,045</b>

**University Park Country Club**  
**Fiscal Year 2027**  
**Capital Budget Detail - Items that may need to be replaced**

Department	Asset Name	Year Installed	Estimated Cost
Kitchen	Oven, Zephaire Convection Oven	2018	14,850
Kitchen	Refrigerator, Pull Out Drawers Cold Line	1992	5,665
Kitchen	Refrigerator, Pull Out Drawers Hot Line	1992	5,665
Kitchen	Shelving, Shelving for walk-ins	2023	7,000
Kitchen	Warming Cabinet, FWE Plate Carrier & Warmer	2006	6,901
Fitness	Aerobic, True Elliptical	2017	8,446
Fitness	Aerobic, True Elliptical	2017	8,446
Fitness	Aerobic, True Treadmill	2017	8,034
Fitness	Aerobic, True Treadmill	2017	8,034
Fitness	Aerobic, True Treadmill	2017	8,034
Fitness	Aerobic, True Treadmill	2014	8,034
Fitness	Aerobic, True Upright Bike	2017	3,399
Fitness	Aerobic, True Upright Bike	2017	3,399
Racquets	Demolition of existing ball/work shed	New	TBD
Racquets	New Ball/Work Shed	New	6,000
Racquets	Hitting Wall	New	TBD
Racquets	Court 1 Remove Landscape, Replace With Bleachers/Seating	New	TBD
GCM	Blower, Buffalo	2015	8,549
GCM	Vehicle, Club Car Carryall	2010	13,390
<b>Total</b>			<b>123,846</b>

**University Park Recreation District  
FY2027 Proposed General Fund Budget**

	<b>Actual Through 2/28/2026</b>	<b>Anticipated Mar. - Sept.</b>	<b>Anticipated FY 2026 Total</b>	<b>FY 2026 Adopted Budget</b>	<b>FY 2027 Proposed Budget</b>
<b><u>Revenues</u></b>					
PrYr Surplus	-	-	-	9,088	2,878
Inter-Fund Transfers - Debt Service to O&M	5,486	70,000	75,486	70,000	70,000
Inter-Fund Transfers - Country Club to O&M	175,000	72,412	247,412	220,912	269,822
	<b><u>\$180,486</u></b>	<b><u>\$142,412</u></b>	<b><u>\$322,898</u></b>	<b><u>\$300,000</u></b>	<b><u>\$342,700</u></b>
 <b><u>General &amp; Administrative Expenses</u></b>					
Assessment Administration	10,000	-	10,000	10,000	10,000
Audit	29,125	5,000	34,125	35,000	35,000
Bank Fees	120	-	120	500	500
Bond Administration Fee	6,687	-	6,687	7,500	7,500
Contingency	300	420	720	15,000	15,000
Dissemination Agent	5,000	-	5,000	5,000	5,000
District Counsel	65,722	84,000	149,722	110,000	150,000
Dues, Licenses, and Fees	175	900	1,075	2,500	2,500
Election Costs	6,691	-	6,691	10,000	-
Insurance	21,569	-	21,569	17,500	24,200
Legal Advertising	5,065	2,100	7,165	5,000	5,000
Management	29,167	40,833	70,000	70,000	75,000
Meeting Set Up			-	5,000	5,000
Office Supplies			-	1,000	1,000
Postage & Shipping	36	50	86	1,000	1,000
Web Site Maintenance	2,700	3,300	6,000	5,000	6,000
<b>Total General &amp; Administrative Expenses</b>	<b><u>\$182,357</u></b>	<b><u>\$136,603</u></b>	<b><u>\$318,961</u></b>	<b><u>\$300,000</u></b>	<b><u>\$342,700</u></b>

**University Park Recreation District  
FY 2027 Proposed Debt Service Budget**

	<b>FY 2027 Proposed Budget</b>
<b>REVENUES:</b>	
Series 2019 Bonds Special Assessments	\$ 1,594,068.75
<b>TOTAL REVENUES</b>	<b><u>\$ 1,594,068.75</u></b>
<b>EXPENDITURES:</b>	
Interest 11/01/2026	333,856.25
Interest 5/1/2027	333,856.25
Principal 5/1/2027	600,000.00
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 1,267,712.50</u></b>
<b>Funds Available for 11/1 Payment</b>	<b><u>326,356.25</u></b>
Interest 11/01/2027	326,356.25

