



TOWN OF QUEEN CREEK

2013 Council Retreat

Francisco Grande Hotel & Golf Resort
Casa Grande, Arizona
August 16-17, 2013

Attendees:

Policy Makers

Gail Barney, Mayor
Dawn Oliphant, Vice Mayor
Craig Barnes, Council Member
Robin Benning, Council Member
Jeff Brown, Council Member
Julia Wheatley, Council Member
Jason Gad, Council Member

Staff

John Kross
Patrick Flynn
Doreen Cott
Tim Lynch

Facilitation and Summary: Lance Decker

INTRODUCTION AND BACKGROUND

The Town of Queen Creek Mayor and Council held their annual planning retreat on August 16 and 17, 2013 at the Francisco Grande Hotel in Casa Grande to discuss important issues germane to the Town's operation, management, and future. The following meeting summary represents the product of these discussions. Appendix A contains the working agenda for the meeting, and Appendix B is a summary of comments from pre-workshop interviews. Appendix C is a description of the discussion process that will be used to focus the topics.

MEETING OBJECTIVES

The objectives for the planning session:

- To discuss current issues affecting Queen Creek
- To identify the policy direction and priorities of policy makers
- To improve the Council's ability to work effectively as a team

OPENING EXERCISE

After an introduction to the meeting process model being used during the retreat, Lance asked participants to consider three questions as a starting point for discussions:

- What's changed in the past 12 months?
- What hopes and dreams do we share?
- What will make us a stronger team?

A spirited discussion followed, with the results being as follows:

1. What are some of the changes from the last 12 months?
 - Economy is better
 - Attention to infrastructure
 - Funding for non-profits
 - Development activity is up (so is the pressure from development)
 - Sales taxes are up
 - Community is at a strategic inflection point
2. What hopes and dreams do we share?
 - Sustainable community
 - Friendly atmosphere continues
 - Great community; that is, there is a resident happiness index (a metric)
 - Vibrant community
3. What will make the Council a stronger team?
 - Getting to know each other
 - Camaraderie

- Understanding individual dreams on an individual level
- Candid conversations – ability to speak on a professional level
- Council seems to have personal respect for each other
- Courtesy and respect for one another
- After a decision is made by the Council, there is solidarity of the Council (message to legislators for greater unity and the Council should be more visible amongst them)

PRE-MEETING INTERVIEWS

Prior to the August retreat, Town Council members were asked their opinions on various topics as part of telephone interviews. Below are the categories of topics that were identified as critical to the Council's discussions:

- Council Governance and Policy
- Staff and Council Support
- Fiscal Issues
- School Resource Officers
- The General Plan Amendments and 2015 Update
- Infrastructure Development and Improvements
- Horseshoe Park and Equestrian Center
- Incubator
- Housing Development
- Council Protocols
- Economic Development
- Annexation
- Signs
- Interaction with Non-profits

SUBSTANTIVE DISCUSSIONS

Horseshoe Park and Equestrian Centre (HPEC).

Prior to the retreat discussion the staff conducted research on the historical background of Horseshoe Park, what decisions prior Town councils had made concerning the Park, and other questions that were raised in the past by the Council. Staff presented this information, and then highlighted six possible alternatives the Council might consider in deciding the future of HPEC.

- Option 1: Status Quo
- Option 2: Close HPEC
- Option 3: Take HPEC to Next Level
- Option 4: Sell Facility
- Option 5: Third-Party Operator
- Option 6: Repurpose/Additional Purposing of the Facility

After lengthy discussions, the Council came to substantial agreement as follows:

Option 1: Status Quo: This option was generally not acceptable...something has to change.

Option 2: Close HPEC: This option was generally not acceptable; other options are better and the Town would still be saddled with the overall debt service.

Option 3: Take HPEC to the Next Level: This option was generally ranked 3rd among the alternatives. Action might include modifying by adding a temporary tent for a covered arena, and staff was asked to bring the Council more information on this option.

Option 4: Sell Facility: This option was generally not acceptable to the Council and didn't seem to be viable.

Option 5: Third-Party Operator: This option was generally ranked 1st among all the alternatives. Actions might include finding a company that would take the lead in cutting operating and management costs, expanding marketing and commercial opportunities for revenue, and still have a strong equestrian focus.

