University Park
Recreation District

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The rescheduled meeting of the **Board of Supervisors of the University Park Recreation District** will be held on **Friday, September 25, 2026, at 1:00 PM** at the Business Offices located at 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&omn=84588938513
Join via mobile: +16469313860,,6481611158#,,,,*597609# US
+19292056099,,6481611158#,,,,*597609# US (New York)

BOARD OF SUPERVISORS' MEETING AGENDA

Organizational Matters……………………………………………………………… (1:00 – 1:15 PM)

- 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]*
- Opening Remarks by Board Chairman

Administrative Matters…………………………………………………………… (1:15 – 1:25 PM)

1. Consideration of Minutes of September 1, 2026, Board of Supervisors' Meeting
2. Consideration of Minutes of September 9, 2026, Strategic Planning Committee Workshop Meeting
3. Public Records Request Summary List
4. Correspondence Summary List

Staff Report Matters……………………………………………………………… (1:25 - 1:40 PM)

5. District Counsel
6. District Manager
7. Club Management
   a. Management Discussion and Analysis
8. Committee Reports
   a. Finance
   b. Strategic Planning

Old Business Matters.. **(1:40 – 1:55 PM)**

9. Nominations and Appointment of Board Member for Vacant Seat
    a. John Haddock
    b. Dale Otterman
    c. Rusty Piersons
    d. Bill Price
10. Nominations and Appointment of Governance Committee Members
    a. William Keppler
    b. Henry Resnikoff
    c. Chris Edwards
    d. Dean Matt
    e. Steve Parkinson

New Business Matters.. **(1:55 – 2:45 PM)**

11. Setting October Meeting Date for the Finance Committee Monthly Meeting
12. Consideration of Finance Committee Recommendations & Request:
    a. Banking Relationship
    b. Capital Dues Increase *(provided under separate cover)*
    c. Fitness Equipment
13. Consideration of Osprey Consulting Agreement *(provided under separate cover)*
14. Discussion of Townhall Meeting for Realtors
15. Discussion of Year End Finance Townhall Meeting

District Financial Matters .... **(2:45 – 2:47 PM)**

16. Ratification of Payment Authorization Nos. 168 - 169

Date	Meeting Type	Time	Location	Note
October 9, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
October 13, 2026	Board of Supervisors Workshop – Strategic Club Solutions Retreat	9:00 AM – 3:00 PM	University Park	Lakeside Room
October 27, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
November 13, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
November 24, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
December 11, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices
December 29, 2026	Board of Supervisors' Meeting	2:00 PM	University Park	Business Offices

17. Supervisor Comments & Future Agenda Items .... **(2:47 – 3:00 PM)**

Adjournment

University Park Recreation District

Consideration of Minutes of
September 1, 2026,
Board of Supervisors' Meeting

MINUTES OF MEETING

UNIVERSITY PARK RECREATION DISTRICT BOARD OF SUPERVISORS' MEETING
Tuesday, September 1, 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
Gregory Selep	Board Secretary
Steve Swanson	Treasurer

Also, Present in person or via phone:

Vivian Carvalho	District Manager – PFM Management Services LLC
Kwame Jackson	Associate DM – PFM Management Services LLC (via Zoom)
Joe Rassett	Interim General Manager – Country Club
Paul Fay	Financial Controller – 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 2:01 p.m. by Ms. Carvalho. Those in attendance are outlined above.

The Pledge of Allegiance was recited.

Public Comments

Mr. Heitzner noted that UPCAI agreed to a severance package with Mr. Fetsick and that the District would need to pay for 80% of the severance. He noted that UPCAI did not consult with the District regarding the terms or financials of the severance and that he has not approved any payments. Mr. heitzner noted that last week the District received an invoice in the amount of $203,000.00 to pay for the severance, and he again gave instructions to not pay and does not think it is the District's responsibility.

A resident commented on Section 2A, regarding the five-year plan and noted that the District is in compliance. He also commented on the mischaracterization of the purchase price of the club.

A resident commented on resident misinformation at the last board meeting and provided clarification on the Capital Improvement Plan and the residents in favor of the Bonds.

A resident commented on the tone and criticism from residents to members of the Board.

Two residents noted their support of the Board of Supervisors.

SECOND ORDER OF BUSINESS **Administrative Matters**

Consideration of Minutes:

a. **August 4, 2026, Board of Supervisors' Special Meeting and Attorney/Client Session**
b. **August 4, 2026, Board of Supervisors' Meeting**
c. **August 11, 2026, Board of Supervisors' Rescheduled Meeting**

The Board reviewed the Minutes.

ON MOTION by Mr. Selep, second by Mr. Heitzner, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Minutes of the August 4, 2026, Board of Supervisors' Special Meeting and Attorney/Client Session, the August 4, 2026, Board of Supervisors' Meeting and the August 11, 2026, Board of Supervisor's Rescheduled Meeting.

Public Records Request Summary List

Ms. Carvalho noted that there was a records request regarding the shade meeting and asked the Board for approval to post the minutes on the website. The Board agreed that all Shade Meeting minutes should be included on the website now that the litigation matter has ended.

Ms. Carvalho noted there were two additional records requests that have been acknowledged.

Correspondence Summary List

The Board reviewed the Correspondence Summary List.

No action was required.

THIRD ORDER OF BUSINESS **Staff Report Matters**

District Counsel

No report.

District Manager

No report.

Club Management

No report.

Committee Reports

a. Finance

Mr. Crouch noted that the banking relationship proposals have been received. Additional questions have gone back to two banks regarding the proposals. The plan is for a recommendation by January 1, 2027.

b. Strategic Planning

The next meeting will be held September 9, 2026. Quorum will not be established and so the meeting has been changed to a workshop.

FOURTH ORDER OF BUSINESS **New Business Matters**

Public Hearing on the Adoption of the District's Annual Budget & Country Club Budget

a. Public Comments and Testimony
b. Board Comments
c. Consideration of Resolution 2026-23, Adopting the Fiscal Year 2026-2027 District's Annual Budget and Appropriating Funds
   i. General Fund Budget
   ii. Debt Service Budgets
d. Consideration of Resolution 2026-24, Adopting the Fiscal

Year 2026-2027 Country Club Budget and Appropriating Funds

i. Enterprise Fund Budget

Ms. Carvalho requested a motion to open the public hearing.

ON MOTION by Mr. Heitzner, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District opened the public hearing.

Ms. Carvalho clarified that the hearing would continue to September 11, 2026, for the purpose of approving and finalizing the tax roll for the Budget.

Mr. Fay reviewed the General Fund Budget and the changes; $10,000.00 increase due to Bonds and Assessments.

Mr. Fay noted that the revenue section of the budget is where the funds are coming from to be able to pay the expenses.

Mr. Fay reviewed the proposed Debt Service Budget regarding the 2019 Bonds Special Assessments and noted that no changes have been made.

Mr. Fay reviewed the 2027 proposed Debt Service Budget for the 2026 Bonds Special Assessments. He noted that these are preliminary numbers and will be finalized by the September 11, 2026, meeting.

Mr. Fay reviewed the Enterprise Fund Budget.

Mr. Fay reviewed the Capital Fund Budget and noted that no changes have been made.

Mr. Crouch recommended working on the pricing with Liebold for the irrigation and re-grass of the golf course. He noted that the turf and the contractor need to be secured one year in advance.

Mr. Rassett provided comments on the matter.

There were no Board comments as it relates to the budget.

A resident commented on the need to expand the pickleball facility.

A resident requested the budget be conservative of rounds.

ON MOTION by Mr. Selep, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District Continued the Public Hearing on the Adoption of the District's Annual Budget & Country Club Budget to September 11, 2026, at 8:00 AM.

Consideration of Resolution 2026-25, Adopting the Annual Board Meeting Schedule for Fiscal Year 2026-2027

Ms. Carvalho reviewed the meeting schedule with the Board.

Ms. Powers noted that the July 27, 2027, meeting needs to be corrected to July 28, 2028.

ON MOTION by Mr. Heitzner, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District approved Resolution 2026-25, Adopting the Annual Board Meeting Schedule for Fiscal Year 2026-2027.

Consideration of Arbitrage Rebate Counselors, LLC Proposal for Annual Arbitrage Calculations for the Series 2024 Note

Ms. Carvalho reviewed the proposal from Arbitrage Rebate Counselors, LLC with the Board and noted the fee of $350 for the annual arbitrage calculation for the Series 2024 Note.

ON MOTION by Mr. Heitzner, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District approved the Proposal with Arbitrage Rebate Counselors, LLC for Annual Arbitrage Calculations for the Series 2024 Note.

Discussion of Invoice Approval Process

Mr. Fay gave an overview of the invoice and payment process.

There was brief discussion regarding modifying the process to include additional members on the emails.

Mr. Swanson noted that residents are reaching out to counsel.

Mr. Heitzner stated that counsel should not be taking phone calls from residents unless directed.

Discussion of Request for Legal Assistance by Non-Board Members

This was discussed with the Discussion of Invoice Approval Process.

FIFTH ORDER OF BUSINESS **<u>District Financial Matters</u>**

Consideration of Payment Authorization No. 168

This item was deferred.

Ratification of Payment Authorization No. 167

Mr. Fay noted this included an invoice from Blalock Walters for the Bond Validation in the amount $5,508.00, invoice for District Management Monthly Fee and Postage Fee in the amount of $7,566.68, Notice of Public Meeting fee in the amount of $345.66 and Website Maintenance in the amount of $400.00.

ON MOTION by Mr. Selep, second by Mr. Swanson, with all in favor, the Board of Supervisors for the University Park Recreation District ratified Payment Authorization No. 167.

Ms. Carvalho noted that the continuation of the public hearing will be held on September 11, 2026, and will only be one hour.

Date	Meeting Type	Time	Location
September 11, 2026	Board of Supervisors' Meeting	8:00 AM	University Park Business Offices
September 29, 2026	Board of Supervisors' Meeting	2:00 PM	University Park Business Offices
September 25, 2026	Board of Supervisor's Rescheduled Meeting	1:00 PM	University Park Business Offices

Supervisor Comments & Future Agenda Items

Mr. Selep suggested an all-hands meeting to present the final budget to the community.

Mr. Swanson shared comments on the expense versus value.

Ms. Carvalho discussed the Strategic Club Solution workshop/retreat on October 13, 2026, from 9:00 a.m. – 3:00 p.m. with a one-hour lunch.

Mr. Jackson noted the Financial Advisory Team would like to provide an update.

Mr. Dennis provided the final amount of today's Bond Sale.

SIXTH ORDER OF BUSINESS **Adjournment**

There was no further business to discuss.

ON MOTION by Mr. Swanson, second by Mr. Heitzner, with all in favor, the September 1, 2026, Board of Supervisors Meeting for the University Park Recreation District was continued to September 11, 2026, at 3:28 p.m.

____
Secretary / Assistant Secretary

____
Chairperson / Vice Chairperson

University Park Recreation District

Consideration of Minutes of
September 9, 2026,
Strategic Planning Committee
Workshop Meeting

<u>MINUTES OF MEETING</u>

UNIVERSITY PARK RECREATION DISTRICT
STRATEGIC PLANNING COMMITTEE WORKSHOP
Wednesday, September 9, 2026
3:00 PM
Business Offices
8301 The Park Boulevard, University Park, FL 34201

Strategic Planning Committee Members Present:

Bill Mutryn	Member (via Zoom)
Steve Ferrara	Member (in person)
Ken Schreder	Member (via Zoom)
Don Sheets	Member (via Zoom)
Beth Wolchock	Member (via Zoom)

Also Present (in person and via Zoom):

Greg Selep	Secretary, UPRD Board of Supervisors
Marisa Powers	Legal Counsel, University Park Recreation District
Kwame Jackson	Assistant District Manager, University Park Recreation District
Joseph Rassett	Interim General Manager, University Park Country Club
Sydney Johnson	Communications Director, University Park Country Club
Rob Schlingman	Strategic Club Solutions
Members of the Public	

FIRST ORDER OF BUSINESS **<u>Organizational Matters</u>**

Call to Order and Roll Call

The workshop was called to order at approximately 3:02 PM. Roll call was conducted. One Committee member was present in person and four members participated via Zoom; therefore, a quorum was not physically present. The Committee proceeded in workshop format, and no formal action was taken.

Public Comment

No public comments were made at this time.

SECOND ORDER OF BUSINESS **<u>Business Matters</u>**

Strategic Club Solutions Update

Member Survey Results

Mr. Schlingman provided a high-level overview of the recently completed member survey. Approximately 56% of member households responded. Overall satisfaction with the Club and its amenities was favorable, and the survey produced a Net Promoter Score of +11. Mr. Schlingman explained that this score was positive but below common private-club benchmarks, and that comments from detractors focused primarily on governance changes and transparency concerns occurring during the survey period.

The Committee discussed the survey findings and requested additional context regarding industry benchmarks and amenity-specific results. Mr. Schlingman reported that the fitness center received the greatest criticism, including concerns regarding its size and capacity, and that approximately 23% of respondents reported regular use of the facility.

Mr. Selep advised that the survey summary would be distributed to Committee members for individual review. Strategic Club Solutions will consolidate comments received from the Committee and the Board into a final report. The final report will become a public record and will be made available to the public.

Strategic Planning Process and October 13 Board Workshop

Mr. Schlingman reviewed the next phase of the strategic-planning process. Strategic Club Solutions will prepare a pre-workshop workbook that includes a SWOT analysis for the October 13, 2026 Board workshop. The workshop is expected to address mission, vision, core values, brand identity, survey findings, the SWOT analysis, and the development of strategic pillars, objectives, and tactics. A draft strategic plan will be prepared following the workshop, with completion anticipated in late fourth quarter 2026 or early first quarter 2027.

The Committee discussed its participation in the October 13 workshop. Mr. Selep stated that at least one Strategic Planning Committee representative would attend, while the Board continued to consider whether broader committee participation would be appropriate. Ms. Johnson suggested providing the pre-workshop workbook to all Committee members so their input could be incorporated through the attending representative. Mr. Schlingman confirmed that this approach could be accommodated with board approval.

The workshop will be publicly noticed and open to the public. Because it will be conducted as a workshop, no formal action will be taken. Zoom availability remained to be determined based on the capabilities of the Lakeside Room; District Counsel clarified that remote access is not legally required.

Competitive, Demographic and Capital Planning Considerations

The Committee discussed the importance of incorporating external market conditions, competing communities, local demographics, and recent homebuyer trends into the strategic plan. Mr. Schlingman confirmed that Strategic Club Solutions will evaluate competitors, opportunities unique to University Park, risks affecting home sales, broader Sarasota-area demographics, and the characteristics of purchasers during the most recent four-year period.

Members also discussed the relationship between the strategic plan, the District's asset-level capital projections, and the revenue generated by golf, food and beverage, and fitness operations. Mr. Selep recommended that Paul Fay provide the Committee with a focused presentation on the District's assets, capital projections, and financial position rather than distributing a large volume of supporting documents without context.

Mr. Selep confirmed that the kitchen renovation is the first project to be funded from the current bond. Project estimates are available, but hard construction pricing has not yet been finalized. Planning for the fitness and activity center has begun, but the scope and available funding will depend on the final kitchen cost and remaining bond proceeds.

Prior Strategic Planning Materials

The Committee discussed access to prior strategic-planning documents, the original bond materials, and comparative benchmarking information. Mr. Selep noted that existing documents are available on the District website and were included in materials previously provided to the Committee. Strategic Club Solutions confirmed that all materials produced to date had been shared and encouraged members to direct questions to the consultant. Members requested that substantive reports and planning materials continue to be distributed to the full Committee.

THIRD ORDER OF BUSINESS **Sunshine Law Public Records and Ethics**

Ms. Powers provided an overview of the Government in the Sunshine Law, Chapter 119 public-records requirements, and ethics obligations applicable to the Committee. She explained that, because the Committee was established by the Board of Supervisors and serves in an advisory capacity, meetings at which Committee business is discussed must be publicly noticed, open to the public, and recorded through minutes.

Committee members may not communicate with one another about matters that may foreseeably come before the Committee outside a publicly noticed meeting. This restriction applies to in-person conversations, telephone calls, email, text messages, and social media. A member may send information to other members without soliciting a response; however, replies or exchanges among members may constitute a meeting outside the Sunshine. Members may communicate individually with staff or management, provided staff does not serve as a conduit between Committee members.

Ms. Powers advised that a majority of the Committee must be physically present in the same location to establish a quorum and take formal action. Participation by Zoom does not count toward the physical quorum requirement. A regular meeting at which formal action may be taken must include an opportunity for public comment; a workshop at which no formal action is taken does not require a public-comment period.

All materials made or received in connection with Committee business are public records unless a statutory exemption applies. This includes emails, agenda packets, supporting documents, memoranda, photographs, and communications with District Counsel. Committee members were instructed to use their District-issued email accounts for Committee business. Communications with District Counsel are not automatically protected by attorney-client privilege and may be subject to disclosure.

Ms. Powers also reviewed potential voting conflicts, gift restrictions, and restrictions on doing business with entities in which a member, spouse, or child has a material interest. Although many ethics provisions applicable to elected officials may not apply to an advisory committee, members were advised to consult District Counsel promptly regarding any potential conflict or suspected Sunshine or public-records issue so corrective action can be evaluated.

FOURTH ORDER OF BUSINESS **Committee Structure and Quorum**

Following the legal briefing, members discussed the practical effect of the Sunshine Law and physical-quorum requirements on the Committee's ability to collaborate and complete strategic-planning work. Members referenced prior advisory models that reported to Club management and allowed work to occur between meetings, and suggested that a different structure could preserve transparency while improving effectiveness.

Mr. Selep acknowledged the Committee's concerns and stated that the Board was aware of the operational challenges. He noted that consideration of a different advisory structure would be affected by the unresolved management arrangement and the future permanent General Manager or management company. He agreed to raise the Committee structure issue with the Board when the broader management structure is resolved.

The Committee also discussed the inability to adopt a meeting schedule for the new fiscal year without a physical quorum. Mr. Jackson advised that adoption of a Committee meeting schedule requires formal action by a quorum. Mr. Selep proposed consulting District Counsel and asking the Board whether it could establish an initial October meeting date to address the scheduling impasse. Members were asked to provide their in-person availability between October 13 and October 31, with a preferred meeting time of 3:00 PM.

<u>Next Meeting Scheduled</u>

Date	Meeting Type	Time	Location	Note
TBD by Board of Supervisors	Strategic Planning Committee Meeting	3:00 PM	Business Offices	In person or by Zoom

<u>Committee Member Requests/Comments</u>

No additional Committee member requests or comments were made.