**University Park Recreation District  
FY 2027 Proposed Capital Irrigation Budget**

	<b>FY 2027 Proposed Budget</b>
<b>REVENUES:</b>	
Series 2024 Note Special Assessments	\$ 5,000,000.00
<b>TOTAL REVENUES</b>	<b>\$ 5,000,000.00</b>
<b>EXPENDITURES:</b>	
Series 2024 Note due 8/11/2027	\$ 5,000,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,000,000.00</b>



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# **University Park Recreation District**

## **Ratification of Payment Authorization Nos. 159 & 160**

# University Park Recreation District

4/9/2026

Payment Authorization No. 159

## O&M - General Fund Expenses

<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
Mauldin & Jenkins	1382280	Election Counts	\$ 3,930.00
Blalock Walters	40896-033-27	\$21 Million Bond Validation	\$ 5,627.20
Vglobal Tech	8382	ADA Website Maintenance - April 2026	\$ 400.00
Vglobal Tech	8361	Quarterly ADA & WCAG Audits	\$ 300.00
PFM	OE-EXP-04-2026-37	Postage March	\$ 92.57
McClatchy Media	117355	Notice of Public Meetings - March 2026	\$ 461.75

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O&M - General Fund Expenses Total \$ 10,811.52

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\_\_\_\_\_  
Asst. Secretary/Secretary

  
\_\_\_\_\_  
Asst. Treasurer

4/9/2024



1401 Manatee Avenue West, Suite 1200 • Bradenton, FL 34205 • (941) 747-4483 • www.mjcpa.com

**University Park Recreation District**  
**John Fetsek**  
**7671 The Park Blvd**  
**University Park, FL 34201**

**Invoice No. 1382280**  
**03/15/2026**  
**Client No. 07025294.000**

*Online Payments Available [www.mjcpa.com](http://www.mjcpa.com)*

**PROFESSIONAL SERVICES RENDERED AS FOLLOWS:**

February 16 Election Count

Partner - 7 hours @ \$330/hr	\$ 2,310.00
Staff - 9 hours @ \$180/hr	<u>1,620.00</u>

Current Amount Due \$ 3,930.00

Prior Balance 0.00

Total Amount Due \$ 3,930.00

0 - 30	31 - 60	61 - 90	91 - 120	Over 120	Balance
3,930.00	0.00	0.00	0.00	0.00	3,930.00

*Thank you for your business. Please note that invoices are due upon receipt.  
 Outstanding balances will be subject to late charges if payment is not received within 30 days.*



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  
3501 QUADRANGLE BLVD, SUITE 270  
ORLANDO, FL 32817

Page: 1  
March 31, 2026  
Account # 40896-033  
Invoice # 40896-033-27

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

\$21 MILLION BOND VALIDATION

FEM

***For Professional Services Rendered Thru 03/31/2026***

			HOURS	
02/06/2026	CFJ	Review of appeal and bond issues	0.20	58.60
	MPB	Telephone conference with Chuck Johnson; Prepare memo to Steve Heitzner.	0.30	87.90
02/10/2026	MPB	Conference with Fred Moore regarding strategy.	0.30	87.90
03/04/2026	JA	Draft Shade Meeting notice. Email to Court Reporter.	0.50	54.00
	JA	Email correspondence with Kwame regarding Shade meeting.	0.30	32.40
03/05/2026	FEM	Telephone conference with Bob Gang regarding ideas and strategies to move bond appeal along.	0.50	146.50
03/10/2026	FEM	Receipt of notice from co-counsel; update file.	0.20	58.60
03/16/2026	MPB	Telephone conference with Fred Moore; Telephone conference with vivian Carvalho; Review Vivian Carvalho questions.	0.90	263.70
03/17/2026	MPB	Prepare for Attorney-Client meeting; Prepare memo to the Board; Prepare memo to the Board.	1.40	410.20
	JA	Review and respond to email from Court Reporter confirming shade meeting.	0.30	32.40
	FEM	Further review of legal memo regarding bond an appeal issues and analysis.	0.50	146.50
	FEM	Telephone conference with Vivian.	0.20	58.60
03/18/2026	MPB	Prepare for and attend attorney-client session; Conference with Grey Selep.	3.80	1,113.40
	FEM	Review file in preparation of shade meeting.	1.40	410.20
	FEM	Attend shade meeting.	3.40	996.20
	FEM	Telephone conference with Greg Selep in anticipation of shade meeting.	0.40	117.20
03/19/2026	MPB	Conference call with Fred Moore; Telephone conference with Fred Moore and the Chair; Prepare memo to the Board.	0.90	263.70