Option 6: Repurpose/Additional Purposing of the Facility: This option was generally ranked 2nd among all the alternatives. Actions might include changes to the services and programs being offered with non-equine events fostering new programs and activities. Staff was asked to provide more information on this option.

The objectives of any alternative for HPEC would be to continue as an economic development attraction and engine, make Queen Creek a destination point for regional events, reduce operating deficits, increase revenue, and increase use by appealing to a wider range of the Queen Creek population. The facility might include other recreational events or amenities like a pool/water park, yet not lose the equestrian community and heritage component. Other ideas/events mentioned by the Council for non-equine consideration included: monster truck, concerts, dances, a circus, and BMX.

Action Item:

Staff was asked to come back to Council with further investigation and exploration on the following three options – listed in order of preference.

1. Third-Party Operator
2. Repurpose/Additional Purposing of the Facility
3. Take HPEC to Next Level

Assessment of the HPEC discussion:

What did we do right? What worked?	What will we change the next time?
+ Communicated with each other + Shared perspectives; got better explanation of perspectives + Appreciated the staff work, history and financials + Civil to one another + Better understood each other's views	Δ Better adherence needed to 30-second soap box rule Δ Shorter answers by members are needed Δ Keep emotions in check

DISCUSSION OF THE CORPORATE STRATEGIC PLAN

The following portions of the Corporate Strategic Plan were presented by John Kross and discussed by the Mayor and Council.

KRA #3; Goal #2: Council Professional Development.

Consider joint meetings with similarly sized Towns to share common interests and learning opportunities.

Action Items:

- Schedule joint meetings with Higley and Queen Creek Unified School Districts after January 2014.
- Proceed with the joint meeting when a minimum of five Council Members can commit to attend.
- Publish on the Council schedule, who is available to attend up to two additional meetings per year.
- Staff to screen Council meeting requests more thoroughly; evaluating mission critical needs for members to be in attendance.

KRA#5, Goal 2: Financial Management/Internal Services and Sustainability; Continue progressive strategies to attract and retain high-performing staff.

The Council expressed their concern about losing qualified, valuable staff and suggested succession planning for key town positions including those vulnerable for loss. Bench strength needs to part of the planning process in critical departments. The Council asked the manager to consider how to retain qualified staff in a growing economy and assure Queen Creek continues to be competitive and avoid potential loss of talented staff.

Action Item:

Staff asked to develop a report on succession planning and key positions/people eligible for retirement within the next five years.

KRA#6, Goal 1: Image/Identity; Implement strategies that incorporate the Town’s heritage and branding campaign, including attracting new and enhancing existing festivals, tourism, marketing, and strategic partnerships.

The Council discussed the possibly bringing back some community events. Community members are asking for more opportunities to get together as an entire community. This discussion may present itself during the budget development process next year.

Marketing the community more proactively to prospective residents, employers, such as professors at GCU was also discussed. Staff suggested amplifying our program, unleashing the talents of our staff and consensus of the Council was to take the program to the next level and bring back options for doing this at an upcoming Council meeting.

Action Item:

Staff was asked to develop a report and come back to the Council for direction on options for enhancing our community outreach and marketing program to the region, to encourage relocation, investment and general interest.

KRA#9, Goal 7: Public Safety; Update the Master Plan for Law Enforcement Services.

The Council discussed how, as Queen Creek grows; there may be a need for modern facilities for law enforcement. No specific action item was generated as a result, but staff was asked to determine how many calls service District 6 responds to that are outside of the Town limits.

DISCUSSION OF CRITICAL ISSUES

Council Governance and Protocols.

Several issues concerning governance and protocols were discussed.

1. The Council would like to support the Town in conducting policy outreach. It was suggested that staff might identify key policy issues the Council would promote in their interaction with the community and other elected officials. The staff might prepare talking points for the Council’s use, particularly as it relates to legislative issues of concern. These points would be simple summaries or two-line briefing statements providing information on the topic.

Action Item:

Item/issue of the week (or month) for Council in the Weekly Packet or Council Google Site. These issues may lead to talking points, which staff should develop.

2. Council discussed how the public might perceive them as they view the Council Meetings. Might there be ways to improve interaction while on the dais?

Action Item:

Engage Cary Pfeffer to attend and critique a couple of council meetings, evaluate individual member's verbal and non-verbal communication; Cary to provide a summary critique of each member for their continued professional development.