<u>Adjournment</u>

As the meeting was conducted as a workshop, no formal motion was taken. The workshop concluded at approximately 4:27 PM

University Park Recreation District

Public Records Request Summary List

Total of All Records Request

Tally of Records	ID# Assignment	Date Updated	Name of File / Subject	Status	Files Released
1	Additional Documents	9.6.24	Additional Documents	Completed	33
1	Insurance	9.26.24	Insurance	Completed	8
1	Additional Records	10.25.24	Additional Records	Completed	3
1	Additional Document	11.7.24	Additional Document	Completed	1
1	Additional Document	11.11.24	Additional Document	Completed	5
1	Additional Document	12.12.24	Additional Document	Completed	2
1	10.1.24 & 12.19.24 Additional Document	12.19.24	10.1.24 & 12.19.24 Additional Document	Completed	6
1	Election	2.6.25	Election	Completed	34
1	4th Election Voter List	2.20.26	4th Election Voter List	Completed	2
1	4th Election Invalid Ballots 3.14.25	3.14.25	4th Election Invalid Ballots 3.14.25	Completed	1
1	Official Tally Sheet 3.14.25	3.14.25	Official Tally Sheet 3.14.25	Completed	1
1	3.31.25	3.31.25	3.31.25	Completed	1
1	2025 Election	4.5.25	2025 Election	Completed	19
1	Ballot Results	4.7.25	Ballot Results	Completed	1
1	4.14.25	4.14.25	4.14.25	Completed	5
1	Business Plan Group Executive	4.14.25	Business Plan Group Executive	Completed	1
1	5 Year Plan	5.6.25	5 Year Plan	Completed	17
1	Organizational Charts	7.15.25	Organizational Charts	Completed	2
1	Finance & Strategic Planning	7.28.25	Finance & Strategic Planning	Completed	9
1	Committee Expertise Summary	7.29.25	Committee Expertise Summary	Completed	2
1	July Board Meetings Attendance	8.1.25	July Board Meetings Attendance	Completed	4
1	8.7.25 District Financial Reports	8.7.25	8.7.25 District Financial Reports	Completed	5
1	MD&A Request	8.8.25	MD&A Request	Completed	3
1	District Financials	8.12.25	District Financials	Completed	2
1	Irrigation System Evaluation	9.17.25	Irrigation System Evaluatiion	Completed	1
1	MB 9.18.25	9.18.25	MB 9.18.25	Completed	1
1	Records Request #1 Fact Focus	10.27.25	Records Request #1 Fact Focus	Completed	3
1	Records Request #2 Finance Legal Issues	10.27.25	Records Request #2 Finance Legal Issues	Completed	16
1	Records Request #4 BOS Workshop Cancel	10.27.25	Records Request #4 BOS Workshop Cancellation	Completed	20
1	Records Request #3 Stock Touting SEC	10.28.25	Records Request #3 Stock Touting SEC	Completed	5
1	Records Request #9 Proposals	10.28.25	Records Request #9 Proposals	Completed	2
1	Records Request #9 Proposals	10.28.25	Records Request #9 Proposals	Completed	2
1	Records Request #7 Finance Cancellation	10.28.25	Records Request #7 Finance Cancellation	Completed	10
1	Records Request #8 Invoice Redaction	10.28.25	Records Request #8 Invoice Redaction	Completed	2
1	Records Request #6 9.22.25	10.29.25	Records Request #6 9.22.25	Completed	3
1	ID#3	11.3.25	ID#3 Public Records Request	Completed	1
1	ID#1	11.6.25	ID#1 10.29.25	Completed	3
1	ID#8	11.6.25	ID#8 7.8.24	Completed	5
1	ID#5	11.6.25	ID#5 7.8.24	Completed	4
1	Records Request 11.16.23	11.6.25	Records Request 11.16.23	Completed	2
1	Records Request 2.23.24	11.6.25	Records Request 2.23.24	Completed	2
1	Records Request 3.22.24	11.6.25	Records Request 3.22.24	Completed	5
1	Records Request 5.11.24	11.6.25	Records Request 5.11.24	Completed	3

1	Records Request 5.29.24	11.6.25	Records Request 5.29.24	Completed	4
1	Records Request 1.22.25	11.6.25	Records Request 1.22.25	Completed	2
1	Records Request 3.14.25	11.6.25	Records Request 3.14.25	Completed	2
1	Records Request #5 Varsity Club	11.10.25	Records Request #5 Varsity Club	Completed	8
1	ID#3	11.18.25	ID#3 11.18.25	Completed	1
1	ID#2	11.18.25	Records Request ID#2 10.29.25	Completed	16
1	ID#5	11.18.25	Records Request ID#5 11.16.25	Completed	2
1	ID#10	12.15.25	E-mails from Mark Invoice	Completed	8
1	ID#9	12.17.25	ID#9 11.24.25	Completed	1
1	ID#13	1.8.26	12.29.25 Election Procedure & General Inforamtion Package	Completed	2
1	ID#15	1.8.26	Dec. Start Mtg Recording, Strategic Planning Committee	Completed	4
1	ID#17	1.21.26	Zoom Information	Completed	2
1	ID#6	2.19.26	11.19.25 Maintenance 5-Year Ago	Completed	28
1	ID#1	2.19.26	ID# 1 7.8.24	Completed	5
1	ID#6	2.19.26	ID#6 7.8.24	Completed	19
1	ID#7	2.19.26	ID#7 7.10.24	Completed	23
1	ID#18	3.12.26	AI Invoice from District Counsel	Completed	2
1	ID#11	3.12.26 / 5.22.26	Invoices from Mark B Year 2024	Completed	33
1	ID#12	3.16.26 / 5.22.26	ID #2 10.29.25 (2nd Request)	Completed	72
1	ID#22	4.21.26	Draft of the Opinion Letter from the Comission on Ethics	Completed	5
1	ID#19	5.7.26	Funds Transaction Points A, B, C	Completed	43
1	ID#21	5.7.26	Lewis Longman Walker	Completed	4
1	ID#20	5.21.26	Lewis Longman Walker	Completed	40
1	ID#23	5.21.26	Invoices for Security Equipment 1/1/2020	Completed	10
1	ID#24	5.21.26 / 5.22.26	Emails about Open Seat Position	Completed	14
1	ID#25	8.6.26	Email About Membership Categories	Completed	3
1	ID#26	8.15.26	Email About the 5-Year Plan provided to SCS	Completed	0
1	ID#27	8.19.26	Bond Counsel Write Off Amount Information		
1	ID#28	8.20.26	District Counsel Invoice Credits	Completed	2
1	ID#29	8.28.26	Client Attorney Session Meeting Minutes	Completed	9
1	ID#30	8.30.26	Severance Pay - Employment Contract		

74	Total of Records Request	9.25.26
621	Total of Files Released	9.25.26

University Park Recreation District

Correspondence Summary List

Correspondence Summary List
(for 9/25/2026)

Name	Date Received	Topic
Ted Baumen	8/27/2026	Vacancy on Board of Supervisors for UPRD
Dean Matt	8/28/2026	Public Records Request
Dean Matt	8/28/2026	Please update Records request list in 9/1 Agenda
Valerie Szymaniak	8/28/2026	Request for Public Records
Valerie Szymaniak	8/28/2026	Financial issues
Valerie Szymaniak	8/28/2026	Budget question
Valerie Szymaniak	8/28/2026	question for you
Valerie Szymaniak	8/29/2026	hopefully a helpful suggestion
Dean Matt	8/30/2026	Public Records Request: Severance Pay??? Employment contract legal questions???
David Owens	8/30/2026	Follow-Up to August 24 Public Comment – $1.07 Million Fitness Center Project
Ike Koziol	8/31/2026	Public comment
Dean Matt	9/1/2026	Irrigation Costs
Dean Matt	//9/1/2026	University Park Recreation District- Updated Response to Records Request ID#25 - ID#30
Steve Ludmerer	9/1/2026	Stopping Misinformation
David Owens	9/1/2026	Re: Follow-Up to August 24 Public Comment – $1.07 Million Fitness Center Project
Dean Matt	9/1/2026	UPRD - Home of the $200K Severance Payment?
Valerie Szymaniak	9/2/2026	UPCAI discussions
Chris Heckman/ Richard Garrett	9/3/2026	Severance
Jim Graham	9/3/2026	Severance
Dean Matt	9/4/2026	University Park Recreation District- Updated Response to Records Request ID#25 - ID#30
Steve Ludmerer	9/6/2026	35th Anniversary Residents' Day — Concept for Board Approval

Correspondence Summary List
(for 9/25/2026)

Wolfgang Armbruster	9/6/2026	Suggestions On Creating a True 5-Year Financial Plan
Jimmy Larkin	9/7/2026	Board meeting on 9/11
Bernadette Schaffer	9/8/2026	Severance Package
Ian Nicolson	9/9/2026	RD Updates
Valerie Szymaniak	9/13/2026	Request for Public Records
Wolfgang Armbruster	9/13/2026	FORMAL NOTICE: UPRD Has Not Demonstrated Charter §2-8-161 Compliance—Potential Implications for the Series 2026 Bonds
Jean Richards	9/15/2026	Membership Fees

University Park Recreation District

Staff Reports

University Park Recreation District

Club Management

Management Discussion and Analysis
& Financial Statements

University Park Recreation District
Management Discussion & Analysis Report
As of August 31, 2026

Member Experience/Dining

In the month of August, we had 2,550 covers with 749 reservations made via open table (142), your network (437), phone-in (885), and walk-ins (1,086). Year-to-Date financials through August are $122,305 positive to budget.

Golf Operations

Golf did 3,743 rounds for the month of July averaging 121 rounds per day. Member rounds accounted for 56% of play while guest play held strong at 44%. Year-to-date member rounds are down to budget 5% while guest rounds are up 8%. Overall weather conditions were good with only 4 days of Cart Path Only. Year-to-Date financials through August are $303,802 positive to budget.

Golf Maintenance welcomed two new members to the team; Renze Berg as Director of Facilities and Matthew Ayling as Golf Course Superintendent. August scheduled aerifications were completed. Year-to-Date financials through August are $25,793 positive to budget.

Racquets Operations

Racquets program bookings have slowed for the month, and morning and late afternoon inclement weather has had an impact on daily play. A successful junior camp has wrapped up this month. Our specialized programs were well attended for the month. Year-to-date financials through August in our Fitness & Wellness departments are $24,120 positive to budget.

Wellness & Fitness

August is typically a quiet month, and this was no exception. September will see an uptick as seasonal residents return. Balance & Stretch, Barre Fit Fusion, Pilates, Total Body Strength, and Chair-based balance & Stretch programs remain as our strongest attended classes.

UNIVERSITY PARK COUNTRY CLUB STATEMENT OF OPERATIONS

YTD OPERATING RESULTS, 11 MONTHS THROUGH 8/31/26	Actual Results of UPCC Operations	Budget	$ Variance	% Change	COMMENTS
Total Revenues	$13,503	$13,177	$326	2.5%	
Less: Outside Golf Capital Allocation	(268)	(239)	(29)	12.3%	10% of Outside Golf Allocated to Capital
Total Revenues, Less Capital Allocation	13,235	12,938	297	2.3%	
Total Expenses	12,130	12,314	184	1.5%	
Net Operating Surplus (Deficit)	1,105	624	481	77.1%	Net Operating impact
Revenues and Expenses, Details	**Actual**	**Budget**	**$ Variance**	**% Change**	
Dues revenue	$6,056	$6,137	($ 82)	(1.3%)	
Golf operations revenue	3,856	3,566	290	8.1%	Outside rounds exceeded the budget by 2,346 rounds. Merchandise sales $49K favorable to budget.
Dining operations revenue	3,036	3,017	19	0.6%	
Racquets/Fitness/Other operations revenue	288	217	70	32.4%	
Subtotal, Revenues	13,235	12,938	297	2.3%	
Golf operations	1,741	1,725	(15)	(0.9%)	
Golf maintenance	3,283	3,309	26	0.8%	
Dining operations	4,117	4,221	103	2.5%	Food COGS 55k, Linens 27k, waste and
Racquets & Fitness operations	659	619	(40)	(6.5%)	
General & Adm	2,330	2,440	110	4.5%	Payroll 95k & Insurance 18k
Subtotal, Expenses	12,130	12,314	184	1.5%	
Net Operating Surplus (Deficit), net of $268k outside golf capital allocation	$1,105	$ 624	$ 481	77.1%	Variance is $481k, 77.1% from budget
Strategic Club Solutions	$48	-	(48)	0.0%	Strategic Plan
Osprey Consulting	50	-	(50)	0.0%	Project Manager
General Fund - Transfers	237	237	-	0.0%	
Subtotal, Non-Operating Expenses	336	237	(98)	(41.4%)	
SURPLUS FOR OTHER RD NEEDS	$769	$386	$383	99.1%	

Assets	UPCC Operating Fund Unaudited 8/31/26	UPCC Operating Fund Unaudited 8/31/25	Capital Irrigation Fund Unaudited 8/31/26	Capital Irrigation Fund Unaudited 8/31/25	Comments & Assumptions
Operating Cash & Short-Term Investments	$2,547	$1,388			
Accounts Receivable	367	414			
Inventory	306	295			
Deposits & Prepaids	361	225			FY26 - Prepaid Insurance & Prepaid Cart Lease, software, sales tax etc.
Future Assessments based on BAN or Long-Term Bonds			6,065	5,922	Amounts drawn from BAN, $4,216 + Accrued Interest $14, Amounts borrowed from UPCC Capital Reserves, $1,835
Subtotal, operating assets	3,581	2,323	6,065	5,922	
Board Designated Cash & Investments & Receivable from Irrigation Fund:					
Operating Reserves	400	400			BOS designated for future use.
Capital Reserves & Short-Term Investments	1,376	571			
Capital Reserves Used for Irrigation Project--Due from Capital Irrigation Fund	1,835	1,835			Portion of irrigation project paid out of UPCC reserve funds
Sub total, Board Designated Cash, Capital Reserves & Capital Irrigation Fund Receivable	3,611	2,806	-	-	
Property and Equipment - Net	26,421	24,770			
Property and Equipment - CIP	251	1,007	-	-	
Total Assets	$33,865	$30,906	$6,065	$5,922	
Liabilities & Net Position:					
Accounts Payable					
Operations Related	$265	$260			
Accrued Liabilities & Other Payables	292	238	14	28	
Gift Cards & Store Credits	136	120			
Subtotal, operating liabilities	692	617	14	28	
Deferred Revenue	2,192	2,021			
Capital Lease Obligations	2,009	418			New cart lease and GCM Equipment
Capital Projects Payable	25	2			
Due to UPCC Operating Fund			1,835	$1,835	
BAN Payable to Bank			4,216	4,059	
Total Liabilities	4,919	3,059	6,065	5,922	
Beginning Balance, Purchase of UPCC assets in 2019	16,750	16,750	-	-	
Due From Capital Irrigation Fund	1,835	1,835			
Prior Years' Operating Surplus	9,868	7,281			
Current Period Non-Operating Surplus (Deficit)	(612)	1,557			
Current Period Operating Surplus (Deficit)	1,105	424			
Net Position	28,946	27,847	-	-	
Total Liabilities & Net Position	$33,865	$30,906	$6,065	$5,922	

UNIVERSITY PARK COUNTRY CLUB CAPITAL SOURCES AND USES AS OF AUGUST 31, 2026

Sources		Notes
2019, Construction Fund after UPCC club purchase	$4,157	
2021, Loan Forgiveness	856	
2024-5, Bond Anticipation Note for Irrigation Project	3,757	needs to be repaid from either BAN assessment or 2024 Bond funds when available.
Sub total, Bond Proceeds and Loan Forgiveness	8,769	Bonds & Loan Forgiveness
FY 2021 -2025 Initiation Fees	3,554	
FY 2021-2025 10% Outside Golf	1,530	
FY 2023-2025 Capital Dues	872	
FY 2026 Interest on Investments	20	
FY 2026 Initiation Fees	976	
FY 2026 10% Outside Golf	268	
FY 2026 Capital Dues	435	
Sub total, Init Fees, Capital Dues & 10% Outside Golf	7,655	Capital raised through Operations
Total Sources of Capital	16,425	
Uses		
2022, Parking Lot - Asphalt	136	
2021-2025, Golf Course Improvement & Irrigation	7,412	
2023, Tennis/Pickleball Courts	810	
2022-2023, Buildings - Renovations, A/C and Upgrades	291	
2023-2025, Range Picker, Bag Drop/Pro Shop FF&E	123	
2022-2024, Grille - Kitchen Equipment	289	
2023, Golf Course Maintenance Equipment	459	
2023, IT Equipment - Computers, Server etc	91	
2023-2024, Racquets And Fitness Equipmet	89	
2021-2023, Indoor Dining Renovation	1,066	
2023-2024, Outdoor Dining (Cafe) Renovation	2,326	
Subtotal, Uses	13,092	
FY2026 Uses		
2026, Golf Course Maintenance Equipment	36	
2026, Back 9 Renovation	1,164	
2026, Buildings, Varsity Club, Admin & Locker Room Renovation, Cart Barn Garage Doors	87	
2026, Golf Club Rentals	12	
2026, Grille - Kitchen Equipment	26	
2026, Admin Furniture	3	
2026, Security Cameras	23	
2026, Exhaust Fan	3	
2026, Front 9 Project	349	
2026, Boardwalk Project	25	
Subtotal, FY2026 Uses	1,729	
Construction In Progress		
2020, Master Plan Project	182	
Garl Nix -Master Plan	69	
Subtotal, CIP	251	
Total Uses	15,072	
Remaining Capital Reserves	1,352	Capital Account Balance at 8/31/2026
Due to operating capital from BAN or Bond	1,835	
Total Capital Reserves	3,187	Balance with Irrigation Project repayment

MTD & YTD STATEMENT OF CASH FLOWS, 11 MONTHS THROUGH 8/31/26		
	August	
	MTD	YTD
Cash Flows From Operating Activities:		
Cash Receipts From Members & Guests	$ 555	$ 14,073
Cash Payments To Vendors & Suppliers	(325)	(5,666)
Cash Payments To PBM Staff Serving UPCC & UPRD	(482)	(6,778)
Net Cash Provided (Used) By Operating Activities	(252)	1,629
Cash Flows From Capital, Financing, And Other Non-Operating Activities:		
Initiation Fees	$ 44	$ 986
Capital Dues	11	435
Purchase Of Equipment & Capital Projects	(101)	(847)
FEMA Proceeds	-	8
Payments to SCS/Osprey	(14)	(98)
Transfer to General Fund	-	(237)
Interest From Investments	10	71
Net Cash Provided (Used) By Capital And Other Non-Operating Activities	(51)	317
Net Increase (Decrease) In Cash	(303)	1,947
Cash At Beginning Of Period	4,627	2,378
Cash At End Of Period	$ 4,324	$ 4,324

UNIVERSITY PARK COUNTRY CLUB MEMBERSHIP COUNTS AS OF AUGUST 31, 2026

MEMBERSHIP COUNTS	CYTD Change	Beg. Aug	Additions	Resignations	Conversions	Total
Golf						
Family - Resident	2	180	1	-	(1)	180
Family - Non Resident	-	75	-	-	-	75
Single - Resident	7	130	-	-	-	130
Single - Non Resident	1	72	-	-	-	72
	10	457	1	-	(1)	457
Racquets & Fitness						
Family - Resident	3	31	-	-	-	31
Family - Non Resident	(1)	14	-	-	-	14
Single - Resident	(1)	36	-	-	-	36
Single - Non Resident	1	26	-	-	-	26
	2	107	-	-	-	107
Social						
Family - Resident	(2)	455	3	(2)	-	456
Family - Non Resident	-	52	-	-	-	52
Single - Resident	6	212	3	(2)	1	214
Single - Non Resident	(6)	52	-	-	-	52
	(2)	771	6	(4)	1	774
Total Memberships	10	1,335	7	(4)	-	1,338

Passes	CYTD Change	Beg. Aug	Net Change	Total
Fitness	7	151	1	152
Range	6	60	1	61
Pickleball	4	54	-	54
Twilight Tennis	(2)	17	-	17
SAP	8	138	-	138
	23	420	2	422

Grandfathered	CYTD Change	Beg. Aug	Added	Resigned	Sold	Total
Members	(8)	180	-	-	-	180
Non-Members	(12)	129	-	-	(2)	127
	(20)	309	-	-	(2)	307

University Park Recreation District
Summary Operating Data
As of August 31, 2026

Rounds of Golf (as of August 31, 2026):

	August				YTD		
	Actual	Budget	Variance		Actual	Budget	Variance
Member Rounds	2,082	1,938	144		40,660	42,941	(2,281)
Outside Rounds	1,661	1,203	458		29,000	26,654	2,346
	3,743	3,141	602		69,660	69,595	65

Rounds of Golf (as of August 31, 2025):

	August				YTD		
	Actual	Budget	Variance		Actual	Budget	Variance
Member Rounds	1,931	2,410	(479)		39,176	45,897	(6,721)
Outside Rounds	1,471	1,812	(341)		25,211	30,133	(4,922)
	3,402	4,222	(820)		64,387	76,030	(11,643)

Overall revenue is $297k favorable to budget, driven primarily by Golf operations. Golf revenue is $290k favorable to budget (net of capital allocation), with higher outside rounds producing an $275k favorable variance in greens fees. Merchandise sales also surpassed budget, contributing an additional $49k favorable variance.

Food cost of sales ran favorable (44.2% of food revenue vs. a 46% target, -$55,461)

)

University Park Recreation District

Nominations and Appointment of Board Member for Vacant Seat

From: JOHN HADDOCK <ccmrp2@msn.com>
Sent: Friday, 07 August 2026 03:46:26
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: Re: UPRD- Confirming Interest to Serve on the Board for the Vacancy

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

I am still interested

John Haddock
Sent from my iPhone

On Aug 6, 2026, at 11:03 PM, Vivian Carvalho <carvalhov@pfm.com> wrote:

Dear John,

I hope this message finds you well. I am reaching out on behalf of the Board of Supervisors regarding your application submitted on May 8, 2026, to fill the vacant position on the UPRD board.

The Board met on August 4, 2026, and has directed management to contact all candidates to confirm their continued interest in serving. If you are still interested in the position, please reply to this email confirming so at your earliest convenience. Your Bio will then be included in the agenda packet for the Board's consideration at the upcoming meeting scheduled for August 11, 2026.

We look forward to hearing from you. Please don't hesitate to reach out if you have any questions.

