



2026 BOD Candidate Questionnaire

Mark Bonebrake

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

In my 40+ year professional career (city planner, research consultant, research director, small business owner) I have been drawn to positions that require leadership, collaboration, and problem-solving skills. I've learned that effective leadership begins with listening – genuinely understanding the perspectives of others before forming conclusions. By combining the expertise of others with my own analytical skills, I believe I can help achieve the best results for Desert Horizons

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

I am currently completing my sixth year as a Board Director. For five of those years, I was Chair of the Maintenance Committee, overseeing the planning and execution of programs for street paving, house painting, roof maintenance and replacement, and the repair and upgrade of 10 pools. I also served as Vice-President of the Renewal Committee, Chair of the Security Committee, and 2020-2021 Ad Hoc Pool Committee Chair.

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.

1. Create financial stability through careful budgeting and execution so special assessments are both rare and small.
2. Increase full golf membership to reduce reliance on one-year invitational memberships.
3. Restore trust in the Board so Board decisions are understood and supported by the community.
4. Develop a long-range facilities plan aligned with reserves, that focuses on maintaining, and when needed, replacing infrastructure.
5. Invest in ongoing training for management and staff to enhance the member experience and to make sure that we, as owners, receive the best value for our dollar.

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?

There is no one best way to handle a shortfall. There are options that can be employed, either individually or together, depending upon the cause and degree of the shortfall. Options include:

1. Review operational efficiency to identify ways costs can be reduced without impacting the member experience.
2. Reduce budget items that have little or no impact on the member experience.
3. Reduce budget items where actual costs have far exceeded the budget.

4. Modify operations to reduce costs.
5. Spread out or defer non-urgent maintenance items.
6. The last and least desirable option – a year-end assessment.

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

I see four ways to increase revenues at the club:

1. Have more members use the club.
2. Have members spend more at the club thru improved offerings and engagement.
3. Increase club membership by adding social and golf members living outside Desert Horizons.
4. Charge more for club services and activities.

My preference would be to exhaust the first three means of increasing revenues before increasing prices.

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

1. Develop detailed project specifications and obtain multiple competitive bids on major work projects such as street repair, painting, and landscape maintenance to ensure Desert Horizons receives the best price for the work specified.
2. Utilize food and beverage consultants to identify cost-saving opportunities while maintaining and improving the club experience.
3. Have a best practices mindset. The Board and Management should continually seek operational improvements that lower costs without sacrificing the club experience.

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.

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 would increase transparency by:

1. Having Board deliberations take place during the general session so owners can better understand the reasoning behind Board decisions
2. Increasing owner representation on committees to utilize the knowledge and experience of owners, and to broaden community representation.
3. Timely sharing of information with owners.

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

Desert Horizons has always been and should remain a private country club community.