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Candidate Questionnaire

1. What skills do you possess that will be of benefit to the Desert Horizons community as a board member?

My professional background includes practicing as a CPA with a Big Four Public Accounting Firm and serving in Executive & Financial Management roles across national HMO's, hospitals, wellness organizations, medical group practices, real estate, law, and executive search firms. I have also served on the Finance committee of Sunriver Owners Association (4,600 homes) and as President & Treasurer of my subdivision HOA. These experiences have taught me the importance of listening, building trust and respect, and making decisions grounded in data and shared understanding.

2. What have been your past contributions to the betterment of Desert Horizons?

I have served on the Desert Horizons Board of Directors and Finance Committee for the past three years and currently Chair the Courts Committee. I have also served on the Fitness, Wellness and Courts Committee, and chaired the ad hoc Food & Beverage Committee. Just as importantly, I have been an active participant in many DHCC activities since joining in 2020, including golf, pickleball, reading, bocce, and fitness.

3. What are the 5 most important actions that DH should take in the next 3 years? Your answer can address any aspect of DH.

- Consider offering and then testing **limited play** golf memberships to social members with the goal of boosting current social member support, creating greater awareness to potential buyers that this is a vibrant golf community, and adding additional revenue to the golf club. The golf club currently has 197 golf memberships, including 50 non-residential memberships and a projected 126 full golf residential memberships at year end.
- Present a clear Board evaluation of anticipated capital and maintenance expenditures from the Reserve Fund for the next three to five years.
- Complete the Food & Beverage Operational Assessment to provide management and our Chef with outside expertise and support.
- Remove pools and landscape as approved by ballot and reinvest in remaining pools with needed upgrades to furniture, pergolas, bathrooms and equipment.
- Basing future budgets on predictable inflation adjustments so members can rely on stable, competitive dues and avoid special assessments.

4. The club must pay for operating expenses, reserve maintenance, and support of infrastructure of DH. If there is a shortfall, what do you think is the best way to handle?

It is essential to address any shortfalls effectively throughout the year to ensure that year-end deficits are infrequent and attributable only to unforeseen circumstances. If a deficit occurs during the year we should work to cut controllable costs throughout the year, without impacting on the member experience.

If an unforeseen deficit does occur at year end, we must initiate special assessments for the HOA, reserve maintenance, capital expenses or adjustments to Golf fees as needed.

5. What steps should be considered to increase revenue of the club as a means of offsetting operation costs and increasing the financial reserves?

- As the HOA (Desert Horizons Country Club) is a not-for-profit corporation, its revenue is required to be sufficient to cover the cost of operations and reserve expenditure. We should first be confident that we are as efficient and cost effective with our expenditures.
- Our Golf Course is the Club's largest revenue generator outside of regular assessments. Offering a **limited play** golf option to our social members—structured so that it does not affect Full Golf Member access or privileges—would utilize available capacity, increase engagement among resident social members, and generate additional golf-related revenue. Strengthening participation from within our own community is also a more stable, long-term strategy, ensuring sustainable support for the Golf Course while fully preserving the value of Full Golf Memberships.
- Develop non-resident social membership programs and incentives like Invitational golf memberships.
- Provide incentives for all new resident homeowners to become full golf club members.

6. What are some cost savings measures that DH should implement?

Each member contributes an additional subsidy of roughly \$2,000 per year through the regular assessment to support Food & Beverage operations. This subsidy of approximately \$1 million, combined with the \$2.3 million members already pay in F&B revenue, results in approximately \$3.3 million in total revenue—an amount necessary to fully cover the Club's budgeted Food & Beverage expenses.

I sponsored a proposal last year for Koplín, Kuebler and Wallace to conduct a Food & Beverage Operational Assessment, but it was delayed due to a change in General Manager and F&B staff reorganization.

Last year's F&B budget was exceeded due to a lack of data for assumptions, and this year's first quarter is also over budget. More overruns are likely unless action is taken.

I would again recommend engaging an external consulting firm for an Operational Assessment to provide F&B management and our Master Chef with additional expertise, policies and procedures and review our subsidy levels using industry best practices.

7. Management is supportive of member-sponsored events. Would you ever vote to allow non-member sponsored events at the club house, courts, or golf course in order to bring in more revenue?

No. Experience at Desert Horizons shows that all events have been Board- or member-sponsored, and I support maintaining that standard.

8. There has been much discussion on the need for “transparency” in the governance of DH. If you agree, what specific steps would you take to improve transparency?

I agree that transparency needs improvement, and this can be achieved with straightforward steps. Regular Town Halls would keep members informed about Board discussions and project status. Matters requiring a Board vote should be openly discussed during Board meetings, with a summary provided to members beforehand. Continuing to share a summary of actions after each Board meeting is also essential.

9. What are your thoughts as to whether Desert Horizons should remain a private country club?

Desert Horizons Country Club is an exclusive, private club with 510 residential social memberships. DHCC also has approved approximately fifty non-residential golf/social memberships who have access to the clubhouse and all amenities. I support non-resident golf and social memberships, as they meet the definition of a private country club and involve individuals who live nearby and meet established requirements.

I do not support non-resident access to DHCC amenities or open golf play for those without a membership.