Regards,

Vivian Carvalho
Senior District Manager
——

PFM Management Services LLC
carvalhov@pfm.com | **phone & text 407.723-5945** | **web** pfmmanagement.com
Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

<image001.jpg>

John E. Haddock
7219 Chatsworth Court
University Park, Fl 34201
Mobile 941-302-1074
ccmrp2@msn.com

RESTRUCTURING…INTERNATIONAL…MARKETING…
MANUFACTURING…STRATEGY…ACQUISITIONS…BOARD EXPERIENCE

Highly successful career in specialty chemicals and stored power industries leading businesses from start ups to $250 million in revenue, with multiple product lines and markets. Experienced leader who has consistently built and repositioned businesses for higher profits through organic growth, divestment and acquisitions. Strong international experience with assignments in Europe and Quebec and extensive interaction within global companies.

PROFESSIONAL EXPERIENCE

Valtris Specialty Chemicals, Independence, OH **2015 to 2024**
Board Member
Polymer additives company acquired by H.I.G. Capital in 2014 from Ferro Corporation.

MidOcean Partners-New York, New York **2007 to present**
A leading mid-market private equity fund

Management Affiliate
Advise on acquisitions and due diligence in the chemicals and stored power industries, as well as general industrials sectors.

AVESTOR – Boucherville, Québec
A leader in innovative stored power solutions

President and CEO **2005 – 2007**
Recruited to take AVESTOR from a start up phase to commercialization into the markets and steer the company onto a path of growth and profitability. Took company through bankruptcy process and sold it when strategic direction of the two owners changed.

- Signed $170MM deal with leading telecom as launch customer
- Increased sales from $3MM in 2004 to 2006 run rate of $60MM, order backlog $200MM
- Improved cash flow by $90MM, excluding asset sales
- Shut satellite plant allowing monetization of asset with $60MM gain
- Reduced SGA by 13%

UBS Capital Americas – New York, New York **2002 – 2005**
A $1 billion private equity fund

Senior Advisor
Partnering with UBS to make acquisitions in the chemical industry, and then act as Chief Executive Officer.

Ferro Corporation – Cleveland, Ohio **1999 – 2002**
A $2 billion producer of specialty chemicals

World-Wide Business Director-Pharmaceuticals and Fine Chemicals
Recruited to lead and accelerate growth of a declining chemical business. Full profit and loss responsibility. Directed all functions including sales, marketing, research, manufacturing and strategy of $110 million business.

- Developed and implemented a strategy targeting pharmaceutical chemicals and services. Bought new platform company. Pharmaceutical sales grew organically 24% annually to $30 million.

- Shifted remaining businesses to value-added customer focus, improving gross margins by over 20%
- Sold non-core flame retardant business and repositioned petroleum additive business.

Rhone Poulenc (Rhodia) – Cranbury, New Jersey **1990 – 1999**
A $6 billion French producer of specialty chemicals

Vice President and General Manager – Coating and Construction Materials (1995 – 1999)
Chairman-RP Shared Services
Promoted to turn-around a group of under-performing product line units, with strategy to build a single market-driven organization. Full profit and loss responsibility for this new unit. Directed sales, marketing, manufacturing, research and strategic planning. Global leader for all RP activities at major paint companies including Dupont and PPG. Additional role as leader of Shared Services Group, overseeing service groups with 500 employees and $90 million budget.

- Increased operating profit by 42% over 3 years. Tripled EVA.
- Built customer partnerships and secured long-term supply contracts that increased market share in isocyanates by 5%, defoamers by 6%, and ink additives by 20%.
- Reduced Shared Services costs by 10%.

Vice President and General Manager, Fine Organics Division (1992 – 1995)
Responsible for $230 million product-based unit, producing a diverse range of fine chemicals and intermediates for the chemical industry. Directed operations at six major sites, with asset base of $200+ million, operating budget of $50 million, and 500 employees. Led manufacturing, sales, finance, marketing, technical service and supply chain.

- Increased annual operating profit from loss to an EBIT of $16 million in three years.
- Increased free cash flow from negative to over $30 million per year.

Business Director-Silicones (1991 – 1992)
Profit and Loss responsibility for $45 million silicone operation, manufacturing specialty elastomers for automotive and aerospace operations.

- Reduced losses from $6 million per year to break-even through downsizing and product line rationalization.

Manchem – Princeton, New Jersey **1980 – 1990**
$16 million producer of metal organic compounds.

President
Increased sales from $1 million to $16 million, EBIT from loss to positive $2.5 million.

Vice President and General Manager (1980 – 1987)
Took over start-up company losing money. Changed focus from commodities to high margin specialties.

Sun Chemical – Carlstadt, New Jersey **1972 – 1980**
Responsible for developing new ink systems for printing.

BOARD EXPERIENCE

Valerus Specialty Chemical **2015 to 2024**
AVESTOR **2005-2007**

Education

MBA, Finance – Rutgers Graduate School of Management, Newark, New Jersey
BS, Chemistry – Seton Hall University, South Orange, New Jersey
Senior Management Program, INSEAD – Fontainebleau, France
Executive Management Program – Columbia University School of Business, New York City, New York

From:	Vivian Carvalho
To:	Dale Otterman
Subject:	RE: Open Board seat
Date:	Wednesday, August 5, 2026 10:56:00 AM

Thank you, Dale, for the confirmation.

Greatly appreciate you letting me know.

Take care,

Vivian Carvalho
Senior District Manager
____

PFM Management Services LLC
carvalhov@pfm.com | phone & text 407.723-5945 | web pfmmanagement.com Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

-----Original Message-----
From: Dale Otterman <daleotterman@gmail.com>
Sent: Wednesday, August 5, 2026 10:00 AM
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: Open Board seat

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

Hi Vivian,
I just want to confirm that I am still interested in pursuing the open board seat.
Thank you,
Dale Otterman

Dale Otterman
7919 Warwick Gardens Lane
941-544-6416 | daleotterman@comcast.net
Social Member with Fitness Pass

For over 22 years, I have been deeply invested in the success of University Park. During that time, we successfully purchased UPCC, giving residents greater control over our future. The club is truly the heart of the community, and a majority of residents have supported continued investment in its improvement. This commitment helps ensure that University Park remains a premier club in the area.

If appointed to the board, I will follow through on approved improvements, protect financial stability while maximizing member value, enhance the value of our social memberships, and improve transparency and communication with residents.

My involvement in University Park includes four years on the Fitness & Wellness Advisory Group, participation in the Warwick Gardens Neighborhood Committee, and co-founder of Solo Connections.

Outside of the community, I served as a Guardian ad Litem for children in the dependency court, am a member of the League of Women Voters, and a volunteer for Embracing Our Differences.

I built my career in banking operations, serving as Vice President of Customer Information Services where I developed strong management and communication skills. I later founded and co-directed ParentPower, a nonprofit focused on increasing parental involvement in education. I also served as President of PTA/PTO organizations at all school levels and was elected to the School

Board, dedicating significant time to improving our public education.

I have always believed that when you benefit from a community, you have a responsibility to give back. I have been proud to do so in University Park and would welcome the opportunity to serve on the RD board as we continue our path of progress and success.

I bring proven leadership, strong communication skills and prior board experience. I am fully prepared to commit the time and effort this role requires. I respectfully ask for your support as we build a strong, financially sound community.

From: Russell Piersons
To: Vivian Carvalho
Cc: Racheal Meade; Kwame Jackson
Subject: Re: UPRD- Confirming Interest to Serve on the Board for the Vacancy
Date: Thursday, August 6, 2026 9:48:14 PM

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I do. Rusty Piersons

On Thursday, August 6, 2026 at 06:02:01 PM EDT, Vivian Carvalho <carvalhov@pfm.com> wrote:

Dear Rusty,

I hope this message finds you well. I am reaching out on behalf of the Board of Supervisors regarding your application submitted on May 8, 2026, to fill the vacant position on the UPRD board.

The Board met on August 4, 2026, and has directed management to contact all candidates to confirm their continued interest in serving. If you are still interested in the position, please reply to this email confirming so at your earliest convenience. Your Bio will then be included in the agenda packet for the Board's consideration at the upcoming meeting scheduled for August 11, 2026.

We look forward to hearing from you. Please don't hesitate to reach out if you have any questions.

Regards,

Vivian Carvalho
Senior District Manager

PFM Management Services LLC
carvalhov@pfm.com | **phone & text 407.723-5945** | **web** pfmmanagement.com Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

<u>RUSSEL 'RUSTY' PIERSONS</u>

UPRD Board Member
February 2023 – February 2026

Willowbend Country Club
Board Member (2006 – 2011)
Vice President (Second Term)

Qualifications and Relevant Experience

1. Served on the UPRD Board from February 2023 through February 2026.
2. Served on multiple boards, including Willowbend Country Club (Vice President, second term) and United Way of Cape Cod.
3. Selected as the Board representative for the inaugural UPRD Strategic Planning Committee; delivered a comprehensive overview report to the Board.
4. Met with legal counsel and the plaintiff at the Board's request to explore potential settlement or compromise options on our litigation; reported findings and recommendations back to the Board.
5. Owner of several growth-oriented companies with a focus on strategic planning, sales, and marketing, supported by strong fiscal discipline. Developed both long- and short-term strategies centered on profitability, growth, and expansion. Consistently met or exceeded budgeted goals for revenue, expenses, and profit.
6. Proven leader in change management and brand development.
7. Executive leader with a track record of identifying and developing high-performing talent, fostering a team-driven, customer-focused culture.
8. Honored my 2022–2023 campaign commitment to actively listen to residents and members, including past UPCC Board members, club staff, active and non-active members, and homeowners. I continue to engage with board members, general managers of other clubs, and club management companies to expand my knowledge and apply best practices for UPRD.
9. Established relationships with club consulting firms, such as Strategic Club Solutions.

Commitment to the Supervisor Role

1. Will continue to bring the same level of dedication, time commitment, and positive, results-driven approach demonstrated over the past three-plus years on the UPRD Board, always prioritizing the best interests of residents and the district.
2. Maintained a significant time commitment as a Board member, including ongoing communication, feedback, and engagement with residents and members, while supporting club management and staff as needed.

Priorities for the UPRD (Short- and Long-Term)

1. Support the Chair and fellow Board members while representing the perspectives of residents and members. Promote open dialogue to clearly define and align homeowner expectations.
2. Work toward a timely and diplomatic resolution of the ongoing legal matter involving UPRD.
3. Ensure engagement of a professional club consultant (Strategic Club Solutions) to evaluate all aspects of operations and provide recommendations aligned with UPRD's (5year) strategic plan, financial position, and capital investment priorities—prior to further major expenditures. Outcomes must meet the long-term needs of the community while incorporating member input.
4. Following completion of the consultant's work, implement Board-approved capital projects—such as the previously approved golf course irrigation system—within a realistic budget, on schedule, and with results that meet or exceed member expectations.
5. Promote a sustainable, profitable business model aligned with strategic planning and capital investment initiatives.
6. Continue holding UPRD Board meetings in accessible venues such as the Lakeside Room/Varsity Club to encourage transparency and community involvement.

Assessing Current and Future Needs of UPRD

1. Establish a Governance Committee to support the Board and ensure long-term stability, balancing member expectations with financial responsibility while maintaining consistent policies and direction.
2. Implement a standardized vendor bidding process to improve transparency and reduce the potential for favoritism.
3. Initiate discussion regarding potential expansion of the Board from five to seven members.
4. Increase resident involvement by forming committees that report to the Board, where appropriate, while remaining compliant with applicable regulations.
5. Set clear expectations and objectives for all committees, with a focus on fact-based, results-oriented reporting.

Personal Background

1. Bachelor of Science in Business and Economics, Ashland University
2. Extensive career in media, including newspaper, magazine, television, digital, social media, and sales
3. Entrepreneur and business owner; consultant with PGA of America

Board Candidate Profile

Experienced executive and business leader with a strong background in financial oversight, strategic planning, and team leadership. Proven ability to evaluate complex issues, make balanced decisions, and act in the best interest of stakeholders. Brings a collaborative, transparent approach to governance, with a focus on fiscal responsibility, community engagement, and long-term planning.

Core Qualifications

- Budgeting & Financial Oversight
- Strategic Planning & Governance
- Policy Development & Implementation
- Team Leadership & Consensus Building
- Vendor & Contract Evaluation
- Stakeholder & Community Relations
- Operational Efficiency & Cost Control

Professional Experience

Lighthouse Media Solutions - President / CEO
September 2009 – December 2018

- Founding Partner; built and scaled a multi-platform media company

Consultant - PGA Magazine / Metropolitan Golf Association
March 2008 – March 2009

Cape Cod Life Publications - Partner / President
June 2003 – March 2008

Cahners Publishing Company - Vice President, Supply Chain Division
April 1993 – May 2003

- Managed division of 600+ employees with full P&L responsibility

Playboy Magazine - North Mid-west Sales representative

Education & Leadership

Ashland University, Ashland, Ohio
Bachelor of Science in Business / Economics

- Varsity Baseball (4 years)
- Student Government (2 years)
- Vice President, Senior Class

Community & Board Interest

- Committed to supporting the community through:
- Responsible financial stewardship
- Transparent decision-making
- Fair and consistent policy enforcement
- Long-term planning that protects property values and resident interests

From:	Vivian Carvalho
To:	B and K Price
Cc:	Racheal Meade; Ashley Quiros; Kwame Jackson
Subject:	FW: Board of Supervisors Interest – Bill Price
Date:	Thursday, August 6, 2026 10:51:30 AM
Attachments:	UPCC BIO.pdf

Good morning, Bill,

Let this email serve as acknowledgment of your interest to serve on the UPRD Board for the open vacancy.

We will make sure your email, and Bio is included on updated agenda package that will be emailed and posted on the website on Friday afternoon.

Thank you again for your interest to serve on the Board of Supervisors of UPRD.

Regards,

Vivian Carvalho
Senior District Manager

PFM Management Services LLC

carvalhov@pfm.com | **phone & text 407.723-5945** | **web** pfmmanagement.com Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

From: B and K Price <stanhopeplace2019@gmail.com>
Sent: Wednesday, August 5, 2026 7:53 PM
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: Board of Supervisors Interest – Bill Price

Dear Vivian,

I am writing to re-express my interest in serving on the UPRD Board of Supervisors.

Attached is a brief summary of my relevant background and experience for your reference.

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

Thanks,

Bill Price
513-477-1716
stanhopeplace2019@gmail.com

BILL PRICE
7027 STANHOPE PLACE

EDUCATION
Bachelor of Arts in Economics – DePauw University
Juris Doctorate – Salmon P. Chase College of Law
MBA – Xavier University

UNIVERSITY PARK
Karin and I moved into University Park in early 2019 and are full members of UPCC. We are Florida residents and spend 8 to 9 months in Florida. We have a second home in Cincinnati, Ohio.

BUSINESS EXPERIENCE
I spent my first 12 years of my legal career doing trial work primarily in federal courts. I was an equity partner for 7 of those 12 years and co-chair of the litigation department. My practice focused on life and disability insurance defense, general maritime/Jones Act defense, product liability, environmental related to inland river system and commercial litigation.

In January, 2024, I retired as Executive Vice President & General Counsel from a multi-billion dollar multi-national financial services company. I also served as CEO of our life insurance company for the last year plus before I retired

My professional career was defined by managing complex disciplines—including legal, audit, compliance, human resources and operations and solving complex business issues our company and the industry faced—including capital, regulatory (state and federal), finance, risk, investments, and actuarial. I also served on the Board of Directors for a majority of our subsidiaries, including our international subsidiaries, bringing my legal, compliance, audit and business knowledge to these entities.

My experience managing and working with multiple disciplines and businesses provides me with a unique combination of business, legal, and risk aptitude to traverse an array of challenges. I understand financial statements, budgets, governance, audit, legal and regulatory issues. I can comprehend complex issues and simplify those issues to an understandable level.

PUBLIC BOARD EXPERIENCE
Beyond the private sector, I was elected to and served four years as a member on the Oak Hills school board, one of the largest suburban school districts in Ohio. I focused on improving transparency within the community, implementing zero-based budgeting, curriculum focused on building a strong learning base, student achievement, and being the board representative to negotiate the teacher union contract.

I will bring these same skill sets and a focus on fiscal responsibility, governance, and clear communication to benefit our University Park community.

University Park Recreation District

Nominations / Appointment of Governance Committee Members

From: Vivian Carvalho <carvalhov@pfm.com>
Sent: Wednesday, July 29, 2026 8:26 AM
To: Klepper, William <wmk1@gsb.columbia.edu>
Cc: Scott Huebner <scott.huebner@universityparkrd.com>; Kwame Jackson <jacksonk@pfm.com>; Racheal Meade <meader@pfm.com>; Ashley Quiros <quirosa@pfm.com>
Subject: FW: UPRD Governance Committee Interest – [Your Name]

Good morning, Mr. Klepper,

Thank you for your email and your interest in serving on the newly created Governance Committee at University Park Recreation District.

Please let this email confirm that we received your email prior to the deadline of today, July 29, 2026, at noon. Your information will be provided to the Board accordingly.

Additionally, Scott Huebner, the liaison Board Member is copied on this email for awareness of your interest.

We appreciate you putting your name forward for consideration. The Board will be reviewing all emails and bios at the upcoming Board of Supervisors meeting scheduled for August 4, 2026.

If you have any questions in the meantime, please do not hesitate to reach out.

Regards,

Vivian Carvalho
Senior District Manager

PFM Management Services LLC
carvalhov@pfm.com | **phone & text 407.723-5945** | **web** pfmmanagement.com Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

From: Klepper, William <wmk1@gsb.columbia.edu>
Sent: Thursday, July 23, 2026 9:22 AM
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: UPRD Governance Committee Interest – [Your Name]

Dear Vivian,
I am writing to express my interest in serving on the Governance Committee.

Below is a brief summary of my relevant background and experience:

Bill Klepper
Retired Academic Director, Executive Education
and former Professor, Management
Columbia Business School
wmk1@gsb.columbia.edu

- Dr. Klepper joined Columbia Business School in 1996 after over thirty years as a general manager in higher education. He is a management professor who teaches Executive Leadership in the EMBA program. His teaching and research interest are in the areas of Executive Learning, Strategic Leadership and Corporate Governance. His most recent book, The CEO's Boss: Tough Love in the Boardroom (2010, 2nd edition 2019) was ranked as one of the Top Five Books by The Wall Street Journal's livemint.com in December, 2010. The 2nd edition includes his published Columbia CaseWorks case studies.
- He has worked with a number of corporations in custom programs including Aegion, AT&T, BankBoston, Bausch & Lomb, Bell Canada, BOC Gases, Bristol-Meyers Squibb, Chase Manhattan Bank, Altria, Aviva, Deloitte, DuPont, Ericsson, ExxonMobil, Finmecannica, General Electric, GKN, Grand Metropolitan, Johnson & Johnson, Keysight, KONE, M&T Bank, Nabisco, Novartis, Pfizer, Roche, SAP, Sony, StorageTek, Sun Microsystems and White Eagle Industries (Poland).
- Dr. Klepper received his Ph.D. from St. Louis University in 1975. In his home community, he has served as President of the School Board, Mayor of the Township and President of the County Legislature.

Columbia Business School
AT THE VERY CENTER OF BUSINESS™

Why I'm Interested:

I recently retired from Columbia so now have the availability and desire to contribute, as well as governance is among my areas of expertise.

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

Sincerely,
Bill

William M. Klepper, PhD
Retired Academic Director, Executive Education
and former Professor, Management
Columbia Business School
FL address:
7172 Victoria Circle
University Park, FL 34201
917-907-4100 (mobile)
https://www8.gsb.columbia.edu/cbs-directory/detail/wmk1
https://cup.columbia.edu/book/the-ceos-boss/9780231187503
The CEO's Boss: **Tough Love in the Boardroom, Second Edition**
William M. Klepper, Columbia University Press, **PUB DATE:** January 2019

What are the top ten #business and #management programs in 2021? findcourses.com just posted their list, including Developing and Leading High Performance Teams with Bill Klepper.

Columbia Business School
AT THE VERY CENTER OF BUSINESS™

VITA
WILLIAM M. KLEPPER, PH.D.
Retired Management Professor and Academic Director
Columbia Business School
Columbia University in the City of New York
Geffen Hall, 212-854-3405 Cell: 917-907-4100
wmk1@gsb.columbia.edu

Recently mentioned:

In the Media
Tesla: The Spotlight Has Turned on Its Directors as Elon Musk Asks for More Control. Are They up to the Fight?

Yahoo! Finance

In the Media
Elon Musk Isn't the First CEO to Use Drugs on the Job. Where Should Companies Draw the Line?

