

Sun Lakes HOA #2 – Board of Directors – Candidate Questionnaire – 2021

Submitted with the Application for Len Horst

1. What is your motivation for running for the Board of Directors?

I have always believed it is important to give back to the community in which I reside. My wife and I vacationed here with friends 25 years ago and fell in love with the area, the climate and the people. When we decided to buy our retirement home early, Sun Lakes was an easy answer to all the key things we wanted. I have served on the Audit & Finance Committee and on the Food & Beverage Committee for the past several years. These experiences have helped me gain an understanding of the way our community functions. It has also given me a chance to meet many homeowners and to hear from them what is important to them, what they want in the community now and what they want in the longer term for the community. Now that I am retired and can devote the time necessary to serve on the Board, I believe it is the right time for me to bring my life experience and my Sun Lakes experience to the table. I want to represent the residents of the community and ensure their voice is heard at all times.

2. What do you consider to be the primary functions of the Board of Directors?

- I like what our Mission Statement says and believe it is the function of every Board member to promote our active, adult, country club lifestyle for all homeowners with recreation, dining and entertainment activities, maintained and enhanced in a fiscally responsible manner.
- To embrace their fiduciary responsibilities ensuring the proper collection of funds from all income sources and ensure the expenditures made for each department are kept reasonable and within approved budgets and business plans.
- To listen carefully to all members of the community and to represent their views, ideas, concerns and hopes for our community to the Board and Management Team.
- To work closely with Management in the development and administration of annual budgets that are realistic and measurable. To promote confidence in the community in the processes and people responsible for our financial well-being.
- To support the General Manager and Management Team in their day-to-day implementation of the business plan.
- To adhere to the spirit and the letter of the Articles of Incorporation, CC&R'S, By-Laws, Board Policies, and Mission Statement, always in the best interest of our HOA and homeowners.

3. Have you ever served as a member of a board of directors? Where, when and for what organizations?

Robert Morris & Associates – Northwest Region and Nationally (Association of bank analysts and lobby for financial services)

Rotary International – Local chapters in Portland, OR, Boise, ID and Anchorage, AK
United Way – Wasilla, AK

Chambers of Commerce – Williams Lake, BC; Terrace, BC; Portland, OR; Boise, ID; Anchorage, AK

Boys and Girls Club, Anchorage, AK

Salvation Army, Boise ID and Anchorage, AK

Resource Development Counsel of Alaska – State and National lobby for responsible natural resource development

HOA's in Boise, ID and Anchorage, AK

Privately held companies in medicine, automotive, and recreational vehicles

4. What personal characteristics/skills do you possess that will enhance the performance of the Board?

I have a proven history in executive management roles with a focus in the financial services industry. I am a highly organized individual with strong analytical skills. I have managed as many as 300 employees and have hired, trained and promoted many of them to senior management level jobs. I am a good listener, have excellent written and verbal skills and bring a great deal of successful experience at the board level.

5. What is your professional and educational background?

Grew up on a working ranch. Was employed in the banking and financial services industry from 1972 to 2016 advancing from Management Trainee to Executive Vice President and Chief Lending Officer. Served on all executive management committees in a NASDAQ listed community bank. Managed my own consulting company from 2016 until retiring in January 2021.

Graduated from South Peace Senior High School in Dawson Creek, BC

Completed undergraduate work at the University of British Columbia and my Bachelor of Divinity at Canadian Theological Seminary at the University of Saskatchewan in Regina, Sask.

Graduated from Pacific Coast Banking School at the University of Washington in Seattle, WA

Certified Malcolm Baldrige National Quality Advisor/Examiner

Certified Professional Selling Skills Instructor

Certified Omega Instructor

Certified Medical Group Management Association Advisor

6. What association amenities do you use?

Cottonwood Bar & Grill.

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Palo Verde Bar & Dining Room

Palo Verde Golf

Cottonwood Golf

Pools

Fitness Activity Center

Walking Trails

Sisk Park

7. List any Association committees on which you have served?

Audit & Finance Committee – Currently Vice Chair

Food & Beverage Committee – Currently Vice Chair

8. How many board meetings have you attended in the past year?

Eleven (11)

9. Provide a bio of 100 words or less suitable for publication.

Growing up on a ranch taught me the value of hard work and the need to take responsibility at an early age. Growing up in a conservative Christian home taught me the values of honesty, integrity and compassion. These attributes have defined my family, career and life. My education, work experience and life experience have all brought me to the place I am today. I believe I am now ready to take on the role of Director for our incredibly special homeowners association. Its time to give back on a full-time basis!