Stakeholders v. Special Interests.

During the working lunch the Mayor and Council discussed how to consider a stakeholder and whether all interested parties to an issue are truly stakeholders, versus those that may better be defined as a special interest. Council shared their perspectives. No follow-up or future action was directed at this time.

Agenda Management.

The Town Manager presented alternatives for adjusting the Council agendas to accommodate the 30+ policy/issue review items that need to be addressed over the next several months. Discussion included how to manage the Council committee reports to allow for more time for policy items.

Action Item:

The Council asked staff to bring them revisions to current practices that keep the two meetings per month starting at 5:30 p.m. A change would include allowing for the Regular Session to start at 5:30 p.m. along with Work-Study Session, and fitting in Executive Session, as needed either before or after the Regular Session agenda. Any public hearing items be identified and shown as a specific time on the agenda to alert the public adequately.

Council Committees.

The Council discussed the possibility of removing Council members from citizen advisory committees as a way to 1) allow more residents to serve, and 2) allow the committees' work to be done entirely by residents. Questions were raised about the role of staff and training. The general feeling of participants was to keep the status quo. No changes are anticipated.

Annexation Policy.

Staff provided a brief overview of the 2002 existing policy. Participants discussed the annexation consultant contract considered in January where the Council elected to not pursue the issue of further annexation evaluation and analysis. A discussion of how annexing the State Lands in the northern tier planning area of the community followed. Staff was asked to evaluate those next steps and update the Council on the plans to pursue a 208 Water Quality Plan amendment via CAG. Staff will be moving forward on the engineering study needed for that sewer territory evaluation this fiscal year.

Action Item:

Staff will review, analyze and determine the necessary logistics and steps to annex the State Lands located in the Town's northern planning area and bring a report back to the Council at an upcoming meeting.

General Plan Amendments Case Management Discussion.

Town Manager Kross introduced this topic as an outgrowth from last year's General Plan Amendments process. Council expressed concerns about the management of the cases during the last update process, and options for improved case management in the future was also discussed. No additional action was requested.

Open for Business: A discussion on the business of business and the perceptions of the Town.

An overview of the topic was presented by John Kross, including a staff report outlining issues and perceptions that members of the development community have about working in Queen Creek. Policy makers are asked to occasionally meet with developers and business owners. These meetings would be during initial discussions with these representatives to express and share the council member's vision and the vision of the Town to prospective investors. The common message is that the Town wants to raise the bar from a design perspective, and build lasting businesses and developments in general.

No further action required at this time.

Financing Growth of the Community: Fiscal Issues and the Budget.

A white paper was presented on the current status of the primary property tax revenues for the community. The primary property tax is dedicated to the entire public safety program but has seen a 37% decline in revenues due to the effects of the Great Recession and the devaluation of properties. The white paper suggested the Council consider moving to a floating rate and/or increasing the levy that would ultimately mitigate the amount of transfers from the General Fund to the Public Safety program. This change would allow the Council to manage that program based on a more stable revenue source such as property taxes, versus a less stable source, sales taxes.

Information was provided on the status and forecast for roads infrastructure. The Town Manager presented a 20-year chart aggregating all capital with operations and maintenance, while showing projected revenues over the same period. Significant gaps in the roads program are forecasted.

The parks development program was also identified as having changes to revenues based on a reduction of impact fees going into effect in August 2014. At that time, communities are not able to collect impact fees for any parks greater than 10-acres. Queen Creek has land banked for two larger community parks of 76 and 130 acres. An option for funding new parks through existing state law, via a district system, was presented. Council asked

the Manager to bring this issue back to Council for further discussion and analysis and add the parks district legislative changes to the Town's Legislative Agenda for next session.

Action Item:

Staff will bring a report to the Council on financing growth, with particular attention to public safety and roads options, including the property tax white paper findings at a future Council Work-Study session for further discussion. Council also requested staff to add the parks district to the Town's Legislative Agenda for future adoption by the Council this fall.

School Resources Officer (SRO).