UNIVERSITY PARK RECREATION DISTRICT  
 \$21 MILLION BOND VALIDATION  
 FEM

Page: 2  
 March 31, 2026  
 Account # 40896-033  
 Invoice # 40896-033-27

		HOURS	
	FEM Organize thoughts and position; consider next steps.	0.40	117.20
	FEM Review of public records letter; review of highlighted sections and determine what, if any records, in my possession.	0.90	263.70
03/23/2026	FEM Consider language to be published regarding settlement discussions.	0.30	87.90
	FEM Consider revised language and offer further revised language.	0.30	87.90
03/24/2026	FEM Telephone conference with Steve heitzner.	0.20	58.60
	FEM Prepare email to Dean Matt.	0.30	87.90
03/25/2026	FEM REceipt and review of email and responses regarding Scott Hubner on settlement.	0.20	58.60
	FEM Review of email from Steve Swenson regarding settlement update.; respond.	0.20	58.60
	FEM Communicate with Mark regarding appellate and bond questions regarding settlement.	0.20	58.60
03/26/2026	FEM Telephone conference with Steve Swenson regarding offer to Dean Matt.	0.50	146.50
	FEM Receipt and review of email from Dean Matt regarding issues with settlement and my proposal.	0.30	87.90
03/27/2026	FEM Telephone conference with Steve Heitzner regarding Dean Matt communication.	0.30	87.90
	MPB Prepare memo to Fred Moore regarding Dean Matt memo.	0.30	87.90
	TOTAL FOR THE ABOVE SERVICES	19.90	5,627.20
	TOTAL CURRENT WORK		5,627.20
	PREVIOUS BALANCE		\$732.50
<u>PAYMENTS RECEIVED</u>			
03/17/2026	Payment received on account. Thank you!		-732.50
	AMOUNT DUE (includes Previous Balance if shown above)		<u>\$5,627.20</u>

**If you prefer to receive paperless invoices by email, please complete the information below or email [billing@blalockwalters.com](mailto: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**

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 # 8382  
DATE 04/01/2026  
DUE DATE 04/16/2026  
TERMS Net 15

DATE	ACTIVITY	QTY	RATE	AMOUNT
	<b>Web Maintenance:ADA Website Maintenance</b> Ongoing website maintenance for ADA and WCAG Compliance	1	225.00	225.00
	<b>Email:Email Hosting &amp; Maintenance</b> 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.	5	15.00	75.00
	<b>Email:Email Hosting, Inbox Management &amp; Maintenance</b> 10 additional Email setup, inbox setup and maintenance. Spam filters, virus checks, archival of emails. Support for clients	10	10.00	100.00

Please make check payable to VGlobalTech.

BALANCE DUE

**\$400.00**

### Ways to pay



[View and pay](#)

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 #** 8361  
**DATE** 03/31/2026  
**DUE DATE** 03/31/2026  
**TERMS** Due on receipt

DATE	ACTIVITY	QTY	RATE	AMOUNT
	<b>Audits:Quarterly ADA &amp; WCAG Audits</b> Quarterly ADA & WCAG Audits for all new content and document conversions for the website.	1	300.00	300.00

Invoice for Quarter 1 ADA Audit.  
Please make check payable to VGlobalTech.

