

From: Valerie S <send2valerie@gmail.com>
To: steve heitzner <steve.heizner@universityparkrd.com>
Date: 09/14/2026 1:53 PM EDT
Subject: Re: Request for Public Records

Steve,

Very helpful. Thank you
Travel safely
Valerie

On Mon, Sep 14, 2026 at 1:35 PM steve heitzner

<steve.heitzner@universityparkrd.com> wrote:

Valerie,

Since I am on a plane now I will give you a brief answer and then suggest we meet in person to answer any questions you have. Its easier as we get and I get multiple e mails asking for similar things much of the time with erroneus information.

1. If you read the board meeting minutes it says that the board agreed to use SCS for the GM search when and if we are ready to do that. We agreed to not enter into an agreement until that time. Until which time UPCA I gets there act together or I move to cancel our agreement with PBM we cannot begin a GM search.
2. The UPRD Board does not have any oversight over GM compensation. That is 100% PBM/UPCA I/Tom Christopher. I do not like this. Would I have paid a first time GM what John got paid and drafted an employment contract for his role? The answer is no. Is the compensation for a GM of a country club this size in that range? Yes. In fact the range goes above \$300K ++. You can use Chat and get all that information easily. There are also industry comp tables readily available.
3. As I have said multiple times we are looking at all of our options for management of the club. That includes management companies, PEO's, etc. A management company doesn't solve all of our problems but I will agree it solves some. Its also not necessarily less expensive but I am working through that analysis now. We have spoken with Hampton Golf, Troon and Blue Star thus far. In no way does a management company eliminate the need for PFM or attorneys for the district. A management company only manages the club not the district. Those are two very different things. Operationally, we run a lean ship. Could it run leaner. Sure. Would member experience suffer...likely. Many of our members really appreciate a certain level of service and a quality product. They aren't asking for less they are asking for more. Our dilemma here is trying to

adequately serve those that want a high level of member experience and those that don't know or don't really care. Hope that helps? Thanks...

Steve

On 09/14/2026 10:12 AM EDT Valerie S
<send2valerie@gmail.com> wrote:

Steve,
Thank you for the response. I would never intentionally waste your time. As I've written to you before, I appreciate the time and effort you have invested in your role. Had Vivian, or anyone else, timely acknowledged, and politely responded to my first question it would have ended there. I assumed there was a contract because the BOS (I think) took a vote on the subject and chose SCS versus the other recruiting firm.

I have no agenda. I do however have a concern that there hasn't been any independent due diligence regarding the salary for the GM. In the past, especially the previous BOS, they have been very light on due diligence.

\$250K +/- plus a bonus, plus benefits amounts to somewhere around \$350-400K per year. Is that the going rate for a GM? Maybe it is...but I would like to know that someone has looked into it beyond just talking to the recruiter who is incentivized by the salary. If John Fetsick was earning that, it seems really high, considering he had no previous experience in Country Club management and was basically learning on the job. Of course, that's my opinion because I don't have access to objective data to support it - which is why I was asking in the first place.

We really should be changing to a professional management company as soon as possible. If we have gone that route when

the club was purchased it might have kept us from some of the problems that occurred and continue to fester. Retired people, with no CC mgmt experience, no matter how well intentioned, will never be as effective as a professional company. Why dig deeper into the hole.

The vast majority of high end country clubs in the area use professional management companies. I don't know what we have to gain by going against the grain on that. It should be more cost effective because of scale. They can keep us out of rabbit holes, overspending, etc. The fees we pay to PFM, PBM, multiple attorneys and consultants should more than offset expense of professional management.

Thanks for taking the time to read this.

Respectfully,
Valerie Szymaniak

On Sun, Sep 13, 2026 at 6:50 PM steve heitzner
<steve.heizner@universityparkrd.com> wrote:

Valerie. There is no contract. We have not contracted with anyone to replace the GM. What is your agenda? Responding to these e mails with misinformation is time Consuming and unnecessary.

On 09/13/2026 4:51 PM EDT
Valerie S
<send2valerie@gmail.com>
wrote:

I am requesting a copy of the fully executed contract with SCS for the replacement of the GM position.

Valerie Szymaniak