The Town Manager presented the staff report/White Paper on the School Resource Officer program. The report identified trends nationally, regionally and locally. Options for Council's consideration were also provided. A spirited discussion followed and comments included:

- We need more data and crime statistics to show a cause or trends that warrant such a significant financial commitment by the Town.
- What changes in statistics (calls for service) occurred at Newell Barney Jr. High prior to and after the SRO left that school?
- The SRO is an issue of significant importance for the community.
- Public safety is the most important function government performs and the SRO is part of the public safety picture.
- For a small degree of resources v. the opportunity cost it is very reasonable.
- This is an issue of priorities.
- The SRO program is critical but it is unrealistic to expect full funding of the program community-wide.
- This program, while worthy, will still not prevent the deranged individual from doing harm.
- There is value in prevention, but proactive deterrence of the deranged shooter, not possible.
- We need direction from our law enforcement experts and should take their recommendations on placement and growth of the program before categorically jumping feet first in.

Action Item:

Schedule the SRO item for an upcoming Work-Study Session of the Council as discussion only. Invite MCSO/Capt. Brice and Queen Creek Schools Superintendent Tom Lindsey to be part of this meeting for input.

QC, Inc.

The Council discussed the current status and future of the QC, Inc. Incubator Program, and after a lengthy discussion, staff was asked to consider all the questions and comments, and schedule a more complete discussion at a future Work-Study session where program mission and goals can be developed along with criteria for evaluating success.

Action Item:

Council requested staff come back to them at a future Work-Study meeting with options on defining the mission/goal of the program and criteria for entering into leases at QC, Inc. Staff was directed to also provide the revenue and expenses financials for the program.

Interaction with Non-Profits: Policy Considerations.

Participants wrestled with the policy implications of funding non-profits from tax dollars. Key questions and comments that came from this discussion included:

- What is the role of local government in funding non-profits?
- Should there be a maximum dollar and/or percentage cap in place each year for consideration by the Council for funding (cash and in-kind) of non-profits?
- Might the Town establish a citizens committee to review non-profit proposals and make a recommendation for funding to the full Council?
- Could the Town's water/utility billing system be used to provide residents/customers with an independent option to directly fund non-profits of their choosing?

By the end of the discussion it appeared the Council agreed there may be some role in local government funding non-profits, but there was certainly no agreement on what that role might be, the conditions under which funding might occur, or the limits of funding.

Action Item:

Council requested staff develop a plan and process for Council discussion at a future Work-Study meeting (options only) for how to consider non-profit funding. Options to include a maximum aggregate dollar cap and possibly, a percentage cap, as appropriate.

PLANNING FOR ACTION

Action planning is a technique for creating concrete results from meetings. The first column describes the action or activity that must take place. Focus on deliverables like specific reports, outcomes from projects, decisions made, or actions completed.

The second column determines who, specifically by name, will make sure the action or deliverable gets done. They don't necessarily have to do the work themselves, but just need to be responsible for seeing it's done. Don't use titles, committees or "all of us" in this box... as a way of spreading responsibility. "When everyone is responsible... no one is responsible." When a person's name is in the box, they will feel personally responsible, and get the work done.

The third column is the delivery date. This should not be the date the activity will begin... or the date something will be in process. This should be the date when all work is completed, and the deliverable is submitted. This date should be when you can erase the action from the plan.

PLANNING FOR ACTION		
What needs to be done?	Who will do it?	By when will it be done?
Complete the draft meeting notes from the retreat and transmit to staff for further processing. Deliverable will be the report transmitted to John Kross, 9/15/13 via e-mail and uploaded to Council Google Site.	Lance Decker	8/26/13
HPEC. Provide a report to the Town Council highlighting the results of research as directed at the retreat; consider using a Third-Party Operator, taking the HPEC to the next level, repurposing/additional purposing the facility, or a hybrid of actions with recommendations.	Doreen Cott	12/4/13
Corporate Strategic Plan (KRA#3, G#2). Staff to prepare a memo to the Council that addresses the following: Develop system to assure improved council-to-council relationships with other cities and towns. Council members will attend or hold meetings over the next year. Have someone on staff coordinate the Council's calendar to support those meetings and interaction; set up a system to schedule council-to-council meetings. Each member will attend at least two meeting events annually. Staff to screen Council meeting requests more thoroughly; evaluating mission critical needs for members to be in attendance.	Tracy Corman	9/18/13
Corporate Strategic Plan (KRA#5, G2). Develop a report on succession planning for key positions within the Town's staff; retirements, positions vulnerable to loss, bench strength in critical departments, etc.	Bruce Gardner	11/20/13
Corporate Strategic Plan (KRA#6, G1). QC needs to elevate and enhance its image and knowledge of the community. Staff to develop options on a proposed marketing enhancement program and submit a report to Council.	Marnie Schubert	12/4/13
Council Governance and Protocols. Item/issue of the week (or month) for Council in the Weekly Packet or Council Google Site. These issues may lead to talking points, which staff should develop.	Tracy Corman	11/6/13
Corporate Strategic Plan (KRA#3, G1). Engage Cary Pfeffer to attend and critique a couple of Council meetings, evaluate individual member's verbal and non-verbal communication; Cary to provide a summary critique of each member for their continued professional development.	Cary Pfeffer	12/18/13