**BALANCE DUE**

**\$300.00**

## Ways to pay



[View and pay](#)



Date	Invoice Number
April 6, 2026	OE-EXP-04-2026-37
Payment Terms	Due Date
Upon Receipt	April 6, 2026

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: March 2026 FedEx \$92.57

Expenses	\$92.57
<b>Total Amount Due</b>	<b><u>\$92.57</u></b>



# McClatchy Media

The Beaufort Gazette  
 The Belleville News-Democrat  
 Bellingham Herald  
 Centre Daily Times  
 Sun Herald  
 Idaho Statesman  
 Bradenton Herald  
 The Charlotte Observer  
 The State  
 Ledger-Enquirer

Durham | The Herald-Sun  
 Fort Worth Star-Telegram  
 The Fresno Bee  
 The Island Packet  
 The Kansas City Star  
 Lexington Herald-Leader  
 The Telegraph - Macon  
 Merced Sun-Star  
 Miami Herald  
 El Nuevo Herald

The Modesto Bee  
 The Sun News | Myrtle Beach  
 Raleigh News & Observer  
 Rock Hill | The Herald  
 The Sacramento Bee  
 San Luis Obispo Tribune  
 Tacoma | The News Tribune  
 Tri-City Herald  
 The Wichita Eagle  
 The Olympian

Document No. 117355  
 Document Date 4/2/2026  
 Due Date Due upon Receipt  
 Account No. 47872

## INVOICE AND STATEMENT OF ACCOUNT

Bill-to

**UNIVERSITY PARK RECREATION DISTRICT**  
 ATTN: ACCOUNTS PAYABLE  
 7671 THE PARK BOULEVARD  
 UNIVERSITY PARK  
 BRADENTON, FL 34201

Please remit payment to

**McClatchy Company LLC**  
 PO Box 510150  
 Livonia, MI 48151

[Click Here to Pay Online](#)

Questions? [advertisingaccountsreceivables@mcclatchy.com](mailto:advertisingaccountsreceivables@mcclatchy.com)  
 or visit us at [mcclatchy.com/mars](http://mcclatchy.com/mars)

### Aging summary


0 - 30	31 - 60	61 - 90	91 - 120	121+	Cash on Account	Total Due
461.75	0.00	0.00	0.00	0.00	0.00	\$ 461.75

Invoices can be paid via the provided portal. The user name will be your email, and the password for your initial login is your account number. You will be prompted to create a custom password. For more details, visit <https://mcc.navigahub.com/portal/client/mcc/> Recent payments may not appear in the balance shown.

Balance Forward Amount: \$ 0.00

Invoice Date	Invoice No.	PO No.	Description	Amount	Sales Tax	Balance
3/31/2026	IN135730	Special Shade Meeting 3.18.26	Campaign: 104502 - IPL0320436	127.74	0.00	127.74
Bradenton Herald	03/11/2026-03/11/2026		IPL0320436-0-	1		119.38
Service Fee	03/11/2026-03/11/2026		IPL0320436-0-	1		8.36
3/31/2026	IN135731		Campaign: 107088 - IPL0322867	126.44	0.00	126.44
Bradenton Herald	03/18/2026-03/18/2026		IPL0322867-0-	1		118.17
Service Fee	03/18/2026-03/18/2026		IPL0322867-0-	1		8.27
3/31/2026	IN135732	Strategic Planning Committee Special Meeting	Campaign: 107873 - IPL0323548	105.73	0.00	105.73
Bradenton Herald	03/22/2026-03/22/2026		IPL0323548-0-	1		98.81
Service Fee	03/22/2026-03/22/2026		IPL0323548-0-	1		6.92
3/31/2026	IN135733	finance committee meeting 3/16/26	Campaign: 99910 - IPL0316105	101.84	0.00	101.84

Invoice Date	Invoice No.	PO No.	Description	Amount	Sales Tax	Balance
Bradenton Herald	03/08/2026-03/08/2026		IPL0316105-0-	1		95.18
Service Fee	03/08/2026-03/08/2026		IPL0316105-0-	1		6.66

document no.	account no.	document date
117355	47872	4/2/2026
<b>PAYMENT REMITTANCE</b>		
<b>SEND PAYMENT TO</b>  <b>McClatchy Company LLC</b> PO Box 510150 Livonia, MI 48151		<b>PAYMENT AMOUNT ENCLOSED</b>    <b>REMEMBER: DETACH AND RETURN THIS PORTION WITH REMITTANCE FOR PROPER CREDIT</b>

