Shaun Thornton's response to the Candidate Questions

1. What do you feel is the most important issue with the HOA that you want to improve?
   A. **Shaun's response**

      Of course, there are many; financial, suppliers, sub-contractors, insurance, legal and so-on. I have a great concern over the recent increase in our insurance rates and the associated lawsuits. That came as a surprise to us, and we don't want any more. However, my first priority would be to significantly improve the communication from the Board to the people of Solivita. I would want us to implement an e-Newsletter by March 1st informing everyone of the things that we have discovered and our initial plans. This information needs to be updated on a monthly basis. We have all been kept in the dark for too long.

2. What is your transition plan when taking office?
   A. **Shaun's response**

      The running of our community has been undertaken in a particular way for 21 years. We need to understand how things have been done and why, in order that we can implement a smooth transition. We are going to need legal advice at our side for some months to come as we steer through the tricky waters of Florida Statute 720. Having said that I would want to start work on the financials on day 1.

3. Are you going to go in and cancel all current contracts and get new bids?
   A. **Shaun's response**

      As I said at the meeting the advice that I give to new business owners in my capacity as a business broker has always been to make no major changes in the first 6 months of ownership. The same applies here. Even if we could cancel contracts immediately it would be foolish to do so. Make no mistake, there is a lot of work ahead of us to understand each of the agreements that we have in place. I see the need for working parties including residents as we review and plan for the implementation of major contracts such as landscaping.

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4. What is your work history that makes you feel qualified to hold a position on the HOA board?
   A. **Shaun's response**

      I have held senior positions in Engineering and Manufacturing businesses both in the UK and here in the USA. In those capacities I have led multi-disciplined teams winning business and implementing solutions. With those responsibilities comes the need for understanding and controlling finances, supplier contracts, customers and people, together with the necessity to report upwards. In addition to my time in the corporate world I have spent the last 18 years working in Central Florida as a business broker. I see privately held businesses every day and understand what the criteria for success truly are. When you add to all that my time on various volunteer boards, I feel that I have unique experience that will allow me to help as we enter this next critical phase in the history of our community.

5. Do you feel that the current HOA fees are appropriate for the Solivita compared to other 55+ communities?
   A. **Shaun's response**

      I'm sure that we could communicate with other such communities in order to investigate further but I'm more interested in what we have here and finding ways to maximize our value for money while not forgetting that we are all here to experience the quality of life.

6. Evergreen is our Management company and Flora Lawn is our Landscape Company. Do you plan to retain them once their contracts end? What is your plan for these services one year from now? 3 and 5 years from now?
   A. **Shaun's response**

      I don't have any preconceived ideas about either of those suppliers. In my brief conversations with Rudy, recently, and Kraig, previously, I get the impression that they both know our development well and have served us well. Flora Lawn seem to be doing a good job compared to previous landscapers but there are probably mixed views in the community. We need to understand what our residents consider to be

good and bad where the landscaping agreement is concerned. We would probably all agree that the landscaping contract is one of the most important challenges facing the new Board in addition to being our greatest expense. We want our visitors to continue to be "wowed" when they enter the gate. Although the question doesn't refer to Spectrum, I want everyone to understand that I feel that our contract with Spectrum is long overdue an overhaul. The basic agreement is just the tip of the iceberg when the total costs that we all pay are taken into consideration.

7. In depth knowledge of what documents are required to effectively govern our HOA?
   A. **Shaun's response**
      Well, of course it starts with the HOA Agreement itself. The new Board members will have to fully comprehend that Agreement, the various contracts and the finances of the community. Let me say here that I believe that the Board will need to expand to 5 members as soon as possible with each member taking on specific duties in addition to their overall Board responsibilities. There's a lot to do.

8. Please articulate your leadership style.
   A. **Shaun's response**
      I have always tried to lead from the front with a smile, trying to enthuse people with words of encouragement. Of course, there are times when serious conversations need to take place, always in private in my view.

9. Please detail your experience with the RFP process.
   A. **Shaun's response**
      Given my background you can imagine that I have a great deal of experience from both sides of the fence. I seem to have spent half my life responding to RFP's when preparing hugely complex bids including

equipment and services from specialist sub-suppliers who were, in turn, responding to RFP's themselves. Just imagine the complexity of an estimate for a steel rolling mill.

10. Please detail your experience managing multiple million dollar plus vendor contracts.
    A. **Shaun's response**
       A steel mill complex requires services and equipment from a host of sub-suppliers such as electrical control systems, furnaces and other specialized areas. The management of such vendors is critical to the success of any project, starting with the contract and the clearly defined lines of demarcation.

11. Please detail your experience with dispute management.
    A. **Shaun's response**
       In truth, not a great deal. I have, of course, had to discipline individuals and have had the unpleasant task of having to let people go. Not a side of business that I relish but, sometimes has to be done.

12. What is the largest team that you have managed?
    A. **Shaun's response**
       I ran an Engineering and Technical Sales group in the UK that numbered around 50 people and was President of a Division in Cleveland that comprised close to 100 people.

13. If elected, what is the first action you would take after a 3-2 decision by the HOA board in which your position did not prevail?
    A. **Shaun's response**
       You are electing a Board that must find solutions to issues as a team. If a vote were to go against me then I would support the majority.

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14. In your opinion, what is the most important factor in a negotiation?
    A. **Shaun's response**

    A smile. There is no point in being deliberately confrontational, so I have always tried to put everyone at ease wherever possible. I take the attitude that everyone around the table is looking for a solution or they wouldn't be there. All parties have to point to a success when the negotiations are complete. However, any team that I have led knows exactly what we need to achieve before we walk into the meeting.

15. Please detail your experience with the preparation and management of multi-million-dollar budgets?
    A. **Shaun's response**

    As indicated previously I have run businesses and Divisions where I have had to do so on numerous occasions. It is much more difficult to do so from scratch. Thankfully, we have a template to work from.

16. What is your opinion regarding the possibility that Taylor Morrison could cast ~400 (undeveloped lot) proxy votes for a single HOA Board candidate?
    A. **Shaun's response**

    If they are allowed to do so by the voting rules, then that would not bode well for the future. We're supposed to be moving forwards and that would be a retrograde step. Call me naive, but for now I'm going to assume that it won't happen.