

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 nd 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 13th. 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 it was a great Board meeting.

Supervisor Requests & Future Agenda Items

The upcoming workshops and meetings were noted.

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

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.


 Secretary / Assistant Secretary


 Chairperson / Vice Chairperson