Please Return This Portion With Your Payment (Thank You)									
McClatchy Company LLC PO Box 510150 Livonia, MI 48151  <b>ADVERTISING INVOICE</b>  UNIVERSITY PARK RECREATION DISTRICT ATTN: ACCOUNTS PAYABLE 7671 THE PARK BOULEVARD UNIVERSITY PARK BRADENTON, FL 34201	<table> <tr> <td>Document No:</td> <td>117355</td> </tr> <tr> <td>Account No:</td> <td>47872</td> </tr> <tr> <td>Account Name:</td> <td>UNIVERSITY PARK RECREATION DISTRICT</td> </tr> <tr> <td>Amount Due:</td> <td>\$ 461.75</td> </tr> </table> <p>Pay online or contact the AR Team at <a href="http://mcclatchy.com/mars">mcclatchy.com/mars</a></p> <p>McClatchy Company LLC            PO Box 510150            Livonia, MI 48151</p>	Document No:	117355	Account No:	47872	Account Name:	UNIVERSITY PARK RECREATION DISTRICT	Amount Due:	\$ 461.75
Document No:	117355								
Account No:	47872								
Account Name:	UNIVERSITY PARK RECREATION DISTRICT								
Amount Due:	\$ 461.75								
<p>47872 0000 117355 46175</p>									

# University Park Recreation District

4/17/2026

Payment Authorization No. 160

## O&M - General Fund Expenses

<u>Vendor</u>	<u>Invoice</u>	<u>Description</u>	<u>Amount</u>
Blalock Walters	40896-000-91	General Representation through 3/31/2026	\$ 12,598.40
Blalock Walters	40896-030-8	\$21 Million Bond for Facilities	\$ 410.20
PFM	DM-04-2026-71	District Management Fee: April 2026	\$ 5,833.33
Phillips Feldman Group	153798	Audit fees	\$ 1,875.00

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O&M - General Fund Expenses Total	\$ 20,716.93
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Asst. Secretary/Secretary

  
Asst. Treasurer

4/17/2026



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  
3501 QUADRANGLE BLVD, SUITE 270  
ORLANDO, FL 32817

Page: 1  
March 31, 2026  
Account # 40896-030  
Invoice # 40896-030-8

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

\$21,000,000.00 BOND FOR FACILITIES

MPB

*For Professional Services Rendered Thru 03/31/2026*

			HOURS	
03/25/2026	MPB	Review strategy issues with Fred Moore; Prepare memo to the Chair; Review and respond to Scott Huebner memo; Review and respond to Steve Swanson memo; Prepare memo to Steve Heitzner.	1.40	410.20
		TOTAL FOR THE ABOVE SERVICES	1.40	410.20
		TOTAL CURRENT WORK		410.20
		AMOUNT DUE (includes Previous Balance if shown above)		<u>\$410.20</u>

If you prefer to receive paperless invoices by email, please complete the information below or email [billing@blalockwalters.com](mailto: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  
 3501 QUADRANGLE BLVD, SUITE 270  
 ORLANDO, FL 32817

Page: 1  
 March 31, 2026  
 Account # 40896-000  
 Invoice # 40896-000-91

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

GENERAL REPRESENTATION

MPB

***For Professional Services Rendered Thru 03/31/2026***

			HOURS	
03/02/2026	JA	Conference with Attorney Barnebey.	0.20	26.80
	JA	Work on response to Dean Matt Public Records Request #12	1.20	160.80
03/03/2026	MPB	Review and respond to Michael Dennis Memo; Review workshop agenda; Prepare for and attend workshop.	2.90	774.30
	MPB	Review and respond to Chair question; Telephone conference with Fred Moore; Prepare Shade meeting notices; Prepare memo to Vivian Carvalho and Kwame Jackson regarding shade meeting notices.	1.10	293.70
	MPB	Work on Dean Matt public records request.	0.40	106.80
	MJP	Review follow up communications with Attorney Navenario regarding ethics matter.	0.20	53.40
	JA	Work on response Dean Matt Public Records #12.	1.80	241.20
03/04/2026	JA	Work on response to Dean Matt Public Records Response #12	1.90	254.60
	JA	Work on response to Matt Dean Public Records Response #18.	1.10	147.40
	JA	Work on response to Matt Dean Public Records Request #11.	0.50	67.00
	MPB	Telephone conference with Vivian Carvalho and Michael Dennis regarding hearing questions; Conference call with Vivian Carvalho, Kwame Jackson and John Fetsick.	1.30	347.10
03/05/2026	JA	Conference with Attorney Barnebey regarding Matt Dean Public Records Requests.	0.20	26.80
	MPB	Review public records request responses.	0.80	213.60
03/06/2026	JA	Work on Dean Matt Public Records Request #12.	0.50	67.00
	MPB	Work on information for the Chair.	0.20	53.40
03/10/2026	MJP	Review of public records request.	0.20	53.40
	MPB	Review LLW public records request; Telephone conference with Vivian Carvalho.	0.40	106.80