<p><u>Agenda Management.</u> Bring revisions to current practices that keep the two meetings per month starting at 5:30 p.m. A change would include allowing for the Regular Session to start at 5:30 p.m. along with Work-Study session, and fitting in Executive Session, as needed either before or after the Regular Session agenda. Any public hearing items be identified and shown as a specific time on the agenda to alert the public adequately.</p>	<p>Jennifer Robinson</p>	<p>1/15/14</p>
<p><u>Annexation Policy.</u> Staff will review, analyze and determine the necessary logistics and steps to annex the State Lands located in the Town’s northern planning area and bring a report back to the Council at an upcoming meeting.</p>	<p>Chris Anaradian</p>	<p>12/18/13</p>
<p><u>Financing Growth of the Community.</u> Bring a report to the Council on financing growth, with particular attention to public safety and roads options, including the property tax white paper findings at a future Council Work-Study session for further discussion. Council also requested staff to add the parks district to the Town’s Legislative Agenda for future adoption by the Council this fall.</p>	<p>Patrick Flynn</p>	<p>3/19/14</p>
<p><u>SRO.</u> Schedule the SRO item for an upcoming Work-Study session of the Council as a discussion-only item...no action anticipated. Invite MCSO/Capt. Brice and Queen Creek Schools Superintendent, Tom Lindsey to be part of this meeting for input.</p>	<p>John Kross</p>	<p>11/20/13</p>
<p><u>QC, Inc.</u> Staff to develop options on defining the mission/goal of the program and criteria for entering into leases at QC, Inc, and bring those options to the Council at a future meeting.</p>	<p>Doreen Cott</p>	<p>1/15/14</p>
<p><u>Interaction with Non-Profits.</u> Staff to develop a plan and process for Council discussion at a future Work-Study meeting (options only) for how to consider non-profit funding. Options to include a maximum aggregate dollar cap and possibly, a percentage cap, as appropriate.</p>	<p>Patrick Flynn</p>	<p>1/18/14</p>

APPENDIX A



TOWN OF QUEEN CREEK

2013 Council Retreat

Working Agenda

Francisco Grande Hotel & Golf Resort
Eagle's Nest Conference Room
Casa Grande, Arizona
August 16-17, 2013

POLICY DIRECTION AND PRIORITIES

Retreat Objectives:

- To discuss current issues affecting Queen Creek
- To identify the policy direction and priorities of policy makers
- To improve the Council's ability to work effectively as a team

Friday, August 16, 2013

8:00 a.m. Breakfast and Conversation (Eagle's Nest Conference Room)

9:00 a.m. Welcome and Opening Comments Gail Barney
Lance Decker

- Administrivia
- Review of Retreat Agenda
- Charter and Objectives for the Retreat

9:10 a.m. The 2013 Mayor/Council Team Mayor and Council

- What's changed in the past 12 months?
- What hopes and dreams do we share?
- What will make us a stronger team?

9:20 a.m. *Preparing for Discussions* Mayor and Council

- The Discussion Model: Question... Discussion... Concerns... Alternatives... Direction
- What I learned in my pre-retreat interviews.
- Reaction to the interview presentation?