Fortune

In the Media
Elon Musk Is Shaping up to Be This Generation's Henry Ford – for Better or Worse

Insider

In the Media
Elon Musk Is 'Totally out of His Element' at Twitter because He Doesn't 'Understand Social Media,' a Harvard Leadership Expert Says

Insider

In the Media
Jack Dorsey Criticizes Musk Regime, Says Twitter CEO Should've 'Walked Away' From Deal

Technology

In the Media
Elon Musk Is a Wild card Who Could Make Life Difficult for Twitter's New CEO

CNN

In the Media
Jeff Bezos Is Stepping Down as Amazon CEO. He'll Still Have Huge Power at the Company

CNN

In the Media
Jeff Bezos Stepping Down as Amazon CEO Signals That We're Nearing the End of the Founder-CEO Era in Big Tech. Here's What It Means for a Company When Its Founder Takes a Step Back.

Business Insider

In the Media
3 Things Boeing Needs to Do to Fix Its Broken Culture

Barron's

In the Media
Boeing, Nike, and McDonald's: Why CEO Turnover Spiked in 2019

Yahoo! Finance

In the Media
Boeing's Bad Week in Washington: US Lawmakers Push CEO to Resign, but Investors Wait for 737 Max Approval

CNBC

In the Media
Wells Fargo's Mea Culpa: How to Lead Change after a Scandal

Forbes

In the Media
Wells Fargo Has a New Boss. His First Task Is Taming Washington

CNN

In the Media
Americans Are Losing Faith in the Government to Solve Their Problems - and Turning to Corporations Instead
https://www.vox.com/business-and-finance/2018/3/20/17107626/corporate-america-nra-guns-daca-trump
Vox

Professional Profile

- Experienced executive with over fifty years of leadership in higher education
- Accomplished executive educator focusing on Executive Learning, Strategic Leadership, and Corporate Governance
- Documented teaching excellence in Executive Education and MBA offerings
- Published author, case writer and presenter of data-driven thought leadership

Education

- Ph.D., Saint Louis University, St. Louis, MO, 1975
  Dissertation: "An Investigation of the Historical and Philosophical Development of the Management of Objectives (MBO) principle of Administration in Higher Education,"
  Major: Education (General Administration in Higher Education)
  Minor: Quantitative Research Methodology.

- M.Ed., Saint Louis University, St. Louis, MO, 1967
  Major: College Student Personnel; Graduate Assistantship in Human Relations Department.

- B.S., Saint Louis University, St. Louis, MO, 1966
  Major: Biology; Minor: Chemistry with equivalent course work in Philosophy.

- The Wharton School, University of Pennsylvania, 1979
  Executive Education: Management and Administration.

Academic Honors and Recognitions

- Graduate Assistantship (Danforth Fellowship)
- Phi Delta Kappa
- Alpha Sigma Nu
- Blue Key
- Who's Who in the East
- Who's Who in American Education
- Who's Who in Business Education
- Lima Central Catholic Hall of Fame (Professional Achievement)
- Lifetime Achievement Award by Marquis Who's Who
- Saint Louis University, Alumni Merit Award
- Saint Louis University, Honorary Doctor of Education (Commencement 2024)

Academic/Teaching Experience

- ***Academic Director***, Executive Education, 1996 – 2004, 2006 to present Columbia University, Graduate School of Business, chief academic officer, responsible for coordinating faculty resources, overseeing program design, teaching and conducting research. Design and develop open-enrollment and custom programs.

- ***Professor of Management***, 2006 to 2014 Columbia University Graduate School of Business, **Executive Leadership**, B7550, 3 semester credit hours.

- ***Faculty Director,*** Outstanding Directors Exchange partnership with Columbia Business School, 2007 to present, **Corporate Governance** case studies (see Scholarly Contributions).

- ***Faculty***, 1996 to 2005, Executive Education, Columbia University, Graduate School of Business

  Open Enrollment Programs: Faculty director and teaches in the **General Management Leadership Program**, Faculty director and teaches in the **Fundamentals of Management: Highlights of an MBA**, faculty co-director and teaches in **Managing and Interpersonal and Group Dynamics (EQ)**. Teaches in the **Creating Breakthrough Strategy, Creating Learning Organizations**, **Negotiations, Managing Cultural Diversity, Sales Management, Key Account Management and Columbia Senior Executive** programs. Taught in the graduate business educational alliance between Columbia and the Beijing Management Institute in Beijing, China, a graduate level course titled **"Decision-Making Process and Skills"** to prospective MBA faculty and students.

- ***Adjunct Professor***, 1986-1995, 2014 to present Columbia University Graduate School of Business, **Executive Leadership**, B7550, 3 semester credit hours**; Managing Group and Interpersonal Dynamics**, B8706, 3 semester credit hours.

  Teachers College**,** graduate seminar, **The Chief Student Affairs Officer**

  Custom Programs: Designed, developed, serves as faculty director and teaches in customized executive education programs for **AT&T, BankBoston, Bausch & Lomb, Bell Canada, BOC Gases, Bristal Meyers Squibb, Chase Manhattan Bank, China Eastern Airlines, Altria(Philip Morris Companies), Aviva(CGNU), Deloitte Touche Tomatsu, DuPont, Ericsson, Finmeccanica, General Electric, GKN, Grand Metropolitan, Johnson & Johnson, KONE, M&T Bank, Nabisco, Novartis, Pfizer, Roche, SAP, Sony, StorageTek, Sun Microsystems** and **White Eagle Industries (Poland)**.

- ***Coordinator and Faculty***, The College of New Jersey (formerly Trenton State College), 1971-1996

School of Arts and Sciences: Interdisciplinary Core Faculty, **Athens to New York**, IDSC 201, 3 semester credit hours.

Coordinator and Faculty, Human Relations Department, **Dynamics of Leadership**, HUR 250, 3 semester credit hours.

Counseling & Personnel Services: Graduate Faculty, **Organization and Administration of Student Personnel Services**, SPG 660, 3 semester credit hours.

Teaching Evaluations

- Executive Education teaching evaluations consistently fall between 4 and 5 on a 5-point scale which 5 is the top score. Detailed evaluations are available from the Executive Education department, Columbia Business School
- Evaluation of B7550(Executive Leadership) teaching on a 5-point scale which 5 is the highest score, Median score of 5 overall. Detailed evaluations are available from Columbia Business School
- Evaluations of B8706(Managing Group and Interpersonal Dynamics) teaching on both a 7-point and 5-point scale, which 7 and 5 are the highest score, fall into the top segment of the range – above 6 or 4. Detailed evaluations are available from the Columbia Business School

Highlights of Professional Experience

- **Columbia University**, Graduate School of Business, *Academic Director*, Executive Education, 1996 -2004; 2006 to present
  - No.1 Executive Education program worldwide (Financial Times 2000, 2001, 2002, 2003)
  - Identified Instructor and faculty resources to conduct programs.
  - Established criteria for use of external resources and oversee all contractual and organizational details including, but not limited to hiring criteria, teaching objectives, instructor evaluations and incentives, and program topics.
  - Identified potential opportunities for additional programs and for increasing revenue, including promotion and marketing programs in collaboration with the departmental staff.
  - Participated in account management programs.
  - Coordinated with individual program faculty directors and their ongoing initiatives.
  - Assisted in developing overall Executive Education program strategies and policies and contribute to the creation of new business development opportunities.
  - Remained current on external initiatives regarding organizational development, adult learning and executive development

- **The College of New Jersey,** (formerly Trenton State College), *Vice President for Student Life (*formerly the Dean of Student Life), 1985-1996
  - Leadership in Student Affairs documented in **Effective Leadership in Student Services** (Clement and Rickard, 1992).

- ➢ Chief student affairs officer of the College.
- ➢ Served as *Executive Officer of the College*,
- ➢ Administrative Member of Governance Steering Committee
- ➢ Chairperson of Student Center Board of Governors
- ➢ Member of the College Foundation Board
- ➢ Direct administrative responsibility for divisions of Auxiliary (Conference and Meeting and Contracted Services), Athletics Intramural and Recreation Services, Community Development Services (Campus Life and Residence Life), and the individual development offices of Counseling Services, Child Care Center, Health Services, Special Services, and Campus Ministries

Director of Group Student Development Services, 1974-1985

- ➢ A nationally recognized program model for creating a sense of community on the campus.
- ➢ Direct administrative responsibility for Residence Life, Student Life, Housing, Student Center, Auxiliary Services, Conference and Meeting Services, and Corporate Services.

Director of Housing, 1971-1974

- ➢ Implemented the Intentional Democratic Community residence model
- ➢ Developed and implemented the Community Advisor peer assistant role
- ➢ Direct responsibility for the on and off-campus housing program -- 2,200 students on campus and referral services for off-campus and apartment complexes in the area of the college.

- **Saint Louis University**, *Associate Dean of Students*, 1969-1971
  - ➢ Designed and developed Educational Living Center for first year students
  - ➢ Direct responsibility for the undergraduate and graduate/professional student housing program -- 1,900 residence spaces and 100 apartments.

- **University of South Carolina**, *Assistant Dean of Men,* 1967-1969
  - ➢ Entry position into Higher Education career path
  - ➢ Direct responsibility for the men's residence hall program while assisted with fraternities, and counseled individuals and groups -- 3,500 on-campus spaces.

Scholarly Contributions

The six pitfalls of succession planning by W. Klepper, R. McGrath and C. Wilson, Research Insight, Advisor Management Institute, New York Life, February 2024
Featured presenter of research at Forbes-Snook, Miami, FL, February 21, 2004

<u>ExecOnline: It Takes a Leader to Broaden Access to Leadership Development</u> by William Klepper, Columbia CaseWorks, Fall 2022

What It Takes To Change To The New Normal William M. Klepper, Ph.D. Columbia Business School, TRACOM, 2021

The CEO's Boss: Tough Love in the Boardroom. Columbia University Publishing, 2nd Edition, 2019.

Volunteering for Conflict? by William Klepper, Columbia CaseWorks, January 18, 2018.

Corporate Culture in the Headlines: A View from the Boardroom, panelist, NACD, New York City, November 16, 2017.

Wells Fargo and Company: Corporate Governance Crisis by William Klepper, Columbia CaseWorks, June 9, 2017.

Wounded Warrior Project in 2016, by William Klepper, Columbia CaseWorks, October 28, 2016.

Demoulas Market Basket: A Governance Challenge by William Klepper, Columbia CaseWorks, November 10, 2015.

Governance and Managing Change in the Company of the 21st Century by William Klepper, in Reinventing the Company in the Digital Age, BBVA, 2014.

Wounded Warrior Project: Leading from the Front by William Klepper, Columbia CaseWorks, July 24, 2014.

Procter & Gamble: CEOs, Strategy, Activists and the Board's Handling of Them, Case Study, ODX 2013

Columbia Business School Alumni Club of New York, The Pillars of Leadership: The Klepper Integrated Leadership Model, The Conference Center, New York City, June 20, 2013.

Integrated Leadership in the C-Suite, IPADE (Mexico), March 6-8, 2013.

Hewlett-Packard: Its Board, Its CEOs, Its Business Case Study, ODX 2012.

Leadership Credo by William Klepper and Yoshie Tomozumi Nakaura, IEDP, Issue 8, 2012.

Integrated Leadership and the Social Contract for Change, IEDP, May 24, 2012.

BP: A Company in Peril by William Klepper, Columbia CaseWorks, April 12, 2012

BP Oil: A Company in Peril (B) by William Klepper, Columbia CaseWorks, April 13, 2012

Corporate Leadership and the Personal Leadership Credo by William Klepper and Yoshie Tomozumi Nakamura, Columbia CaseWorks, December 2011

The Client Who Fell through the Cracks (A&B) by Mary Gentile and William Klepper, Columbia CaseWorks, May 2011.

Caught in the System: Felipe Montez and Concerns about the Global Supply Chain, Case Study by Mary Gentile and William Klepper, Columbia CaseWorks, May, 2011

"Tough Love in the Boardroom," Effective Executive, ICFAI, August 2010.

BP: A Company in Peril?, Case Study, ODX 2010.

The CEO's Boss: Tough Love in the Boardroom. Columbia University Publishing, May, 2010

Good to Great to Gone, Circuit City Case Study, ODX, 2009.

"*What Effective CEOs Have Yet to Learn,"* Effective Executive. ICFAI, January, 2009.

Lehman's Collapse: The Board, the CEO and the Risk, Case Study, ODX, 2008

Leadership, Innovation and Culture: Lessons Learned from Jet Blue, Case Study, ODX, 2007.

"What CEOs Have Yet To Learn," Columbia Business Schools Alumni E-Newsletter, March 30, 2005

"Klepper Leadership Model," Key Account Management and Planning, Simon & Schuster, 2002.

"How educational initiatives are aligned with business objectives: the problem-solving process employed by Columbia Executive Education." 2000 edition of *International Executive Development Programs*, London, England: Kogan Page.

"Institutional Issues Facing Student Affairs." State of the Art Preparation and Practice in Student Affairs. American College Personnel Association, scheduled for publication, 1998.

"Hate Speech: A Call to Principles." NASPA Journal. 35, 39-45, Fall 1997.

"Achieving Community: Where Are We in 1995?" NASPA Region II Newsletter, Winter, 1996.

"Crime Prevention: Role of the Campus Security Group." The Campus Community Confronts Sexual Assault: Institutional Issues and Campus Awareness, Holmes Beach, FL: Learning Publications, 1994.

"When Hate Speech Comes to Call." NASPA Region II Newsletter, Fall, 1994.

"A Call for Community." The Bulletin, Bloomington, Indiana: Association of College Unions-International, July, 1992.

"Retrenchment May Be Survival Strategy." NASPA Region II Newsletter, Fall, 1991.

Increasing Retention-Academic and Student Affairs Administrators in Partnership, New Directions for Higher Education, no. 60, San Francisco: Jossey Bass, 1987. "The Role of Institutional Research in Retention." Chapter 3. "The Benefits of Consortium Partnership." Chapter 6.

"Student Government in China." NASPA Journal, 25, 169-173, Winter 1988.

"College Unions/Activities Contribute Significantly to Campus Retention." The Bulletin, Bloomington, Indiana: Association of College Unions International, May, 1987.

"What is the Business of the College Union-Education or Entrepreneur?" The Bulletin, Bloomington, Indiana: Association of College Unions International, October,1984.

"Creating a Safe Environment." Auxiliary Services, Stanton, VA: National Association of College Auxiliary Services, 1984.

"Asbestos." Auxiliary Services, Stanton, VA: National Association of College Auxiliary Services, 1983.

"Assessment Models: The Interaction Between Students and College Unions." The Impact of College Unions and Their Programs on Today's Students. Stanford, CA: Association of College Unions-International. 9, 1981.

"What is the Impact of the College Union Program on Today's Student?" The Bulletin, Stanford, CA: Association of College Unions-International. 46, 1978.

"Evaluation: A Commentary." Residence Hall Programming. Columbus, OH: Association of College and University Housing Officers-International. 11, 1977.

"Group Student Development Services." The Future of Student Affairs. San Francisco: Jossey-Bass, Inc. 1976.

"A Training Program for the Community Advisor." Student Staff in College Residence Halls. Washington, DC: American College Personnel Association, 39-64, 1975.

"Dynamics of the School Board." School Board Journal. Trenton, NJ: New Jersey Board Association, 1975.

"Introduction." Apartment Type Student Housing. Columbus, OH: Association of College and University Housing Officers-International, 1972.

"A New Model for the Chief Student Personnel Worker in Higher Education." NASPA Journal. Washington, DC: National Association of Student Personnel Administrators, 10 (1), 1972.

"Letter from the Editor." Journal of College and University Student Housing. Columbus, OH: Association of College and University Housing Officers-International. 1971-1977.

Columbia University and Business School Service

- Chairman, Advisory Board, J.M. Huber Institute for Learning in Organizations
- Presenter, Columbia Business School New Student Orientation
- Presenter, Columbia Business School Alumni Reunion Program
- Presenter, Columbia Business School Alumni Clubs (Mexico City; New York, Saint Petersburg, FL)

Consulting Services -- Business Clients

- Aegion Corporation
- Adolor Corporation
- Bowne Financial Printing
- Chase Manhattan Bank
- Deloitte
- Estee Lauder
- Frog Design
- Gucci
- HACR
- Henry Schein
- Keysight
- Microsoft of Latin America
- New York Life
- Nabisco
- Petros Capital Management
- Pfizer
- Playtex
- SAP
- WMS
- Wounded Warrior Project

Professional Service (Student Affairs Administration)

- National Association of Student Personnel Administrators (NASPA): Co-director of 12-school consortium for Intentional Student Development and Retention in the Mid-Atlantic Region
- NASPA Region II Chief Student Affairs Officers Conference Chair
- NASPA Mid-Atlantic Think Tank member
- National Association of College Auxiliary Services (NACAS), Chairman of Education Committee
- NACAS Journal, Editorial Board member.
- Association of College and University Housing Officers-International (ACUHO-I), President Mid-Atlantic region

- ACUHO-I, Founding Editor of College and University Housing Journal
- ACUHO-I, Chairman of Research Information Committee
- Association of College Unions-International (ACUI), Chairman of Publications Committee
- ACUI, Feature Editor
- ACUI, Monograph Editor.

Community Service

- President, Mercer County Board of Chosen Freeholders
- Mayor, Ewing Township, New Jersey
- President, Ewing Township Board of Education
- Member, The Urban League of Metropolitan Trenton
- Advisor, Wounded Warrior Project
- Saint Louis University National Alumni Board (2017-2019)

Professional Affiliations

- Academy of Management
- International Consortium for Executive Development Research
- International University Consortium for Executive Education

From: Vivian Carvalho
Sent: Wednesday, July 29, 2026 8:24 AM
To: 'Henry Resnikoff' <resnikoffhenry@gmail.com>
Cc: Kwame Jackson <jacksonk@pfm.com>; Scott Huebner <scott.huebner@universityparkrd.com>; Racheal Meade <meader@pfm.com>
Subject: RE: UPRD Governance Committee Interest – Henry Resnikoff

Good morning, Mr. Resnikoff,

Thank you for your email and your interest in serving on the newly created Governance Committee at University Park Recreation District.

Please let this email confirm that we received your email prior to the deadline of today, July 29, 2026, at noon. Your information will be provided to the Board accordingly.

Additionally, Scott Huebner, the liaison Board Member is copied on this email for awareness of your interest.

We appreciate you putting your name forward for consideration. The Board will be reviewing all emails and bios at the upcoming Board of Supervisors meeting scheduled for August 4, 2026.

If you have any questions in the meantime, please do not hesitate to reach out.

Regards,

Vivian Carvalho
Senior District Manager
——

PFM Management Services LLC
carvalhov@pfm.com | **phone & text 407.723-5945** | **web** pfmmanagement.com Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

pfm

From: Henry Resnikoff <resnikoffhenry@gmail.com>
Sent: Wednesday, July 22, 2026 2:04 PM
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: UPRD Governance Committee Interest – Henry Resnikoff

Dear Vivian,
I am writing to express my interest in serving on the Governance Committee.
Below is a brief summary of my relevant background and experience (or I have attached my resume for your reference):

Background & Experience:

I have been a real estate developer for the last 49 years and was previously an economist working in Washington D.C.

Over the last many years while serving on various non-profit boards I became involved in reviewing and writing bylaws from scratch. This led me to develop a deep interest in governance particularly for not-for-profit organizations.

My wife and I have lived in UPCC for 8 years and became full-time, year-round residents in September 2025.

Why I'm Interested:

I served on the Whitebridge Neighborhood Committee for six years and the Infrastructure Committee (no longer active), and I have been very interested in the rewrite of the governing articles of UPCC. Whitebridge, in particular, required a lot of attention to the CCRS. Even during the recent group interviews of residents I brought up governance issues as a key factor that need attention to resolve the existing somewhat mystifying and chaotic way UPCC is run. I believe there are basic resident driven decision paths that can easily be created to foster a more cohesive and better governed community. I hope I can participate on this committee in an open dialouge with others to make suggestions for an easier and more inclusive path to governance.

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

Sincerely,

Henry B. Resnikoff
resnikoffhenry@gmail.com
860-575-5988

From: Vivian Carvalho
To: Chris Edwards
Cc: Kwame Jackson; Racheal Meade; Scott Huebner
Subject: FW: UPRD Governance Committee Interest – Chris Edwards
Date: Thursday, August 6, 2026 12:26:56 PM
Attachments: Chris Edwards UPRD Governance Committee Membership Interest.docx

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Good morning, Mr. Edwards,

Thank you for your email and your interest in serving on the Governance Committee at University Park Recreation District.

Please let this email confirm that we received your email prior to the deadline of Friday, August 7, 2026, at noon. Your information will be provided to the Board accordingly.

Additionally, Scott Huebner, the Board liaison of the Committee is copied on this email for awareness of your interest.

We appreciate you putting your name forward for consideration. The Board will be reviewing all emails and bios at the upcoming Board of Supervisors meeting scheduled for August 11, 2026.