UNIVERSITY PARK RECREATION DISTRICT  
GENERAL REPRESENTATION  
MPB

Page: 2  
March 31, 2026  
Account # 40896-000  
Invoice # 40896-000-91

			HOURS	
	MPB	Review Dean Matt public records request documents.	0.20	53.40
	MPB	Telephone conference with Michael Dennis and Paul Fay.	0.20	53.40
	JA	Work on response to Dean Matt's Public Records Request #12.	1.20	160.80
03/11/2026	MJP	Research regarding election committee.	0.40	106.80
	JA	Review public records request from Lewis Longman. Conference call with Attorney Barnebey and PFM regarding Lewis Longman public records request.	0.60	80.40
	MPB	Telephone conference with Kwame Jackson regarding the agenda.	0.20	53.40
	MPB	Telephone conference with John Fetsick; Telephone conference with Vivian Carvalho on LLW public records request; telephone conference with Chair and Vivian Carvalho; Telephone conference Chair; Prepare memo to the Chair.	1.20	320.40
03/12/2026	MJP	Research regarding whether committees are subjective to sunshine laws.	1.90	507.30
	JA	Work on Dean Matt's public records request #12.	1.20	160.80
	JA	Work on Dean Matt's public records request #12.	3.20	428.80
	MPB	Review and respond to Steve Heitzner memo; Review Finance Committee report.	0.30	80.10
03/13/2026	MJP	Research regarding applicability of election laws.	2.80	747.60
	MPB	Prepare for and attend Board meeting.	4.90	1,308.30
03/16/2026	MPB	Review list of confidential emails and memo to Vivian Carvalho regarding Dean Matt public records request.	0.40	106.80
	JA	Finalize materials for Public Records Request #12. Send materials to Vivian Carvalho.	1.20	160.80
03/17/2026	MPB	Telephone conference with David Murphy regarding LLW public records request.	0.40	106.80
03/19/2026	MPB	Attend Agenda call.	0.60	160.20
	MPB	Telephone conference with Vivian Carvalho regarding Dean Matt public records request; Review letter from LLW regarding Dean Matt's request; Prepare a follow up memo to Vivian Carvalho.	0.80	213.60
	MPB	Review letter from Lewis Longmen Walker; Telephone conference with Vivian Carvalho regarding LLW in reference to their email request.	0.60	160.20
03/20/2026	REG	Public records research	1.70	401.20
	MPB	Review and respond to Vivian Carvalho memo related to response to Dean Matt public records request; Review Presuit notice.	0.40	106.80
03/23/2026	MJP	Conference with Attorney Barnebey to discuss outstanding matters in preparation for 3/31 meeting; review communication from Supervisor Selepe; review proposed modifications.	0.50	133.50
	MJP	Research regarding indexing response to public records request.	0.40	106.80
	MPB	Review issues related to Dean Matt public records request.	0.40	106.80
	MPB	Work on matters related to settlement; Telephone conference with the Chair.	0.80	213.60
	JA	Review and respond to email from Mark Barnebey regarding public records #12. Research response. Email Mr. Barnebey.	0.40	53.60
	JA	Review and work on Public Records Request #21 from Lewis Longman and		

