

**From:** [muchodeanaero@aol.com](mailto:muchodeanaero@aol.com)  
**To:** [Kwame Jackson](#)  
**Cc:** [Vivian Carvalho](#); [Marisa Powers](#); [Greg Selep](#); [Steve Heitzner](#); [Scott Huebner](#); [Steve Swanson](#)  
**Subject:** Re: 7/28 UPRD Board Meeting Comments  
**Date:** Tuesday, August 25, 2026 4:17:02 PM

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

You stated this (my email from July 29 below) will be posted.

I don't see it

Where is this posted?

## Dean Matt

aka MuchoDeanAero  
aka The Pickleball Pilot  
630.248.0646

[MuchoDeanAero](#) - aviation adventures and the home of The World Record 48-48-48 Pickleball Challenge

[Golf Gear](#) - *golf accessories*

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On Tuesday, August 18, 2026 at 09:05:18 AM EDT, Kwame Jackson <jacksonk@pfm.com> wrote:

Good morning,

This email thread will be included in the Correspondence for the 8.24.26 meeting.

Regards,

Kwame Jackson

Associate District Manager

PFM Management Services LLC

[jacksonk@pfm.com](mailto:jacksonk@pfm.com) | **phone** 407.723.5946 | **fax** 407.723.5901 | **web** pfmmanagement.com

3501 Quadrangle Boulevard, Suite 270 | Orlando, FL 32817

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**From:** Dean Matt <muchodeanaero@aol.com>

**Sent:** Monday, August 17, 2026 8:07 PM

**To:** Kwame Jackson <jacksonk@pfm.com>; Vivian Carvalho <carvalhov@pfm.com>; Marisa Powers <MPowers@blalockwalters.com>; Steve Heitzner <steve.heitzner@universityparkrd.com>; Scott Huebner <scott.huebner@universityparkrd.com>; Steve Swanson <steve.swanson4@universityparkrd.com>; Greg Selep <greg.selep@universityparkrd.com>

**Cc:** Rob Schlingmann <rob@strategicclubsolutions.com>; Michelle Cocita <michelle@strategicclubsolutions.com>; jrassett@universitypark-fl.com

**Subject:** Re: 7/28 UPRD Board Meeting Comments

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PFM, Blalock...

Hello... Is this thing on?

Board: what standards have you given our vendors for addressing mistakes like this?

Ie: 24 hours, 48 hours, whenever they feel like it, etc.

If left unchecked, they may never respond if you aren't setting expectations and measuring.

Dean Matt

630.248.0646

The 48-48-48 Pickleball Challenge:

<https://Mucho-Dean-Aero.com/the-pickleball-challenge>

Gone To Pot book: <https://GoneToPotBook.com>

GolfGearGolf Accessories:

<https://GolfGear.Golf>

On Aug 14, 2026, at 13:00, Dean Matt <[muchodeanaero@aol.com](mailto:muchodeanaero@aol.com)> wrote:

Marisa, Vivian: Why isn't this correspondence dated 7/29 addressed to the Board posted in the Correspondence section of UPRD's website? This email asks some questions that don't put UPRD in the best light.

However, a somewhat complimentary email that I wrote the Board the next day (July 30) was posted.

Scrivener's error? Or purposeful censorship?

Please reply with an explanation and post immediately according to the Board rules suggested by Greg Selepe and adopted by the Board earlier this year.

I didn't go back and review the recordings or minutes but I'm fairly certain that Selepe said EVERY correspondence to the Board would be posted... not just THOSE EMAILS THAT PUT THE BOARD IN A FAVORABLE LIGHT.

Also, I sent correspondence Tuesday with the specific reminder to post with the correspondence per UPRD Board rules. Please confirm receipt and that it will

be posted.

Also, yesterday I sent correspondence to the Board asking for an explanation as to how our attorneys and PFM and UPRD can move ahead with attempting to issue bonds while not being in compliance with key provisions in our Charter designed to protect residents. Please confirm receipt and that, too, will be posted.

Censorship by the Dickson Administration has been proven. It is shameful and a stain on this community. It led to several folks resigning in disgrace.

Let's not perpetuate that crap. Especially by our agents PFM and Blalock. I'm only asking you to follow the rules you all agreed to in public meetings.

An apology would also be appropriate and well accepted.

Thank you.