If you have any questions in the meantime, please do not hesitate to reach out.

Regards,

Vivian Carvalho
Senior District Manager
——

PFM Management Services LLC
carvalhov@pfm.com | **phone & text 407.723-5945** | **web** pfmmanagement.com Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

From: Chris Edwards <chris0550@pm.me>
Sent: Wednesday, August 5, 2026 10:56 AM
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: UPRD Governance Committee Interest – Chris Edwards

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 Governance Committee.

A summary of my Background, Experience and Why I'm Interested is attached for your reference.

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

Sincerely,

Chris Edwards
248.496.0550
chris0550@pm.me

Chris Edwards' UPRD Governance Committee Membership Interest

- Personal Information
  - Chris Edwards
  - 6509 Berkshire Place
  - University Park FL 34201
  - 248.496.0550
  - chris0550@pm.me
- UPRD Experience
  - UP Homeowner since 2005
  - Reside in UP from October through June
  - Reside in Michigan from July through September
  - Full member of UPCC
  - Served as an advisor to the RD Board when Jim Case was Chair
  - Served as member of the RD Business Plan Committee when Sally Dickson was Chair
  - Member of the Hampton Green Neighborhood Committee
- Professional Experience
  - IBM, Sales Executive
  - Kelly Services, Vice President Managed Services
  - Renaissance Executive Forums Michigan, Founder and Business Leadership Advisor & Coach
  - The CEO Advantage, Co-Founder and Business Leadership Advisor & Coach
  - Trinitas Advisors, Co-Founder and Business Leadership Advisor & Coach
  - Align To Win, Founder and Business Leadership Advisor & Coach
- Why I'm Interested in Being a Member of the RD Governance Committee
  - I believe my experience as a senior level corporate executive, business leadership advisor and coach and understanding of UPRD's governance structure and governing documents can help the RD Board develop the clarity and alignment that is essential for UPRD's long-term success.

From: Vivian Carvalho <carvalhov@pfm.com>
Sent: Wednesday, July 29, 2026 8:31 AM
To: Dean Matt <muchodeanaero@aol.com>
Cc: Scott Huebner <scott.huebner@universityparkrd.com>; Kwame Jackson <jacksonk@pfm.com>; Racheal Meade <meader@pfm.com>; Ashley Quiros <quirosa@pfm.com>
Subject: FW: Call for UPRD Volunteers for Governance Committee

Good morning, Mr. Matt,

Thank you for your email and your interest in serving on the newly created Governance Committee at University Park Recreation District.

Please let this email confirm that we received your email prior to the deadline of today, July 29, 2026, at noon. Your information will be provided to the Board accordingly.

Additionally, Scott Huebner, the liaison Board Member is copied on this email for awareness of your interest.

We appreciate you putting your name forward for consideration. The Board will be reviewing all emails and bios at the upcoming Board of Supervisors meeting scheduled for August 4, 2026.

If you have any questions in the meantime, please do not hesitate to reach out.

Regards,

Vivian Carvalho
Senior District Manager
——

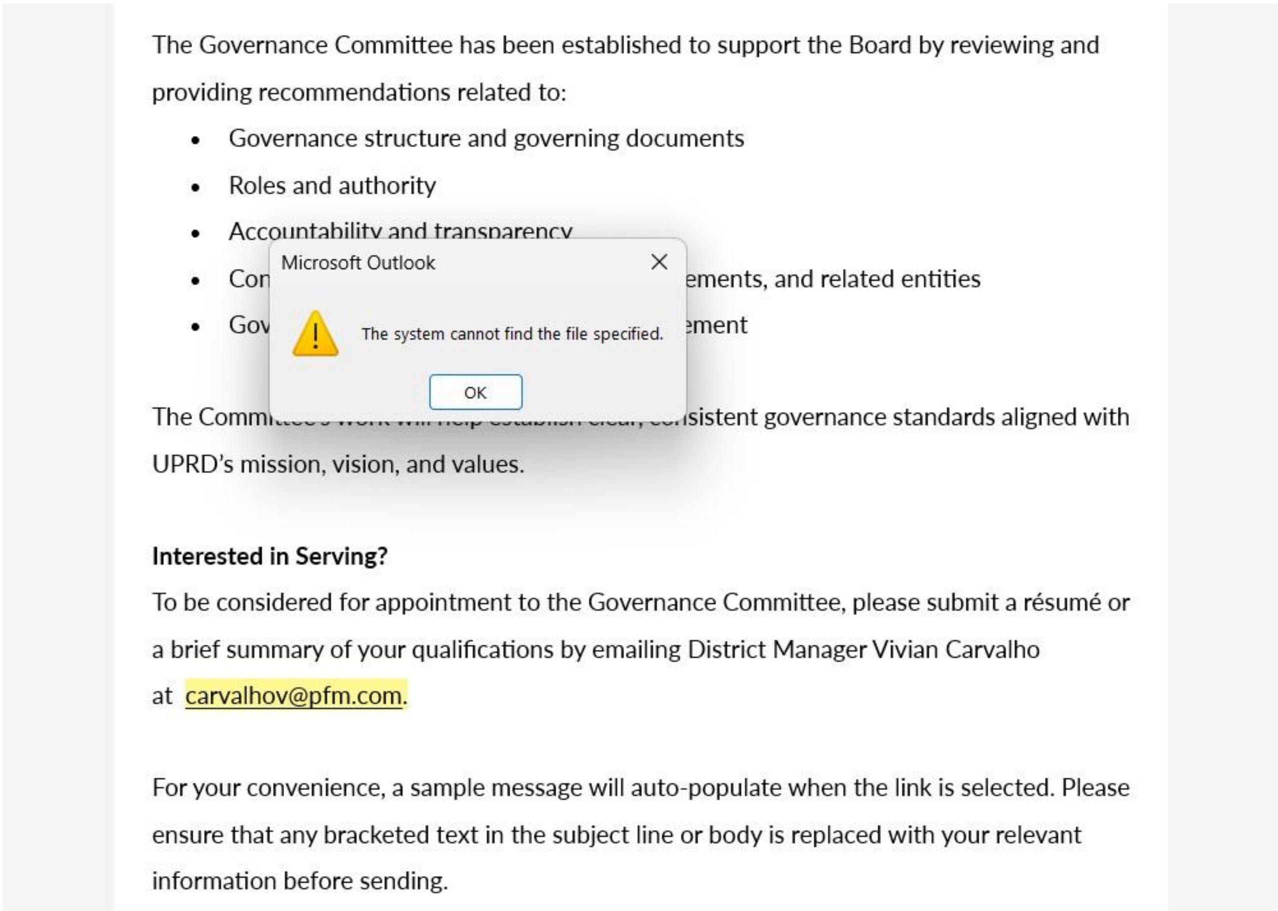
PFM Management Services LLC
carvalhov@pfm.com | **phone & text 407.723-5945** | **web** pfmmanagement.com Home
3501 Quadrangle Boulevard | Suite 270 | Orlando, Florida 32817

pfm

From: muchodeanaero@aol.com <muchodeanaero@aol.com>
Sent: Saturday, 25 July 2026 11:57:26
To: Vivian Carvalho <carvalhov@pfm.com>
Subject: Fw: Call for UPRD Volunteers for Governance Committee

Hi Vivian -

when I clicked on your email address hyperlink I received the following:



The Governance Committee has been established to support the Board by reviewing and providing recommendations related to:

- Governance structure and governing documents
- Roles and authority
- Accountability and transparency
- Con ements, and related entities
- Gov ement

Microsoft Outlook

The system cannot find the file specified.

OK

The Comm sistent governance standards aligned with UPRD's mission, vision, and values.

Interested in Serving?

To be considered for appointment to the Governance Committee, please submit a résumé or a brief summary of your qualifications by emailing District Manager Vivian Carvalho at carvalhov@pfm.com.

For your convenience, a sample message will auto-populate when the link is selected. Please ensure that any bracketed text in the subject line or body is replaced with your relevant information before sending.

Nonetheless, I am interested in serving on the Governance Committee being formed:

Dean Matt
7006 Lancaster Ct
Henley
MuchoDeanAero@aol.com
630.248.0646

Vivian -

I am interested in serving on the Governance Committee being formed.

Pertinent Background:

- Retired, 40+ years in senior financial and operational roles in acquisitive companies in a variety of industries

- MBA - Finance with a minor in Corporate Governance; University of Chicago
- Participated or led $500 mm of debt and equity raises (IPO, private equity, VC) resulting in over $3 billion of successful exits
- Integrity and Ethics, RIGHT v. WRONG:
  - As SVP Finance and Head of Investor Relations in a Chicago-based aircraft leasing company, I uncovered a $100 mm Ponzi scheme being perpetrated by the CEO
  - At great personal sacrifice [predictably, being terminated] I blew the whistle and worked closely with the DOJ - Northern District of Illinois, FBI, SEC and other agencies to protect over 250 individual investors
  - Result: I was the government's key witness in an 8 week-long trial. The CEO and CFO went to prison. An unheard of 100% of investor money was recovered
- Recommended that UPRD establish a Governance Committee two years ago, over objection of the, then, Board of Supervisors
- Filled a vacuum here at UPRD in holding the actions of UPRD Supervisors and employees accountable when they failed to do so themselves and when UPRD attorneys did not provide customary oversight to ensure UPRD would steer well-clear of legal and financial liability
  - Result: nefarious actions have been exposed leading to:
    - Resignations of offenders
    - Improvements to voting rules
    - Improvements and transparency to Public Records Requests (obligations and procedures)
    - Awareness that OUR CORE VALUES were being purposefully ignored to the detriment of ALL residents
    - Awareness of Censorship and Defamation by Supervisors and employees

Need and Philosophy:

- Not everyone operates with the highest of integrity or ethics. This is human nature.

- This is why there are referees and umpires, ethics committees, judges and juries, internal audit departments and other mechanisms to provide oversight to sports, government, companies and more
- University Park is not exempt from the need for such oversight
- The people in these oversight roles need to be beyond reproach. They need to call balls and strikes without bias. They need to act as Lady Justice with a blindfold.

- The goal of a Governance Committee at University Park is to keep the organization and its leaders, managers, employees and, thus, its residents insulated from legal jeopardy and potential financial jeopardy that may result from bad actions (purposeful or unintentional)
- The people comprising the Governance Committee should come from a variety of known viewpoints and must check their agendas at the door for a common goal: the betterment of UPRD and protection of the interests of its residents.
    - Selecting Governance Committee members must go beyond selecting folks based on partisan viewpoints. Member selection must not be a popularity contest. If the fox guards the henhouse the UPRD will have done nothing to protect itself and assure residents that rules, procedures, and OUR CORE Values are being followed for the benefit of the entire community.
- By identifying potential issues and working with UPRD attorneys and Supervisors, the UPRD Governance Committee should seek to identify potential issues and solutions as early in the process as possible.

I have provided UPRD countless recommendations for improvements in its governance...most have been ignored...including the need for a Governance Committee in the first place.

Just the presence of an internal audit department in a company sends a signal as to behaviors expected. The same holds true for having a Governance Committee: Supervisors, management, agents' and residents' behavior will be influenced knowing that DOING THE WRONG THING will be called out and addressed.

Finally, I hope that the Governance Committee is like the Maytag Repairman: rarely needed to step in to provide guardrails to the activities of the Board Supervisors. All residents want and expect from their leaders is to:

- Follow the rule of law

- Act in accordance with OUR MISSION/VISION/CORE VALUES
- Act transparently
- Hold themselves accountable
- Act ethically and with integrity and with no hidden agendas
- Not participate or lead nefarious activities such as censorship or defamation
- Act as fiduciaries for ALL residents and conduct proper due diligence in large financial matters

If our current and future Supervisors and Committee members follow these ideals, then the Governance Committee will not have much work to do. More importantly, residents will rest easy and unite knowing that these leaders are DOING THE RIGHT THING.

Summary:

- I have the demonstrated track record in understanding and implementing RIGHT from WRONG actions in corporate governance and in assuring a level playing field for all stakeholders and look forward to serving with like-minded residents to provide oversight [as needed] in UPRD.

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*
Gone to Pot Book - *cannabis industry non-fiction*

----- Forwarded Message -----
From: University Park RD <uprdmessage@universityparkrd.com>

Steve Parkinson

Candidate For Member Of UPRD Governance Committee
August 2, 2026

7004 Stanhope Place, University Park, Florida 34201
(direct): 941-359-0510 (cell): 941-225-5859   e-mail: stevepknsn@aol.com

Built home in Stanhope Gate 2004.
Year-round resident of UPCC for 22 years.

CAREER

26 years as CEO of 4 biotech/ pharmaceutical development companies, including, one taken public.

- Over 40 years in start-up and development stage biotech/biopharma companies.
- Raised over $200M in private/public equity financing and corporate investment.
- Accomplished senior executive with strong scientific background in microbiology and business, including P&L, deal making and personnel management.
- Memberships of multiple professional organizations and boards of directors over several decades.

EDUCATION

Degrees in life sciences (microbiology) and marketing from Heriot-Watt and Napier Universities in Edinburgh, Scotland.

PERSONNAL

Born in Edinburgh, Scotland. Moved to the USA almost 32 years ago – 12 years in Massachusetts and 20 years in Florida.

Wife Julie, two daughters and four grandchildren.

WHAT DO I BRING TO THE COMMITTEE

I have spent most of my career convincing a wide variety of people, especially investors, of my personal integrity and honesty. In doing so I have had to establish trust and credibility and overcome investor's cynicism of 'it sounds too good to be true' pitches. I have managed hundreds of people of widely divergent backgrounds and conducted complex and difficult negotiations in varied commercial and regulatory collaborations – I know how to set realistic goals and compromise to get a deal done.

In serving on many different boards, I have worked with many lawyers, accountants, advisors and government regulatory agencies. I bring education, intelligence and common sense along with tough business experience, including fiduciary and financial responsibility, to the committee.

I participated in various town halls and other meetings and discussions pertaining to the purchase of UPCC from the developer, the establishment of the UPRD and the 2019 bond and matters and issues arising from the transition.

Since retiring three years ago, I have become more actively involved in the community including attending UPRD board and workshop meetings, town halls and other community meetings.

MY VIEWS ON THE UPRD

Maintenance of the club facilities to ensure excellent operational standards is a top priority. Expeditious completion of ongoing improvements including golf irrigation are essential and evaluation and execution of other meritorious projects and upgrades are high priority. Competitiveness, especially pertaining to the golf course, is a long-term focus.

The UPRD must establish a solid Business Plan including long-term planning for essential maintenance and modernization. Operational revenue should be maximized through fair but value-based membership fees, and funding sources for improvement projects should be extensively explored with a fair balance of creative funding vehicles, including sponsorships, commercial funding and member support.

Most of all, I stand for open transparency and exhaustive communications with all UPCC residents to engage with them, communicate with them and get their opinions, participation and involvement with the club to support those on the BoS who represent their hopes and wishes for the club.

University Park Recreation District

Consideration of Finance Committee Recommendations & Request:

a. Banking Relationship
b. Capital Dues Increase
c. Fitness Equipment

Proposal to Change University Park Recreational District's

Primary Banking Relationship

September 2026

Executive Summary

Request: To recommend to the University Park Recreational District's ("UPRD") Board of Supervisors to change their primary banking relationship from Chase / JP Morgan ("Incumbent Bank") to Regions Bank ("Regions").

History: The Finance Committee ("Committee") reviewed UPRD's banking relationships and future needs in February and March 2026. Based on this review the Incumbent Bank was approached to consider providing UPRD with a purchase card program and revolving line of credit. The incumbent bank was not interested in providing credit services to UPRD. Based on this response the Committee recommended we issue a formal Request for Proposal (RFP), to multiple financial institutions to shop our primary banking relationship. The Board of Supervisors approved the issuance of an RFP in June 2026 using PFM Financial Advisors, LLC ("PFM") to conduct the independent process.

PFM issued the RFP to more than 100 financial institutions and / or capital market companies, with three showing interest and two providing written responses. The third bank made initial inquiries and elected to pass on the opportunity, due to their inexperience in working with recreational districts, the complexity of our organizational structure and related bond issues. The Incumbent Bank elected not to respond to the RFP, which is not a surprise given their lack of interest in providing UPRD with a line of credit or purchasing card program.

The two banks submitting written responses were Regions and First Horizon Bank. Both Banks are investment grade entities based on their most recent bond ratings and they are Qualified Public Depositories to provide financial services to Florida governmental entities. Both banks offered comparable deposit products and purchasing card programs with favorable security features. Both banks offered a Revolving Line of Credit ("RLOC") in the amount of one million dollars ($1,000,000).

After reviewing the two proposals[1], a series of additional clarifying questions were submitted to the Banks by PFM. Regions provided good clarity to our questions; however, the questions related to their RLOC's proposed covenants and security terms, will need better clarity and understanding based on future discussions with the respective legal counsels representing Regions and UPRD.

In follow-up to our questions, and to our surprise, First Horizon[2] withdrew their RLOC proposal.

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[1] Initial review of the two proposals was conducted by PFM, Paul Fay & Craig Dwight.
[2] UPRD should find out why First Horizon withdrew their RLOC proposal and what their perceived credit risks are, and if they are willing to comment.

Reasons to Consider Regions:

1. Regions Bank is well known to UPRD through its municipal finance division, which issued the Bond Anticipation Notes and worked cooperatively to identify repayment alternatives and to extend maturity dates. Overall, Regions is familiar with UPRD, and UPRD is similarly familiar with Regions.
2. Region's branch is conveniently located to assist with our coin and currency needs.
3. Region's most recent S&P Global bond credit rating is considered investment grade with a rating of BBB+.
4. They are a **Florida State Qualified Public Depository**, which means they are approved to offer banking services to State and local governmental entities.
5. Primary deposit products and services are comparable to the programs currently offered by our Incumbent Bank and First Horizon; however, Region's appeared more willing to work with UPRD regarding sweeping excess balances to interest bearing accounts. As a result, Regions overall cost to maintain our deposit accounts was lower that First Horizon.
6. Chase's overall cost to maintain deposit accounts appears lower; however, UPRD must manually invest excess cash and is therefore most likely not maximizing investment returns because of timing delays and excess balances left in its primary deposit accounts. Therefore, Region's proposal is superior due to ease of investing and ability to maximize investment returns.
7. Region's purchase card program is comparable to First Horizon's proposal and both offered security features that if properly maintained will protect UPRD from several key risks. *(Note: UPRD will need to establish a policy and user guidelines in conjunction with the Bank at a future date.)*
8. Region's RLOC proposal was superior to First Horizon's proposal. *(Note: the security to collateralize the loan and loan covenants are still under discussion and will be determined after the respective attorneys for Regions and UPRD review.)*

See Attached Exhibit A for Detailed Bank Comparison Chart.

Exhibit A

Detailed Bank Comparison Chart

	General Points	Regions	First Horizon	Chase
1	**Convenient Branch Locations**	Yes	Yes	Yes
2	**Florida State Qualified Public Depository**	Yes	Yes	Yes
3	**Recent S&P Global Bond Ratings**	BBB+	BBB+	AA-
4	**UPRD Familiarity**	Yes	No	Yes
	DEPOSITS	**Regions**	**First Horizon**	**Chase**
5	**Estimated Monthly Fees**	$491.95	$961.34	$128.95[3]
6	**Estimated Monthly Earnings in Interest Bearing Account**	$5,038.99	$772.88	$5,000.00[4]
7	**Sweep into Interest Bearing Account – current interest rate**	3.49%[5]	2.60%[6]	UPCC manages
8	**Net Earnings / (Net Fees)**	4,547.04[7]	($188.46)[8]	$4,871.05
7	**Sweep Accounts**	Yes	Yes	Yes
8	**Auto Sweeps to RLOC**	Yes	Yes	Not Offered
9	**Account Analysis**	Yes	Yes	Yes
10	**ACH Positive Pay**	Yes	Yes	Yes
11	**Reverse Positive Pay**	Yes	Yes	Yes
12	**Other Products & Services, including but not limited to wire transfer fees, ACH, coin & currency:**	Comparable	Comparable	Comparable
	PURCHASING CARD PROGRAM	**Regions**	**First Horizon**	**Chase**
13	**Program Offered to UPRD**	Yes	Yes	*Not Offered*
14	**Estimated Costs**	Comparable	Comparable	
15	**Security Features Included**	Yes	Yes	
16	**Rebate Program Included**	Yes	Yes	

[3] Chase includes maintenance, volume fees, ach services, quick deposit, also an earnings credit on excess deposits.
[4] Chase's, average yield on "UPRD's manually invested funds", is approximately 3.5%.
[5] Region's current interest rate can be found on page 8 of their RFP response.
[6] First Horizon's interest rate can be found on page 117 of their RFP response.
[7] Regions net fee calculation can be found on pages 10 & 11 of their RFP Response. Total fees include $80.00 sweep fee.
[8] First Horizon's net fee calculation can be found on pages 118 & 119 of their RFP Response.