UNIVERSITY PARK RECREATION DISTRICT  
GENERAL REPRESENTATION  
MPB

Page: 3  
March 31, 2026  
Account # 40896-000  
Invoice# 40896-000-91

		HOURS	
	Walker. Review statutes. Review documents.	0.80	107.20
03/24/2026	MJP Review draft email to Board regarding shade meeting.	0.20	53.40
	MPB Telephone conference with Paul Fay regarding banking relationships; Work on questions related to transfer fees.	0.70	186.90
	JA Review email from Vivian Carvalho regarding 5-Day Pursuit Notice. Review Pursuit notice.	0.50	67.00
	MPB Continue work on settlement matters; Prepare memo to the Board regarding discussions with Dean Matt; Review memo from Kwame Jackson; Discuss follow up memo to Dean Matt.	1.10	293.70
03/25/2026	MPB Telephone conference with Sally Dickson regarding Dean Matt public records; Prepare memo to Vivian Carvalho related to Matt public records; Telephone conference with Vivian Carvalho and the Chair regarding Dean Matt public records; Telephone conference with Nicole Poot; Prepare memo to Nicole Poot; Telephone conference with Vivian Carvalho; Review and respond to Vivian Carvalho memo.	2.40	640.80
	MPB Review and respond to Dick Crouch inquiry.	0.40	106.80
	JA Continue review of and materials related to 5-Day Pursuit Notice.	0.80	107.20
03/26/2026	MPB Prepare memo to Paul Fay.	0.40	106.80
03/27/2026	MJP Review communication from Paul Fay regarding software contract.	0.20	53.40
	MJP Review communications regarding shade meeting.	0.40	106.80
03/31/2026	MJP Review and respond to email from Steve Heitzner regarding shade meeting.	0.40	106.80
	MJP Review Quadiant agreement; prepare addendum; prepare communication to Paul Fay, John Fetsick and Attorney Barnebey.	1.30	347.10
	MJP Prepare for 3/31 meeting.	0.50	133.50
	MJP Telephone call with Vivian Carvalho to discuss agenda items.	0.50	133.50
	MJP Attend Board of Supervisor's Meeting.	3.50	934.50
	MPB Review Scott Webner memo.	0.10	26.70
	TOTAL FOR THE ABOVE SERVICES	56.00	12,598.40
	TOTAL CURRENT WORK		12,598.40
	PREVIOUS BALANCE		\$11,526.90
<u>PAYMENTS RECEIVED</u>			
03/17/2026	Payment received on account. Thank you!		-11,526.90
	AMOUNT DUE (includes Previous Balance if shown above)		<u>\$12,598.40</u>

UNIVERSITY PARK RECREATION DISTRICT  
GENERAL REPRESENTATION  
MPB

Page: 4  
March 31, 2026  
Account # 40896-000  
Invoice # 40896-000-91

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***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
April 5, 2026	DM-04-2026-71
Payment Terms	Due Date
Upon Receipt	April 5, 2026

**Bill To:**  
University Park Recreation District  
  
c/o PFM Management Services District Acct Dept.  
3501 Quadrangle Blvd., Suite 270  
Orlando, FL 32817  
United States of America

**Company Address:**  
PO Box 69751  
Baltimore, MD 21264-9751  
+1 (215) 5676100

**Remittance Options:**

Via Mail:  
PFM Management Services LLC  
PO Box 69751  
Baltimore, MD 21264-9751  
United States of America

**RE:** District Management Fee: April 2026

Professional Fees	\$5,833.33
<b>Total Amount Due</b>	<b><u>\$5,833.33</u></b>

Date: 4/3/2026  
Invoice Number: 153798  
Client: 10619

C/O Paul Fay, Controller  
University Park Recreation District  
7671 The Park Boulevard  
University Park, FL 34201

- Please make your check payable to Phillips Feldman Group and enclose the top portion of this invoice with your payment.
- You may make your payment online at [www.pfgcpa.com](http://www.pfgcpa.com) by credit card, debit card or e-check or by calling our office.

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For professional services rendered as follows:

Progress billing for fees relative to the Audit for the period ending September 30, 2025	\$1,000.00
Time incurred relative to MDA review	\$875.00
Invoice Total:	<b><u>\$1,875.00</u></b>

INVOICE

DUE AND PAYABLE UPON RECEIPT

A monthly finance charge of 1 1/2% will be applied on all unpaid items after 30 days.  
This monthly finance charge is calculated at an Annual Percentage Rate of 18%.



**Certified Public Accountants**

801 Laurel Oak Drive, Suite 303, Naples, FL 34108  
P 239 566 1600 | F 239 566 1901 | [pfgcpa.com](http://pfgcpa.com)