Dean Matt

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Gone To Pot book:

<https://GoneToPotBook.com>

GolfGearGolf Accessories:

<https://GolfGear.Golf>

Begin forwarded message:

**From:** [muchodeanaero@aol.com](mailto:muchodeanaero@aol.com)

**Date:** July 29, 2026 at 16:07:07 EDT

**To:** Steve Heitzner <[steve.heizner@universityparkrd.com](mailto:steve.heizner@universityparkrd.com)>, Scott Huebner <[scott.huebner@universityparkrd.com](mailto:scott.huebner@universityparkrd.com)>, Steve Swanson <[steve.swanson4@universityparkrd.com](mailto:steve.swanson4@universityparkrd.com)>, Greg Selep <[greg.selep@universityparkrd.com](mailto:greg.selep@universityparkrd.com)>, Marisa Powers <[MPowers@blalockwalters.com](mailto:MPowers@blalockwalters.com)>, Kwame Jackson <[jacksonk@pfm.com](mailto:jacksonk@pfm.com)>, Vivian Carvalho <[carvalhov@pfm.com](mailto:carvalhov@pfm.com)>  
**Cc:** Michelle Cocita <[michelle@strategicclubsolutions.com](mailto:michelle@strategicclubsolutions.com)>, Rob Schlingmann <[rob@strategicclubsolutions.com](mailto:rob@strategicclubsolutions.com)>, Ronni Loundy <[ronni.loundy@universityparkrd.com](mailto:ronni.loundy@universityparkrd.com)>, Paul Fay <[pfay@universitypark-fl.com](mailto:pfay@universitypark-fl.com)>

**Subject:** 7/28 UPRD Board Meeting Comments

For consideration:

- GM Search contract:
  - I heard no discussion of negotiating the KKW contract if you like them better
    - Suggest: If you like KKW better, then request them to meet the price. If they balk, then that may tell you something about wanting to go with them. You'd be giving KKW a chance to get a new client.
- SCS Kitchen review:
  - This should be quantified/objective, not subjective prose.
  - UPRD needs to understand the assumptions that can be measured against in the future.
  - This is also needed to begin the 5 Year Plan (per Charter 2-8-161) so that the UPRD Board and residents understand the expected results
    - After all, if we spend \$5.5 mm and nothing changes, then why spend the money.
  - Projected KPIs/metrics that should be compared to current:
    - Revenues
    - Expected covers
    - Avg meal price

- Avg meal cost
  - Food Cost
  - Headcount (Salaried and FTEs)
  - Meal delivery time
  - Events hosted
  - etc
  - etc
- Again...to become compliant with the 5 year plan so you as a board and us as residents understand how spending \$5.5 mm on the kitchen will favorable [hopefully] impact us, there must be some granularity in these metrics baked into the model that should be built as required by Section 2-8-161
  - For instance, you may want to build the model based on dayparts, days, FOOD v. Beverage, etc, etc
- As a reminder, Public Records Requests have shown that UPRD was not compliant in maintaining a Five Year Plan per Section 2-8-161 at the time of the referendum or any time since and any assertion that the two page spreadsheet in Resolution 2024-13 makes UPRD compliant with 2-8-161 is simply folly
- A Current, past and projected headcount chart would be helpful for the Board to understand current and projected staffing levels to assure that they are commensurate/reasonable with the projections
- Survey:
  - Ronni said "this is not the best time to do a survey, and questions weren't reviewed with Strat Planning Committee."
  - I couldn't disagree more with her statement and agree with Steve Heitzner's views: The object isn't to manufacture survey results to support a narrative/agenda or to push out rosy results. We've had too much of that in the past.
  - Let's find out what people are thinking: good, bad, and ugly
  - I support SCS's questions not being vetted by UPRD before sending out. They know what they're doing. We should be 100% behind them

operating independently as they see fit melding their vast experience and knowledge of UPRD in the crafting of a survey that will be useful to understand where we should be going.

- In the survey, I already noticed some questions that will yield new information never asked about residents before.
- Kudos to SCS.
- Signatures:
  - I believe the Charter (or another governing document) specifies BONDING requirements for the UPRD Treasurer.
  - Suggest that you take this time to review that we are currently in compliance and if and additional people (Controller, Dick, etc) need to be bonded. I don't know the answer but encourage you to take this time to check.
- Bonus accrual:
  - I think Paul Fey mentioned that December's payroll expense as % of operating costs is higher due to paying bonuses.
  - In my experience, bonuses should be accrued throughout the year as an income statement expense to eliminate this blip.
  - It is natural that there will be some true-ups at year-end that will help operating income and some that will hurt. Obviously, the best outcome is for these to even out to something immaterial.
  - If, however, there is always a bias that the trues ups resulted in an upward or downward revision, then the monthly accrual assumptions should be adjusted to eliminate a bias in the December [or any period the accruals are trued-up to actual] financials.

Regards

**Dean Matt**

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