University Park Recreation District

3501 Quadrangle Blvd., Suite 270, Orlando, FL 32817
Phone: 407-723-5900 Fax: 407-723-5901
http://universityparkrd.com/

The continued meeting of the **Board of Supervisors of the University Park Recreation District** will be held on **Thursday, October 1, 2026, at 9:00 AM** 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…… (9:00 – 9:10 AM)

- 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]*

Old Business Matters…… (9:10 – 9:45 AM)

1. Nominations and Appointment of Board Member for Vacant Seat
    a. John Haddock
    b. Dale Otterman
    c. Rusty Piersons
    d. Bill Price

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 Meeting – 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

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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

2. Supervisor Comments & Future Agenda Items **..... (9:45 – 10:00 AM)**

Adjournment

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

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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



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
——

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-----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

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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
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RUSSEL ‘RUSTY’ PIERSONS

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
___

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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

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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.