Exhibit "A" Continued

Revolving Line of Credit ("RLOC")

	Description	Regions	First Horizon	Chase
1	**Approval Status:**	Approved, subject to UPRD Acceptance	Offered in Initial Proposal, then withdrawn.	***Not Offered***
2	**Borrower:**	UPRD	UPRD	
3	**Amount:**	$1,000,000	$1,000,000	
4	**Credit Description:**	RLOC	RLOC	
5	**Use of Proceeds:**	As UPRD requested	As UPRD requested	
6	**Loan Fee:**	½ of 1.00%	1.00%	
7	**Annual Renewal Fee**	½ of 1.00%	1.00%	
8	**Interest Rate:**	79% of 1-Month SOFR, tax exempt rate (indicative rate: 4.13%)	Prime Rate + 1.00%, fully taxable rate (indicative rate: 7.75%)	
9	**Default Rate:**	6.00%	Not mentioned	
10	**Late Fees:**	5% of payment amount	similar	
11	**Maturity Date:**	12 months	12 months	
12	**Payments:**	Monthly Interest, balance due at maturity	Monthly Interest, balance due at maturity	
13	**Security**	To Be Determined Original request: Lien on non-ad valorem special assessments, however not feasible so alternatives to be discussed	To Be Determined	
14	**Expenses**	Lender's expenses to be reimbursed; legal fees not to exceed $15,000	Lender's expenses to be reimbursed, including legal fees; to pay even if we do not close on the RLOC.	
15	**Reporting Requirements:**	Annual audited financial statements.	Annual audited financial statements; other reasonable information as requested.	
	*****Continued on the Next Page*****			

	Description	Regions	First Horizon	Chase
16	**Financial Covenants:**	Yes, annual debt service coverage ratio of 105% of Maximum Annual Debt Service on all debt.	None However, may include after they finish credit approval process.	
17	**Other:**	Legal opinion from corporate counsel.	Other terms & conditions may be applicable after credit approval.	

Notes

1. Terms and conditions for Regions RLOC proposal can be found in their written proposal on pages 23 through 28.
2. Terms and conditions for First Horizon's RLOC proposal can be found in their written proposal on pages 16 through 17.

UNIVERSITY PARK
Country Club

Capital Expenditure Request Form

Date: 8.24.26- Updated : 8.26.26 Department: Fitness / Wellness

Requested By: Suzanne Sinclair Thomson

Please give a brief description of the project or equipment:

- Requesting purchase of **2 X Recumbent Bike and 1x Elliptical** due to existing issues with these pieces on the Cardio Floor.

If equipment, complete this section:

Replacement Equipment? Yes ☐ Replacement of Elliptical / ADD on for Recumbent until they break down.
No

Manufacturer: Elliptical & Recumbant True

Model #: Elliptical Replacement – Asset # 00025
Recumbant Add on & Removal - Asset # 00035

Vendor: Johnson Fitness – Marc Scanlan – Vendor will remove 1x treadmill, 1x Elliptical and 1x Recumbant Bike

Total Project/Equipment Cost: $9,796.43 (LED Screens) - through Johnson Fitness – Other Vendor – Fitness Smith – Garret stated that "Trade in is not offered on equipment 10yrs or older." at Fitness Smith. They would dispose of them for us only.

Please indicate if this expenditure is a need or an item your department would like to have.
**NEED

Please attach a copy of the quote that was obtained from the vendor. Once approved a project # will be assigned to your project/equipment. Please use this number to submit your invoices to accounts payable.

Approved? Yes ☐ No ☐ PENDING:

Project #:

Approved By: Date:

(PLEASE PRINT)

Signature:

JOHNSON FITNESS & WELLNESS

Johnson Fitness & Wellness
Marc Scanlan (4526)
1600 Landmark Dr.
Cottage Grove, WI 53527
Phone: (727) 773-6252
Fax: (___) ___-____
Email: Marc.Scanlan@Johnsonfit.com

Quote

Quote Order 735-008139
Date 08/24/26

Ship To Information

University Park Country Club
Suzanne Sinclair Thomson
7671 The Park Blvd.
University Park, FL 34201
Work: (941) 359-8888
Email: sinclair@universitypark-fl.com

Bill To Information

University Park Country Club
Suzanne Sinclair Thomson
7671 The Park Blvd.
University Park, FL 34201
Work: (941) 359-8888
Email: sinclair@universitypark-fl.com

Expiration Date: 9/30/2026 **Terms:** Due At Delivery

Qty	SKU	Description	Delivery Method	Tax	Your Price	Ext. Price
1	VFS70-05-V	Vision Fitness S70-05 Suspension Elliptical (V)	Deliver	☑	$4,399.57	$4,399.57
2	VFR60-04-V	Vision Fitness R60-04 Recumbent Bike (V)	Deliver	☑	$2,398.43	$4,796.86
3		Recycle Charge	Deliver	☑	$50.00	$150.00
1		Install Labor	Deliver	☐	$750.00	$750.00
1		Treadmill Trade In	Deliver	☑	$300.00	$300.00

Special Instructions:

Remove 3 cardio pieces. TM, RB and ELL.

Item Total: $9,796.43
Tax: $633.25
TOTAL: $10,429.68

Standard Terms and Conditions

1. All orders must be prepaid before shipment without approved credit.
2. These prices are subject to change after 30 days from document date.
3. There will be a 1.5% monthly service charge on all overdue accounts. The buyer is also responsible for any collection and/or legal fees involved in collecting past due accounts.
4. Any changes on orders must be made within 7 days after the order is accepted.
5. Clerical errors subject to correction. All prices and agreements are contingent upon strikes, accidents, and other causes avoidable or beyond our control.
6. Buyer agrees to promptly file claim for all goods damaged in transit.
7. There will be a 25-35% restocking charge on merchandise ordered but not accepted. Special orders are not refundable. Delivery, Set-Up and Freight charges will not be refunded.
8. A Preventative Maintenance Agreement is available for all equipment.
9. Equipment lease is available with approved credit.
10. All unit prices are F.O.B. manufacturer.
11. Products purchased without commercial warranties that are placed in non-residential settings void manufacturer's warranty. All repair costs are customers responsibility.

Please send check payments to:

DBA Johnson Fitness & Wellness
1600 Landmark Drive
Cottage Grove, WI 53527

Acceptance of Proposal:

These prices, specifications and conditions are satisfactory and are hereby accepted.
I am authorized to order the listed equipment with full understanding of the payment terms.

Authorized Signature: ______________________

Print Name: ______________________

P.O. Number: ______________________

Date of Acceptance: ______________________

www.johnsonfit.com/commercial

WARRANTY & SERVICE
COMMERCIAL FITNESS EQUIPMENT
UNITED STATES

VISION FITNESS

UNITED STATES WARRANTY INFORMATION

We are dedicated to growing your business by offering intuitive and reliable commercial fitness equipment that delivers incredible value. Our products are backed by a comprehensive warranty that will cover all your products for the duration of the agreement, so you can rest easy knowing that you're making a smart investment in the future.

Standard warranty includes labor for the duration of each coverage as outlined in the charts below, up to a maximum of 2 years.

CARDIO

	COMMERCIAL
Frame *	7 years
Motor **	5 years
Generator	5 years
Parts / Console	5 years
Labor	2 years
Wear Items ***	90 days

* Frame is defined as the welded metal base of the unit and does not include removable parts or coatings. All coatings are covered for one year.

** Vision Fitness will provide a maximum of one replacement motor, and may require other components be replaced, possibly at user's cost, as a condition of supplying the replacement motor..

*** Wear items include: headphone jack, HDMI ports, USB ports, batteries, straps.

SPECIALTY CARDIO+

	COMMERCIAL
Frame *	7 years
Parts**	3 years
Electronics***	1 year
Pedals	1 year
Labor	1 year
Wear Items ****	90 days

\+ Specialty Cardio includes the IC700 Indoor Cycle and AB700 Air Bike

* Frame is defined as the welded metal base of the unit and does not include removable parts or coatings. All coatings are covered for one year.

** Braking included in parts

*** Electronics include console, console cables, battery

**** Wear items include: headphone jack, HDMI ports, USB ports, batteries, straps, seat, grip, and handles

STRENGTH

	COMMERCIAL
Frame *	10 years
Parts	5 years
Accessories	6 months
Upholstery	1 year
Labor	2 years
Coatings	1 year

* Frame is defined as the welded metal base of the unit and does not include removable parts or coatings. All coatings are covered for one year.

EXCLUSIVE REMEDY

The exclusive remedy for any of the above warranties shall be repair or replacement of defective parts, or the supply of labor to cure any defect, per the terms of the Commercial Warranty. The product must be located within that service provider's service area. Labor will not be covered for products located outside service area.

SERVICE

We take great pride and care into supporting our customers for the duration of ownership of Vision products. The following methods can be used to reach our Customer Tech Support team to report an issue and request service:

PARTS, TECH & WARRANTY SUPPORT	OUT-OF-WARRANTY SUPPORT
800.335.4348	**888.993.3199**
M – F 8:00 am – 5:00 pm CST	M – F 8:00 am – 5:00 pm CST
info@johnsonfit.com	visionparts@johnsonfit.com

See following page for complete terms.

UNITED STATES WARRANTY

VISION EXCLUSIONS AND LIMITATIONS

1. This warranty applies only to the original owner and is not transferable.
2. Under no circumstances will Vision Fitness be liable by virtue of this warranty or otherwise for damage to any person or property whatsoever for any special, indirect, incidental, secondary or consequential losses, damages or expenses in connection with exercise products.
3. This warranty is expressly limited to the repair or replacement of a defective frame, motor, electronic component, or part. Repair or replacement will be at the discretion of Vision Fitness, and is the sole remedy of the warranty.
4. Do not use equipment in any location that is not climate controlled, such as but not limited to garages, porches, poolrooms, saunas, bathrooms, car ports or outdoors. Failure to comply may void the warranty.
5. This warranty does not cover normal wear and tear – including but not limited to: USB port, HDMI port and headphone jack, cuts in upholstery, damage caused externally that is not due to a manufacturer defect, improper assembly or maintenance, or installation of parts or accessories not originally intended or compatible with the Vision Fitness Product as sold.
6. This warranty does not cover damage or failure due to accident, abuse, corrosion, discoloration of paint or plastic, neglect, theft, vandalism, fire, flood, wind, lightning, freezing, or other natural disasters of any kind, power reduction, fluctuation or failure from whatever cause, unusual atmospheric conditions, collision, introduction of foreign objects or intrusion of liquids into the covered unit, or modifications that are unauthorized or not recommended by Vision Fitness.
7. This warranty does not cover damage or corrosion caused by failure to follow recommended cleaning guidelines, including the use of unapproved cleaners, chemicals or solutions.
8. Parts reconditioned to As New Condition by Vision Fitness or its vendors may sometimes be supplied as warranty replacement parts and constitute fulfillment of warranty terms. Any warranty replacement parts shall be warranted for the remainder of the original warranty term.
9. The warranty does not cover damage or equipment failure due to electrical wiring that is not in compliance with applicable electrical codes and Vision Fitness Owner's Manual specifications.
10. Treadmill decks will NOT be replaced unless both surfaces are worn through. Deck and belt replacement limited to one per treadmill. For running deck and belt wear testing and maintenance, please refer to the Treadmill Deck Friction Test document.

This warranty shall NOT apply to the following:

1. Failure to provide reasonable and necessary maintenance as outlined in the Owner's Manual.
2. Software limitations and upgrades.
3. Batteries or other consumable goods.
4. Cosmetic items.
5. Repairs performed on equipment missing a serial number or with a serial number tag that has been altered or removed.
6. Service calls to correct installation of the equipment or instructing on use of equipment.
7. Pick-up, delivery or freight charges involved with repairs.
8. Any labor changes incurred beyond the applicable labor warranty.

Vision Fitness expressly disclaims all other warranties, express or implied, including but not limited to all warranties of fitness for a particular purpose or of merchantability. This warranty gives you specific legal rights, and your rights may vary from state to state.

Note: This warranty information applies only to products purchased and used within the United States. For warranty details in other countries, please contact [your local office.](#)

University Park Recreation District

Consideration of
Osprey Consulting Agreement

(provided under separate cover)

University Park Recreation District

Ratification of Payment Authorization
Nos. 168 - 169

University Park Recreation District

8/26/2026

Payment Authorization No. 168

O&M - General Fund Expenses

Vendor	Invoice	Description	Amount
Blalock Walters	40896-000-95	Professional Services through July 31, 2026	$ 19,918.90
Greenberg Traurig	1001419448	BAN - Legal Services through June 8, 2026	$ 5,396.00
O&M - General Fund Expenses Total			$ 25,314.90

Asst. Secretary/Secretary

Martin Fong
Asst. Treasurer

BLALOCK WALTERS
ATTORNEYS AT LAW

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
July 31, 2026
Account # 40896-000
Invoice # 40896-000-95

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

GENERAL REPRESENTATION

MPB

For Professional Services Rendered Thru 07/31/2026

			HOURS	
07/01/2026	MJP	Review and respond to Attorney Zuberer regarding joint meeting between UPCAI and the District.	0.20	53.40
	MJP	Call with Attorney Barnebey to discuss 6/30 UPRD meeting and 7/14 joint meeting.	0.50	133.50
	MJP	Review and respond to Scott Huebner regarding UPCAI background.	0.20	53.40
	MJP	Review follow-up communications between Vivian Carvalho and Sydney Johnson regarding draft letter to residents regarding potential assessments.	0.20	53.40
	MJP	Review communications from Vivian Carvalho and Michael Dennis regarding RFP.	0.20	53.40
	MPB	Review PBM issues and general management issues and UPCAI meeting points.	0.40	106.80
07/02/2026	MPB	Telephone conference with Chair.	0.40	106.80
07/03/2026	MJP	Review and respond to Chair regarding follow up meeting on negotiations.	0.20	53.40
07/06/2026	MJP	Review email to Chair and draft proposals with redlines.	0.30	80.10
	MJP	Review communication from Michael Dennis regarding RFP.	0.20	53.40
	MJP	Review Richard Crouch comments to draft letter to residents regarding assessments.	0.20	53.40
	MJP	Review communications by and between Attorney Gang and Richard Crouch.	0.20	53.40
	MJP	Review communication from Attorney Barnebey regarding communications to Attorney Gang.	0.20	53.40
	MJP	Attend call with Chair, Vivian Carvalho, and Mark Barnebey regarding PBM/UPCAI matters.	0.90	240.30
	MJP	Review proposed revisions to Mutual Cooperation Agreement and provide feedback; various communications with Attorney Moore and Chair regarding scheduling call.	0.50	133.50
	MPB	Review billing statements question; Work on preparation of Temporary Construction Easement for Ferber; Prepare draft revisions to Mutual		

			HOURS	
		Cooperation Agreement; Prepare memo to John Fetsick.	2.70	720.90
07/07/2026	MJP	Draft Resolution Establishing Governance Committee; Resolution Assigning Current Members of Strategic Planning Committee to Seat; Resolution Assigning Current Members of Finance Committee to Seat; Various communications with Kwame Jackson regarding the same.	1.30	347.10
	MJP	Review communications between Attorney Barnebey and John Fetsick regarding temporary easement.	0.20	53.40
	MJP	Review communication from Sydney Johnson regarding letter to residents relating to potential assessments.	0.20	53.40
	MJP	Review update from Michael Dennis regarding RFP.	0.20	53.40
	MJP	Conference with Attorney Barnebey to discuss Country Club Management Agreement.	0.50	133.50
	MPB	Finalize memo to the Board of Supervisors; Review PBM agreement; Prepare memo to Chair regarding UPCAI separation expenses.	1.90	507.30
07/08/2026	MJP	Finalize Resolutions 2026-17, 2026-18, and 2026-19; prepare communication to Vivian Carvalho, Mark Barnebey and Kwame Jackson regarding the same.	0.50	133.50
	MPB	Telephone conference with Vivian Carvalho and Chair, regarding appointment of a temporary general manager.	0.20	53.40
07/09/2026	MJP	Review of Court's opinion; review of draft summary to residents; respond to Chair relating to the same; review of email from District Manager regarding next steps call; call with Attorney Barnebey.	0.80	213[illegible]
	MJP	Prepare communication to Attorney Zuberer following up on confirmation for 7/14 meeting.	0.20	53.40
	MJP	Review and respond to Kwame Jackson regarding seat appointments for District committees; review communication from Attorney Barnebey regarding the same.	0.40	106.80
	MPB	Telephone conference with Kwame Jackson on filling of Committee seats; Prepare memo to Kwame Jackson.	0.40	106.80
07/10/2026	MJP	Review communication from Attorney Zuberer regarding 7/14 meeting.	0.20	53.40
	MPB	Telephone conference with Vivian Carvalho and Chair regarding PBM.	0.40	106.80
07/13/2026	MJP	Call with Attorney Barnebey to discuss outstanding District matters for upcoming meetings.	0.60	160.20
	MJP	Review preliminary financing schedule for bond.	0.20	53.40
	MJP	Review communication from Chair regarding resident request; review related email from Attorney Barnebey; review Chair's response.	0.40	106.80
	MJP	Review of draft agenda for 7/17 meeting.	0.20	53.40
	MJP	Review communication from Dean Matt regarding John Fetsick celebration.	0.20	53.40
	MJP	Review various communications by and between Chair, Tom Christopher, Bob Wood, and Attorney Barnebey regarding John Fetsick resignation.	0.60	160.20
	MJP	Review and respond to Attorney Zuberer regarding 7/14 meeting.	0.20	53.40
	MJP	Review follow up communication from Attorney Zuberer regarding 7/14 meeting.	0.20	53.40
	MJP	Prepare for 7/14 meeting.	0.30	80.10
	MPB	Review and respond to Chair memo regarding severance; Telephone		

			HOURS	
		conference with Chair regarding notification.	1.10	293.70
07/14/2026	MJP	Prepare for 7/14 meeting with UPCAI.	0.90	240.30
	MJP	Call with Attorney Barnebey to discuss meeting with UPCAI.	0.30	80.10
	MJP	Review communications from Paul Fay and Michael Dennis regarding Pcard limits.	0.20	53.40
	MJP	Attend meeting with Attorney Zuberer, Tom Christopher, Steve Heitzner, and Attorney Barnebey; conference with Attorney Barnebey to discuss the same.	2.00	534.00
	MJP	Review various communications by and between Attorney Gang and Attorney Barnebey regarding bond hearings.	0.40	106.80
	MJP	Review communication from Attorney Moore regarding deadlines.	0.20	53.40
	MPB	Review agreement. Attend conference with the Chair, Tom Christopher and Telese Zuberer.	1.60	427.20
07/15/2026	MJP	Call with Vivian Carvalho, Steve Heitzner, and Kwame Jackson regarding 7/17 agenda; correspondence with Attorney Barnebey regarding equalization hearing resolution.	0.60	160.20
	MJP	Prepare Resolution 2026-20 relating to equalization hearing for Series 2024 Bonds; prepare email to Attorney Gang relating to the same.	0.50	133.50
	MJP	Prepare draft memo to Attorney Barnebey regarding severance issue.	1.00	267.00
	MJP	Review and respond to Bob Gang regarding equalization hearing resolution.	0.20	53.40
	MPB	Review and respond to Kwame Jackson memorandum regarding upcoming agendas.	0.30	80.10
07/16/2026	MJP	Review redline of equalization hearing Resolution; finalize Resolution; review communications between Attorney Barnebey and Kevin Plenzer regarding hearing.	0.60	160.20
	MJP	Prepare email to Bob Gang and Kwame Jackson regarding revision equalization hearing resolution.	0.20	53.40
	MJP	Call with Attorney Barnebey regarding equalization hearing Resolution; prepare communication to Bob Gang, Kevin Plenzer, and Attorney Barnebey regarding the same.	0.40	106.80
	MJP	Review of Bob Gang's revised equalization hearing Resolution; review current version to determine applicable revisions.	0.40	106.80
	MJP	Call with Chair regarding agenda and potential agenda items.	0.30	80.10
	MJP	Various communications with Attorney Moore regarding appeal deadlines for bond litigation; prepare follow up communication to Vivian Carvalho and Kwame Jackson.	0.60	160.20
	MJP	Finalize draft confidential memorandum regarding PBM Management Agreement.	0.50	133.50
	MJP	Review various communications from Dean Matt.	0.40	106.80
	MJP	Review and analyze communication from Bob Gang regarding equalization hearing.	0.10	26.70
	MJP	Review agenda items for 7/17 meeting.	0.20	53.40
	MJP	Conference with Attorney Barnebey to discuss outstanding District matters and 7/17 agenda items.	0.30	80.10
	MJP	Prepare communication to Bob Gang and review response regarding attendance at 7/17 meeting.	0.20	53.40
	MPB	Review and respond to Bob Gang memorandum regarding the equalization		

			HOURS	
		hearing. Prepare memorandum to Kevin Plenzer.	0.60	160.20
07/17/2026	MJP	Review management agreement for dispute resolution provisions; finalize draft confidential memo to Chair.	0.60	160.20
	MJP	Review email from Dean Matt regarding strategic planning committee.	0.20	53.40
	MJP	Attend Supervisor meeting.	3.70	987.90
	MJP	Review communication from Chair regarding PBM agreement.	0.10	26.70
	MJP	Review communication from Bob Gang regarding letter correspondence.	0.10	26.70
	MJP	Review communication from Dean Matt regarding Bob Gang agenda item.	0.20	53.40
	MPB	Review draft analysis of PBM regarding severance pay.	0.40	106.80
07/20/2026	MJP	Review communication from Scott Huebner regarding task items; prepare communication to Attorney Barnebey regarding the same.	0.20	53.40
	MJP	Review communication from Chair regarding PBM committee resignations.	0.20	53.40
	MJP	Review and respond to Vivian Carvalho regarding Dean Matt/District litigation motion for rehearing.	0.20	53.40
	MJP	Conference with Attorney Barnebey to discuss 7/17 meeting and outstanding items.	0.20	53.40
	MJP	Various communications with Fred Moore and Chair regarding motion for rehearing.	0.40	106.80
	SKN	Review contract requirements and draft additional provisions; update contract terms checklist with proposed revisions.	0.20	26.80
07/21/2026	MJP	Review communication from Dean Matt regarding public records.	0.20	5[illegible]
	MJP	Prepare communication to Attorney Moore and Attorney Barnebey regarding Supervisor Huebner's request for clarification as to the ability of the District to utilize bond funds within each capital improvement project.	0.40	106.80
	MJP	Call with Vivian Carvalho to discuss various District matters.	0.50	133.50
	MJP	Prepare first draft of second amendment to mutual cooperation agreement.	3.40	907.80
	SKN	Review contract requirements and draft sample provisions; update contract terms checklist with proposed revisions.	0.90	120.60
	MPB	Review MCA; Discuss change regarding MCA with Marisa Powers.	0.40	106.80
07/22/2026	MJP	Conference with Chair and Attorney Barnebey regarding agenda matters.	0.30	80.10
	MJP	Review draft memorandum of understanding relating to UPCAI personnel; prepare response to Chair.	0.40	106.80
	AWC	Confer with Attorney Barnebey and Attorney Powers; review agreements and email concerning proposed employment terms	1.50	400.50
	MJP	Conference with Attorney Chapman to discuss employment agreement.	0.20	53.40
	MPB	Telephone call with Chair and Marisa Powers regarding personnel issues, Telephone call with Anne Chapman.	0.70	186.90
07/23/2026	MJP	Review comments from Anne Chapman regarding employment agreement; review comments from Attorney Barnebey; review comments from Chair; prepare response.	0.40	106.80
	MJP	Review communication from Dean Matt regarding correspondence.	0.20	53.40
	MJP	Review communication for Chair regarding motion for rehearing; review Attorney Moore response.	0.20	53.40
	MJP	Call with Chair; prepare communication to Attorney Barnebey regarding the		

			HOURS	
		same.	0.60	160.20
	MJP	Conference with Chair regarding PBM employment matters; review revised proposal; conference with Attorney Barnebey; review communication from Attorney Chapman; prepare response to Chair.	2.20	587.40
	MJP	Prepare communication to Supervisor Huebner regarding bond matter and sale of Business Center.	0.30	80.10
	SKN	Review city/municipal contract requirements and draft sample provisions; update contract terms checklist with proposed revisions.	0.20	26.80
	MPB	Review personnel issues, options related to PM.	0.60	160.20
	AWC	Email communications with counsel and Chair concerning proposed employment agreement	0.30	80.10
07/24/2026	MJP	Review and respond to Supervisor Huebner regarding Business Center.	0.20	53.40
	MJP	Review various communications with Chair regarding PBM employment terms; provide comments.	0.40	106.80
	MJP	Review and respond to Chair regarding PBM/UPCAI agreement; revise draft.	0.60	160.20
	MJP	Review email from Chair regarding proposed revisions to mutual cooperation agreement; finalize draft; respond.	0.50	133.50
	MJP	Call with Chair and Mark Barnebey to discuss PBM matters.	0.30	80.10
	SKN	Finalize draft of sample provisions and updated contract terms checklist, send to Attorney Powers for review.	0.10	13.40
	MJP	Conference with Attorney Barnebey to discuss outstanding matters; prepare communication to Matt Lapointe regarding transfer of business center.	0.30	80.10
	MJP	Follow up with Bob Gang regarding Huebner request relating to Supreme Court decision and projects to be paid out of bond funds.	0.20	53.40
	MJP	Review draft PBM agreement points.	0.20	53.40
	MJP	Call with Chair.	0.20	53.40
	MJP	Review and respond to Chair email regarding PBM agreement.	0.20	53.40
	MJP	Review and respond to Vivian Carvalho email regarding Supervisor Huebner requests.	0.20	53.40
	MPB	Review draft revisions to the Mutual Cooperation Agreement. Review public records question relating to draft documents. Telephone call with Chair; Review question regarding transfer of the Sales Center.	1.20	320.40
07/25/2026	MJP	Review communication from Chair to Tom Christopher regarding Nickerson employment agreement.	0.20	53.40
07/27/2026	MJP	Review email from Mike Beaumier regarding impact fees; research issue; prepare email to Attorney Barnebey.	0.60	160.20
	MJP	Review communication from Greg Selep regarding email correspondence.	0.20	53.40
	MJP	Review communication from Greg Selep regarding resident questions on bond matters.	0.20	53.40
	MJP	Review communication from Chair regarding Curtis Nickerson; review Attorney Barnebey email; prepare reply.	0.20	53.40
	MJP	Review communication from Chair regarding second amendment to MCA; finalize MCA; prepare communication to Attorney Zuberer.	0.80	213.60
	MJP	Review various communications including Chair, Vivian Carvalho and Greg Selep regarding draft response to resident questions.	0.40	106.80
	MJP	Review various communications by and between Steve Swanson and Kwame		

			HOURS	
		Jackson regarding agenda matters.	0.60	160.20
	MJP	Various communications with Chair, Attorney Barnebey, and Attorney Moore regarding amendment to MCA and shade meeting.	0.60	160.20
	MJP	Review communication from Jason Gonzalez and Steve Swanson regarding bond resolution.	0.40	106.80
	MJP	Review updated agenda.	0.20	53.40
	MJP	Review communication from Dean Matt; review Kwame Jackson response.	0.40	106.80
	MJP	Research regarding Parcel 7 and Business Center agenda items in meeting minutes; review email from Matt Lapointe regarding the same.	0.60	160.20
	MJL	Research minutes of Board of Supervisors meetings regarding (1) transfer of "Sales Office" to Homeowner's Association and (2) transfer of Option to Purchase Parcel 7 to Homeowner's Association; email findings to Marisa Powers with copies of minutes and copy of Assignment of Option.	1.00	267.00
	MPB	Review and respond to Chair memorandum regarding Curtis Nickson.	0.20	53.40
07/28/2026	MJP	Review communication from Attorney Moore regarding shade meeting; prepare email to Chair.	0.20	53.40
	MJP	Review joint communication from District and Association regarding Curtis Nickerson.	0.20	53.40
	MJP	Prepare follow up email to Scott Huebner regarding Parcel 7 and Business Center.	0.20	53.40
	MJP	Conference with Kwame Jackson; conference with Attorney Barnebey; revise equalization hearing notice language; follow up communications with Kwame Jackson.	0.70	186[illegible]
	MJP	Respond to Mike Beaumier email regarding impact fees.	0.20	53[illegible]
	MJP	Prepare response to Vivian Carvalho regarding draft response to resident questions.	0.20	53.40
	MJP	Research regarding Firm representation on bond issuance matter and fees.	0.50	0.00
	MJP	Attend Board of Supervisor's meeting.	2.50	667.50
	AWC	Confer with Attorney Powers concerning potential employment issue	0.30	80.10
	MJP	Various communications with Mike Beaumier regarding bond opinion legal fees.	0.20	53.40
	MJP	Call with Chair; research issues; call with Anne Chapman.	0.40	106.80
	MJP	Call with Chair.	0.20	53.40
	MPB	Review and respond to inquiries related to assessment options; telephone call with Michael Dennis regarding timeframes related to assessments.	0.80	213.60
07/29/2026	MJP	Review of issue relating to governance committee; Conference with Attorney Barnebey; Conference with Supervisor Huebner.	0.90	240.30
	MJP	Review various communications from Dean Matt regarding 7/28 board meeting and assessment letter.	0.20	53.40
	MJP	Call with Chair to discuss Club employee matters.	0.20	53.40
	MPB	Review questions related to Governance Committee appointments	0.30	80.10
07/30/2026	MJP	Review of issue relating to employment matters; draft email to Attorney Zuberer.	0.60	160.20
	MJP	Review and respond to Mike Beaumier regarding District's payment of impact fees.	0.40	106.80
	MJP	Review communication from Dean Matt regarding club membership		

			HOURS	
		information.	0.20	53.40
	MJP	Finalize email to Telese Zuberer regarding PBM employment matters.	0.20	53.40
	MJP	Review communication from Attorney Zuberer.	0.20	53.40
	MJP	Additional research regarding payment of impact fees by the District.	0.20	53.40
	MJP	Review and respond to Mike Beaumier regarding District being subject to impact fees.	0.20	53.40
	MJP	Review and respond to Michael Dennis regarding weekly meeting.	0.20	53.40
	MJP	Review draft response by Paul Fay to public records request.	0.20	53.40
	MPB	Review draft memorandum regarding personnel issues. Prepare memorandum to Brett Ferber.	0.80	213.60
07/31/2026	MJP	Review and respond to Mike Beaumier regarding District establishment documents.	0.30	80.10
	MJP	Various communications with Attorney Barnebey regarding public records request.	0.40	106.80
		TOTAL FOR THE ABOVE SERVICES	75.80	19,918.90
		TOTAL CURRENT WORK		19,918.90
		PREVIOUS BALANCE		$12,198.50

PAYMENTS RECEIVED

07/29/2026	Payment received on account. Thank you!	-12,198.50
	AMOUNT DUE (includes Previous Balance if shown above)	$19,918.90

If you prefer to receive paperless invoices by email, please complete the information below or email 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

GT GreenbergTraurig

Invoice No.	:	1001419448
File No.	:	183533.010300
Bill Date	:	June 8, 2026

University Park Recreation District
c/o PFM Group Consulting, LLC
200 South Orange Avenue
Orlando, Florida 32801

Attn: Vivian Carvalho
District Manager

INVOICE

Re: Bond Anticipation Note

Legal Services through June 8, 2026:

Total Fees:	$	5,396.00
Current Invoice:	**$**	**5,396.00**

RCG:SC
Tax ID: 59-1270754

Greenberg Traurig, P.A.
333 S.E. 2nd Avenue | Suite 4400 | Miami, Florida 33131
Tel 305.579.0500 | Fax 305.579.0717 | www.gtlaw.com

Important: If you receive a request to change the manner or location of your payment to Greenberg Traurig, please immediately contact Greenberg Traurig's accounting team at 305-418-6503. To assure that your payment is made and received correctly, please do not make any payment per the requested change until you verbally confirm with Greenberg Traurig that the change is legitimate.

REMITTANCE ADVICE

PLEASE RETURN WITH YOUR PAYMENT
Note: Payment is Due 30 Days from Date of Invoice

CLIENT NAME: **Vivian Carvalho , District Manager**
FILE NUMBER: **183533.010300**
INVOICE NUMBER: **1001419448***
BILLING PROFESSIONAL: **Robert C. Gang**

Current Invoice:	$	5,396.00
Total Amount Due:	$	5,396.00

FOR YOUR CONVENIENCE, WIRE TRANSFER FUNDS TO:

For Wire Instructions:
Bank: WELLS FARGO BANK
ABA #: 121000248

For ACH Instructions:
Bank: WELLS FARGO BANK
ABA# 063107513

CREDIT TO: GREENBERG TRAURIG
ACCOUNT #: 2000014648663

PLEASE REFERENCE:
CLIENT NAME: **VIVIAN CARVALHO , DISTRICT MANAGER**
FILE NUMBER: **183533.010300**
INVOICE NUMBER: **1001419448***
BILLING PROFESSIONAL: **Robert C. Gang**

IF YOU WISH TO PAY BY CHECK PLEASE REMIT TO THE ADDRESS BELOW:

RCG:SC
Tax ID: 59-1270754

Greenberg Traurig
PO Box 936769
ATLANTA GA 31193-6769

Wire fees may be assessed by your bank.
*** If paying more than one invoice, please reference all invoice numbers in wiring instructions.**
Please contact acct-cashreceipts@gtlaw.com for any payment related questions.

*****

RCG:SC
Tax ID: 59-1270754

Invoice No.: 1001419448
Re: Bond Anticipation Note
Matter No.: 183533.010300

Description of Professional Services Rendered:

DATE	TIMEKEEPER	DESCRIPTION	HOURS	AMOUNT
01/13/26	Robert C. Gang	Confer Wilder; attend finance committee meeting by zoom. Answer questions.	1.50	1,140.00
01/28/26	Robert C. Gang	Review and sign off on summary of finance committee meeting at staff request	0.30	228.00
03/11/26	Robert C. Gang	Call with group of residents re financing alternatives- incl Wilder and Ludmerer	0.50	380.00
03/26/26	Robert C. Gang	Research ordinance and amendments to answer questions from Regions Bank about revolvers, and related questions	0.50	380.00
05/07/26	Robert C. Gang	Review and comment on RFP for new financing, leasing.	0.60	456.00
05/12/26	Robert C. Gang	REview and comment on PFM RFP for equipment leasing and line of credit	1.20	912.00
05/13/26	Robert C. Gang	Reviewing and commenting on RFP for credit facilities from banks	0.20	152.00
05/13/26	Robert C. Gang	Attn to banking rfp	0.10	76.00
05/19/26	Robert C. Gang	Reviewing revised bank rfp;	0.30	228.00
05/21/26	Robert C. Gang	Answering questions on RFP for banking services from working group.	0.30	228.00
06/01/26	Robert C. Gang	Reviewing history of referendum, eng reports, assessment reports, resolutions, subsequent events and respond to question regarding flexibility in allocation of costs of components of capital plan as requested by John Fetsick.	1.60	1,216.00
		Total Time:	7.10	
		Total Fees:		$ 5,396.00

Description of Expenses Billed:

DATE	DESCRIPTION	AMOUNT

No expenses charged to this file

University Park Recreation District

9/15/2026

Payment Authorization No. 169

O&M - General Fund Expenses

Vendor	Invoice	Description	Amount
Blalock Walters	40896-000-96	General Representation - August 2026	$ 21,667.30
Blalock Walters	40896-033-32	21 Million Bond Validation	$ 9,186.30
McClatchy Media	139107	Notice of Public Meetings - August 2026	$ 2,479.19
Vglobal Tech	8883	ADA Website Maintenance - September 2026	$ 400.00

O&M - General Fund Expenses Total $ 33,732.79

Asst. Secretary/Secretary

Martin Fay

Asst. Treasurer

BLALOCK WALTERS
ATTORNEYS AT LAW
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
August 31, 2026
Account # 40896-000
Invoice # 40896-000-96

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

GENERAL REPRESENTATION

MPB

For Professional Services Rendered Thru 08/31/2026

			HOURS	
08/03/2026	MJP	Review communication from Chair regarding workshop.	0.20	53.40
	MJP	Review of issue relating to revisions to UPCAI operating agreement.	0.20	53.40
	MJP	Review of communication from Steve Swanson regarding invoices.	0.20	53.40
	MJP	Respond to communications from Steve Heitzner; communication from Steve Swanson.	0.70	186.90
08/04/2026	MJP	Review Association revisions to Operating Agreement; prepare comments to Chair.	0.40	106.80
	MJP	Prepare for Board meeting.	0.60	160.20
	MJP	Review employment agreement and outline revisions to Association operating agreement.	0.40	106.80
	MJP	Confernce with Chair regarding UPCAI revisions; Conference with Paul Fay regarding public records request and contracts; Attend Board of Supervisor's meeting; Conference with Attorney Barnebey to discuss bond matters.	3.50	934.50
	MJP	Participate in bond call with PFM, Steve Swanson and Dick Crouch.	0.50	133.50
	MJP	Review communication from Bob Gang regarding motion for rehearing opinion; review reply communications from Attorney Barnebey and Attorney Moore.	0.30	80.10
	MJP	Prepare communication to Attorney Zuberer regarding revisions to Mutual Cooperation Agreement.	0.20	53.40
	MJP	Various communications with Telese Zuberer regarding MCA revisions.	0.30	80.10
	MPB	Conference with Steve Swanson.	0.40	106.80
08/05/2026	MJP	Call with Telese Zuberer; call with Chair.	0.90	240.30
	MJP	Research regarding labor practices provision to include in amendment to management company agreement.	0.30	80.10
	MJP	Review of various communications by and between Chair and Fred Moore regarding litigation status.	0.20	53.40
	MPB	Telephone call with Talise Zuberer and Marisa Powers.	0.40	106.80
08/06/2026	MJP	Revise term sheet regarding revisions to PBM Management agreement relating		

			HOURS	
		to Executive Employees.	1.50	400.50
	MJP	Additional revisions to term sheet relating to PBM executive employees.	0.50	133.50
	MJP	Confernce with Attorney Moore to discuss litigation matters.	0.20	53.40
08/07/2026	MJP	Review and respond to Chair regarding employment matter.	0.20	53.40
	MJP	Review agenda; participate in bond group call.	1.10	293.70
	MJP	Prepare communication to District Manager and Attorney Barnebey regarding 8/11 agenda.	0.20	53.40
	MJP	Prepare communication to Attorney Moore and Attorney Barnebey regarding bond litigation.	0.20	53.40
	MJP	Review communications from Paul Fay regarding loan from Club.	0.30	80.10
	MJP	Review communication from Attorney Moore to the Board regarding litigation settlement negotiations.	0.20	53.40
	MJP	Review communication from Attorney Gang regarding reimbursement to Club; review communication from Kwame Jackson; review communication from Attorney Barnebey; review communication from Paul Fay.	0.40	106.80
	MJP	Review various communications from George Smith, Kwame Jackson, Paul Fay, Bob Gang regarding resolution and Club reimbursement.	0.60	160.20
	MJP	Review communication from Vivian Carvalho regarding 8/11 agenda.	0.20	53.40
08/10/2026	MJP	Review and respond to Vivian Carvalho regarding Osprey Consulting contract.	0.20	53.40
	MJP	Review communications from Paul Fay regarding irrigation invoices.	0.20	53.40
	MJP	Review email from Dean Matt.	0.20	53.40
	MJP	Review communications from Bob Gang, George Smith, and Brent Wilder regarding indenture and resolution.	0.40	106.80
	MJP	Review communication from Attorney Barnebey regarding 8/11 agenda; conference with Attorney Barnebey regarding 8/11 agenda.	0.40	106.80
	MJP	Review communication from Kwame Jackson; review updated agenda.	0.20	53.40
	MJP	Review email from Richard Crouch; prepare email to Attorney Barnebey in response; review response email from Attorney Barnebey.	0.40	106.80
	MJP	Review various communications between the County, Mike Beaumier, and Attorney Barnebey regarding impact fees.	0.20	53.40
	MJP	Review email from Paul Fay regarding increase of Enterprise Fund assessment; prepare communication to Attorney Barnebey.	0.20	53.40
08/11/2026	MJP	Prepare for 8/11 Board of Supervisors meeting.	0.60	160.20
	MJP	Call with Chair; review matters regarding 8/11 agenda.	0.50	133.50
	MJP	Attend Supervisor meeting; meeting with Chair, Vivian Carvalho, and Paul Fay.	4.00	1,068.00
	MJP	Review communication from Dean Matt.	0.20	53.40
	MJP	Review communication from Chair regarding PBM revisions.	0.20	53.40
	MPB	Telephone call with Chair.	0.30	80.10
08/12/2026	MJP	Review communications by and between Paul Fay and Attorney Barnebey regarding revenue increase and change in dues.	0.40	106.80
	MJP	Review communication from Chair regarding PBM term sheet; review response from Attorney Barnebey; prepare communication to Chair regarding the same.	0.40	106.80
	MJP	Review communication from Steve Swanson regarding S&P engagement letter; review reply from Brent Wilder.	0.20	53.40
	MJP	Communications with Sydney Johnson regarding strategic planning committee.	0.40	106.80

			HOURS	
	MJP	Review communication from Attorney Barnebey to Scott Huebner regarding various matters.	0.20	53.40
	MPB	Review correspondence related to capital dues increases. Review draft material related to PBM contract revisions. Review and respond to Steve Heitzner's memorandum. Prepare memorandum to PAul Fay regarding capital dues increases.	0.90	240.30
08/13/2026	MJP	Prepare communication to Sydney Johnson regarding strategic planning committee.	0.20	53.40
	MJP	Review UPCAI term sheet; revise; communicate with Chair.	1.00	267.00
	MJP	Review communication from Dean Matt.	0.20	53.40
	MJP	Various communications with Vivian Carvalho and Paul Fay regarding Osprey Consulting contract.	0.40	106.80
08/14/2026	MJP	Conference with Chair regarding management revisions; revise term sheet accordingly.	1.00	267.00
	MJP	Review communication from Greg Selep regarding meeting comments.	0.20	53.40
	MJP	Review various communications by and between District Manager and Paul Fay regarding contract.	0.40	106.80
	MJP	Follow up communications with Chair regarding UPCAI terms; revise term sheet; prepare correspondence to Attorney Zuberer.	0.40	106.80
	MJP	Review and respond to email from Chair regarding UPCAI terms; revise term sheet; email Attorney Zuberer.	0.60	160.20
	MPB	Telephone call with Chair and Marisa Powers regarding PBM contract.	0.60	160.20
08/17/2026	MJP	Review communication from Dean Matt.	0.20	53.40
	MJP	Review communication from Attorney Zuberer regarding UPCAI/District term sheet.	0.20	53.40
	MJP	Review email from Steve Parkinson.	0.20	53.40
	MJP	Review email to SCS from Dean Matt.	0.20	53.40
	MJP	Finalize UPCAI/District term sheet and prepare communication to Attorney Zuberer.	0.20	53.40
	MJP	Call with the Chair and Fred Moore.	0.40	106.80
	MJP	Communication with Attorney Moore and Barnebey regarding District matters.	0.20	53.40
	MJP	Prepare communication to Attorney Barnebey and Attorney Moore regarding talking points; call with Vivian Carvalho.	1.10	293.70
	MJP	Conference with Attorney Barnebey regarding equalization hearing and District matters.	0.20	53.40
	MPB	Review questions related to upcoming meeting.	0.50	133.50
08/18/2026	MJP	Review communication from Dean Matt.	0.20	53.40
	MJP	Correspond with Chair regarding UPCAI/District term sheet.	0.20	53.40
	MJP	Review communication from SCS.	0.20	53.40
	MJP	Finalize summary of talking points; email to Chair, Vivian Carvalho, Mark Barnebey, and Fred Moore.	0.80	213.60
	MJP	Review communication from Kwame Jackson regarding resolution for equalization hearing; prepare resolution; prepare email to Attorney Barnebey.	0.80	213.60
	MJP	Conference with Attorney Barnebey to discuss resolution for equalization hearing.	0.20	53.40

Date	Atty	Description	HOURS	
	MJP	Prepare communication to Michael Dennis regarding status of motion for rehearing.	0.20	53.40
	MJP	Various communications with Sydney Johnson regarding Finance Committee.	0.40	106.80
	MJP	Review and respond to email from Greg Selep.	0.30	80.10
	MPB	Review draft correspondence on various issues related to bond issue and the five-year plan.	0.60	160.20
08/19/2026	MJP	Review of issue relating to talking points for the Board; participate in agenda call with Mark Barnebey and Vivian Carvalho; revise talking points.	1.30	347.10
	MJP	Finalize talking points for Board of Supervisors.	0.40	106.80
	MJP	Participate in call with internal bond group.	0.70	186.90
	MJP	Revise Equalization Hearing Resolution.	0.20	53.40
	MJP	Review and respond to Vivian Carvalho regarding summary of issues for the board.	0.20	53.40
	MJP	Review communication from Attorney Zuberer; prepare communication to Chair.	0.20	53.40
	MPB	Attend agenda preparation meeting. Prepare for and attend Finance Committee meeting.	1.70	453.90
08/20/2026	MJP	Review various communications from Dean Matt; internally review questions raised.	0.40	106.80
	MJP	Review draft communication to District residents.	0.20	53.40
	MJP	Review additional communication from Dean Matt; review of issues.	0.20	53.40
	MJP	Call with Chair to discuss UPCAI discussions.	0.20	53.40
	MJP	Prepare communication to Attorney Zuberer regarding invoice.	0.20	53.40
	MJP	Review communication from Chair regarding invoice.	0.20	53.40
	MPB	Review draft letter to Telese Zuberer; Telephone call with Kwame Jackson regarding the agenda. Review and respond to Vivian Carvahlo memorandum on meeting schedule.	0.70	186.90
	MJP	Review communications by and between Sydney Johnson and Vivian Carvalho regarding SCS documents.	0.20	53.40
08/21/2026	MJP	Review communications from Dean Matt regarding public records requests.	0.20	53.40
	MJP	Research regarding budget adoption options.	2.50	667.50
	MJP	Prepare communication to Attorney Barnebey regarding request for information.	0.20	53.40
	MPB	Telephone call with Chair on appointment of fifth Board member.	0.40	106.80
08/24/2026	MJP	Review and respond to Chair regarding UPCAI term sheet.	0.40	106.80
	MJP	Attend equalization hearing and board meeting.	1.50	400.50
	MJP	Review communication from Vivian Carvalho regarding deadline for 5th seat candidates per Board's prior direction.	0.20	53.40
	MJP	Review communication to Steve Parkinson regarding governance committee.	0.20	53.40
	MJP	Review communication from Chair regarding documents and settlement negotiations; review District Manager response.	0.20	53.40
	MJP	Review email from Dean Matt.	0.20	53.40
	MJP	Telephone conference with Chair regarding UPCAI.	0.30	80.10
	MJP	Review and respond to Vivian Carvalho email regarding Osprey Consulting; review file.	0.40	106.80

			HOURS	
	MJP	Prepare draft email to Attorney Zuberer regarding term sheet.	0.70	186.90
	MJP	Response to Vivian Carvalho regarding public records request.	0.20	53.40
	MJP	Prepare communication to Vivian Carvalho regarding public records request response.	0.20	53.40
	MJP	Review communication from Greg Selep and SCS regarding survey results.	0.20	53.40
	MJP	Review of issue relating to public records; respond to SCS.	0.50	133.50
	MPB	Review agenda. Prepare for and attend Board of Supervisors meeting. Telephone call with Steve Swanson. Prepare for September 1 and 14 Board meetings.	3.60	961.20
08/25/2026	MJP	Review communication from Chair regarding UPCAI; revise email to Attorney Zuberer.	0.40	106.80
	MJP	Review and respond to email from Ryan Doerr.	0.30	80.10
	MJP	Review communication from Greg Selep.	0.20	53.40
	MJP	Review and respond to Chair.	0.20	53.40
	MJP	Review communication from Michael Dennis with final bond issuance schedule.	0.20	53.40
	MJP	Finalize and prepare communication to Attorney Zuberer regarding UPCAI term sheet.	0.20	53.40
	MJP	Review and respond to Ryan Doerr regarding follow up question on committee meetings.	0.20	53.40
	MJP	Review and respond to SCS regarding committee meetings.	0.20	53.40
	MJP	Review communication from Attorney Zuberer; prepare communication to Chair.	0.20	53.40
	MJP	Review communication from Paul Fay regarding public records request.	0.20	53.40
	MJP	Review and respond to Chair regarding status of UPCAI term sheet.	0.20	53.40
	MJP	Conference with Attorney Barnebey and Chair regarding UPCAI term sheet and staffing; analysis of issues.	1.40	373.80
	AWC	Communications with counsel concerning employment and resignation; analysis of same and brief research concerning material breach	0.80	213.60
	MJP	Review of issues relating to UPCAI term sheet; review of issue relating to separation invoice; prepare draft email to the Board.	1.10	293.70
	MPB	Conference with Chair and Marisa Powers and analysis regarding UPCAI and PBM modifications to staffing and PBM agreement.	1.40	373.80
08/26/2026	MJP	Review email from Chair regarding Board update; analyze; prepare communication to Attorney Barnebey regarding the same.	0.60	160.20
	MJP	Review communication from Chair regarding Nickerson separation.	0.20	53.40
	MJP	Review draft email from Sydney Johnson regarding 8/24 board meeting.	0.20	53.40
	MJP	Call with Chair; prepare email to Attorney Zuberer; conference with Attorney Barnebey; review of issues.	0.70	186.90
	MJP	Prepare revised email to the Board regarding UPCAI negotiations.	0.50	133.50
	MJP	Finalize email to the Board regarding UPCAI invoice.	0.20	53.40
	MPB	Review and respond to Steve Swanson memorandum. Review PBM and personnel situation.	0.40	106.80
08/27/2026	MJP	Review various communications from Chair, Greg Selep, and Steve Swanson regarding UPCAI invoice.	0.40	106.80
	MJP	Review and respond to Vivian Carvalho regarding conference.	0.20	53.40
	MJP	Review email from Attorney Gonzalez regarding bond resolutions; prepare		

			HOURS	
		email to Vivian Carvalho and Kwame Jackson regarding the same.	0.20	53.40
	MJP	Call with Attorney Barnebey to discuss outstanding District matters.	0.50	133.50
	MJP	Review and respond to Vivian Carvalho regarding correspondence policy.	0.20	53.40
	MJP	Call with Chair to discuss UPCAI invoice.	0.30	80.10
	MJP	Review and respond to Paul Fay regarding policy application.	0.40	106.80
	MJP	Review and respond to Attorney Ganz request for resolutions.	0.20	53.40
	MJP	Review communication from Chair to Tom Christopher regarding Club operations.	0.20	53.40
	MJP	Review communication from Sydney Johnson regarding Strategic Planning Committee; prepare draft response.	0.30	80.10
	MJP	Review and respond to Sydney Johnson regarding UPCAI trademark issue.	0.20	53.40
	MJP	Call with Sydney Johnson regarding UPCAI trademark matter.	0.20	53.40
	MJP	Call with Greg Selep to discuss UPCAI invoice.	0.50	133.50
	MJP	Review of issues relating to 9/1 board agenda.	0.20	53.40
	MJP	Review communication from Paul Fay regarding policy application.	0.20	53.40
	AWC	Review of communication and additional documents related to employment agreement; analysis of same and email to Attorney Powers concerning same	0.40	106.80
08/28/2026	MJP	Review and respond to Mike Beaumier regarding executed contract.	0.20	53.40
	MJP	Review public records request from Dean Matt.	0.20	53.40
	MJP	Review communications from Chair and Vivian Carvalho regarding Club management.	0.20	53.40
	MJP	Participate in bond group call.	0.30	80.10
	MJP	Call with Vivian Carvalho, Chair, Kwame Jackson and Attorney Barnebey regarding 9/1 agenda items and other District matters; follow up call with Attorney Barnebey.	1.00	267.00
	MJP	Review and respond to Steve Swanson email regarding John Fetsick severance payment.	0.30	80.10
	MPB	Conference call with Chair, Vivian Carvalho, Kwame Jackson and Marisa Powers regarding agenda.	1.10	293.70
08/30/2026	MJP	Various communications with Chair regarding 9/1 agenda items; review communication from Dean Matt.	0.60	160.20
08/31/2026	MJP	Call with Attorney Barnebey regarding 9/1 agenda items.	0.30	80.10
	MJP	Review Dean Matt email regarding severance payment and other issues.		0.00
	MJP	Review communication from Dean Matt regarding public records request for severance payment time entries.	0.20	53.40
	MJP	Review and respond to Michael Dennis regarding Firm's fee for bond issuance.	0.20	53.40
	MJP	Call with Chair; Call with Attorney Barnebey to discuss 9/1 agenda.	0.50	133.50
	MJP	Review and edit Osprey Consulting Agreement.	0.40	106.80
	MJP	Review and respond to Chair regarding 9/1 meeting.	0.40	106.80
	MJP	Review and respond to Steve Swanson regarding expenses.	0.20	53.40
	MJP	Review of issue relating to 9/1 agenda.	0.30	80.10
	MJP	Review email from Joey Rassett; Review email from Mike Beaumier; respond regarding insurance provision.	0.40	106.80
	MJP	Call with Attorney Barnebey to discuss costs; prepare email to Steve Swanson relating to the same.	0.40	106.80
	MJP	Review various communications from Vivian Carvalho, Chair, and Joe Rassett		

		HOURS	
	regarding Osprey Consulting contract.	0.40	106.80
MJP	Review revised agenda.	0.20	53.40
MPB	Review PBM issues. Review Dean Matt allegations. Telephone call with Chair regarding agenda. Prepare for Tuesday meeting.	1.10	293.70
JA	Review costs regarding Dean Matt. Conference with Attorneys Barnebey and Powers.	0.50	67.00
	TOTAL FOR THE ABOVE SERVICES	81.40	21,667.30
	TOTAL CURRENT WORK		21,667.30
	PREVIOUS BALANCE		$19,918.90

PAYMENTS RECEIVED

09/08/2026	Payment received on account. Thank you!	-19,918.90

AMOUNT DUE (includes Previous Balance if shown above)	$21,667.30

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ATTORNEYS AT LAW
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
August 31, 2026
Account # 40896-033
Invoice # 40896-033-32

ATTN: ACCOUNTSPAYABLE@UNIVERSITYPARK-FL.COM

$21 MILLION BOND VALIDATION

FEM

For Professional Services Rendered Thru 08/31/2026

			HOURS	
07/21/2026	MJP	Review email from Attorney Moore; Prepare communication to Bob Gang regarding Supreme Court opinion language.	0.20	58.60
	MJP	Review draft communication to residents regarding rehearing.	0.10	29.30
	MJP	Conference with Attorney Moore regarding draft letter to residents.	0.20	58.60
07/22/2026	MJP	Conference with Attorney Barnebey and Attorney Moore regarding reply to rehearing.	0.20	58.60
	MJP	Review and respond to Bob Gang regarding motion for rehearing.	0.20	58.60
07/23/2026	MJP	Review Attorney Gang's correspondence regarding motion for rehearing; follow-up with Attorney Gang regarding Supervisor Huebner's request.	0.20	58.60
07/24/2026	MJP	Review communication from Bob Gang regarding opinion; prepare communication to Supervisor Huebner relating to the same.	0.40	117.20
08/02/2026	JA	Email to Court reporter regarding Shade meeting coverage.	0.20	21.60
08/03/2026	MPB	Telephone call with Bob Gang regarding motion for rehearing. Review Supreme Court rules.	0.40	117.20
	SER	Review and respond to Court Reporter confirming coverage for Shade meeting.	0.20	58.60
08/04/2026	MPB	Prepare for and attend attorney client session. Review and respond to Bob Gang memorandum.	3.20	937.60
	FEM	REview notes from shade meetings in preparation of shade meeting; review docket. Attend Shade Meeting.	3.80	1,113.40
	FEM	Receipt, review and respond to email from Bob Gang.	0.30	87.90
	FEM	Draft email to Kevin hennesey regarding renewed offer; update client.	0.40	117.20
08/06/2026	MPB	Review Dean Matt reaction to settlement proposal.	0.30	87.90

			HOURS	
	FEM	Conference call with Dean Matt regarding offer; update Mark Barnebey.	1.20	351.60
	FEM	Telephone conference with Steve Heitzner.	0.20	58.60
08/07/2026	MPB	Discussion regarding strategy related to motion for rehearing.	0.40	117.20
	MPB	Discussion regarding strategy related to motion for rehearing.	0.40	117.20
	FEM	Communicate with Dean Matt regarding offer and reason for terms.	0.30	87.90
08/10/2026	MPB	Prepare memorandum to the Chair. Review and respond to memorandum to the Chair regarding bond validation and the Five Year Plan.	1.40	410.20
	MPB	Prepare memorandums regarding bond issuance. Terms of POS; NTE amount.	0.90	263.70
	FEM	Receipt and review of email from Michael Dennis; respond.	0.20	58.60
08/11/2026	FEM	Receipt and review of emails regarding SEC and timing.	0.40	117.20
08/12/2026	MPB	Review and respond to questions related to bond validation; prepare memorandum to the Board.	1.40	410.20
08/17/2026	MPB	Telephone call with Fred Moore regarding strategy.	0.20	58.60
	FEM	Review of emails and attachments regarding Dean Matt emails; review prior research regarding valuation and plan.	1.10	322.30
	FEM	Telephone conference with Steve Heitzner regarding Dean Matt claims.	0.40	117.20
	FEM	Review of draft statements.	0.50	146.50
08/18/2026	MPB	Prepare memorandum to the Bond team on the letter to the status of the motion for reconsideration.	0.30	87.90
08/19/2026	MPB	Review court order. Prepare memorandum to the Board on Court denial of the motion for reconsideration court case. Review information drafted regarding the court.	0.80	234.40
	FEM	Receipt of order; consider status of action and communicate with client representatives.	1.00	293.00
08/20/2026	FEM	Address bond considerations and budgeting.	0.60	175.80
08/24/2026	MPB	Review action related to attorney client session transcripts.	0.30	87.90
08/25/2026	FEM	Address questions raised by Dean Matt regarding five year plan and ability to recover costs; look into costs regarding shade meetings.	0.80	234.40
	MPB	Review question of costs.	0.30	87.90
08/26/2026	FEM	Receipt and review of email from Steve Swanson; email response from Mark Barnebey. Respond to Steve.	0.30	87.90
	FEM	Review of follow up email forwarding more communication from Dean Matt.	0.30	87.90
08/27/2026	FEM	Review emails from Dean Matt; consider issues raised and possible harassment/assault claims concerns in preparation of call with Steve Swanson. Telephone conference with Steve.	1.10	322.30
		TOTAL FOR THE ABOVE SERVICES	25.10	7,317.30

08/31/2026	Vincent Lucente & Assc., Court Reporters - 40896.033- APPEAL- UNIVERSITY PARK RECREATION DISTRICT	1,150.00
	TOTAL EXPENSES	1,150.00
08/19/2026	LIBERTY COURT REPORTING- 40896.033-SHADE/CODE MEETING & PROD FEE- UNIVERSITY PARK REC	719.00
	TOTAL ADVANCES	719.00
	TOTAL CURRENT WORK	9,186.30
	PREVIOUS BALANCE	$5,508.40

PAYMENTS RECEIVED

08/21/2026	Payment received on account. Thank you!	-5,508.40
	AMOUNT DUE (includes Previous Balance if shown above)	$9,186.30

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Document No.	139107
Document Date	9/2/2026
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

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or visit us at mcclatchy.com/mars

Aging summary

0 - 30	31 - 60	61 - 90	91 - 120	121+	Cash on Account	Total Due
2,479.19	0.00	0.00	0.00	0.00	0.00	$ 2,479.19

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
8/31/2026	IN182565		Campaign: 142014 - IPL0357613	108.32	0.00	108.32
Bradenton Herald	08/02/2026-08/02/2026		IPL0357613-0-	1		101.23
Service Fee	08/02/2026-08/02/2026		IPL0357613-0-	1		7.09
8/31/2026	IN182566	170 Assessment Hearing	Campaign: 146743 - IPL0362640	2,095.54	0.00	2,095.54
Bradenton Herald	08/09/2026-08/09/2026		IPL0362640-0-	1		1,070.11
Bradenton Herald	08/16/2026-08/16/2026		IPL0362640-0-	1		888.34
Service Fee	08/16/2026-08/16/2026		IPL0362640-0-	1		137.09
8/31/2026	IN182567	UPRD Notice_for_FY_2027_Budget_Hearing	Campaign: 150103 - IPL0366375	275.33	0.00	275.33
Bradenton Herald	08/16/2026-08/16/2026		IPL0366375-0-	1		141.16
Bradenton Herald	08/23/2026-08/23/2026		IPL0366375-0-	1		116.16

document no.	account no.	document date
139107	47872	9/2/2026

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UNIVERSITY PARK
BRADENTON, FL 34201

Document No:	139107
Account No:	47872
Account Name:	UNIVERSITY PARK RECREATION DISTRICT
Amount Due:	$ 2,479.19

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McClatchy Company LLC
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47872 0000 139107 247919

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 # 8883
DATE 09/01/2026
DUE DATE 09/16/2026
TERMS Net 15

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

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