9:30 a.m. Staff Reports on Horseshoe Park and Equestrian Center (HPEC) [TAB 2] John Kross
Staff

10:15 a.m. Break

10:30 a.m. Initial Questions by Policy Makers (no answers yet!) Mayor and Council

11:15 a.m. Initial Comments by Policy Makers Mayor and Council

11:30 a.m. Responses to Policy Maker Questions John Kross, Staff

12:00 p.m.	Lunch (Eagle’s Nest Conference Room)	All
12:45 p.m.	Discussion of HPEC and Options	Mayor and Council
2:30 p.m.	Break	
2:45 p.m.	What direction is most appropriate? What instructions will we give our staff? What actions will we take? What objectives do we want to achieve?	Mayor and Council
4:00 p.m.	Plus / Delta Evaluation of the Day	Mayor and Council
4:20 p.m.	Wrap-Up <ul style="list-style-type: none"> • Session Summary • Observer Comments • Meeting Evaluation & Closing Remarks 	Mayor and Council
4:30 p.m.	Recess until Dinner (6:00 pm)	
6:00 p.m.	Dinner and Conversation (Eagle’s Nest Conference Room)	Mayor and Council
6:30 p.m.	Final wrap-up regarding HPEC	Mayor and Council
7:15 p.m.	Saturday’s Agenda: What’s planned? What should be changed?	Mayor and Council
7:30 p.m.	Recess until 8:00 am, Saturday	

Saturday, August 17, 2013

7:30 a.m.	Breakfast and Conversation	
8:00 am.	Reflections from Friday Evening	Mayor and Council
8:10 am.	Discussion Topics <ul style="list-style-type: none"> • The Corporate Strategic Plan [TAB 3] • Council governance • Agenda Management (i.e., making time for future policy items). [TAB 4] • Council committees / Council representation [TAB 5] 	Mayor and Council
9:15 am.	Break	
9:30 am.	Discussion Topics (continued) <ul style="list-style-type: none"> • Economic Development and Land Use considerations <ul style="list-style-type: none"> ○ Annexation Policy [TAB 6] ○ Discussion on how the Council wants General Plan Amendments cases to be managed, information provided (a follow-up from annual evaluation). ○ What does “Open for Business” Mean? A discussion of the business of business, perceptions of Town and strategies for the future. [TAB 7] • Financing the growth of the community; fiscal issues and the budget <ul style="list-style-type: none"> ○ How do we pay for growth in core programs and infrastructure? (e.g. public safety; critical employment infrastructure in northern tier of planning area?) [TAB 8] ○ How do we pay for growth in non-essential, but valued amenities like new parks? 	Mayor and Council

- Legislation needed for consideration of funding for parks (e.g., Districts)

Lunch (Eagle's Nest Conference Room)

Discussion Topics (continued)

Mayor and Council

- School Resource Officers: Town / School relationships [TAB 9]
- QC, Inc.
- Interaction with nonprofits: consideration of a policy? [TAB 10]

2:00 p.m. Break

2:15 p.m. Planning for Action

Mayor and Council

- Discussion on deliverables, expectations for reporting progress on items from the annual Council retreat
- Who does what by when?
- Discussion/overview of Resources for Council (Google Sites). [TAB 11]
- Future Council retreat dates? (January instead of August?)

3:30 p.m. Wrap-Up

Mayor and Council

- Session Summary
- Observer Comments
- Meeting Evaluation & Closing Remarks

4:00 p.m. Adjourn

General Reference Material

- 2012 Retreat Summary Report [TAB 12]
- Town of Queen Creek – 2012 Organizational Accomplishments [TAB 12]
- Economic Development Strategic Plan 2012-2015 [TAB 12]
- 2012 Citizen Survey – Conclusions & Recommendations [TAB 12]
- Economic Impact Analysis (HPEC, Barney Family Sports Complex, Olive Mill, Schnepf Farms) [TAB 12]
- Biographical Information for Lance Decker, LL Decker & Associates, Inc. [TAB 12]

Notes Form [TAB 13]

APPENDIX B

TOWN OF QUEEN CREEK 2013 MAYOR & COUNCIL RETREAT ISSUE SUMMARY

The following is a summary of topics, questions and issues obtained from interviews with the Mayor and City Council members prior to the August 16, 2013 Council Planning Retreat.

Council Governance and Policy

- We're doing okay but need to make good policy for the Town's future. Not just what's good right now, but what's good for our kids and our grandkids.
- Making decisions from the "heart" or because your conscience drives you to do so is no substitute for analysis of the issues and doing what's best for the entire community. Philosophy is only one part of the decision-making process.
- There's a lot at stake in being an elected official, and every one of us needs to take the job seriously.
- I'm trying to get more involved in legislative policy. I have a few good connections within the legislature and could help move the Town's agenda

Staff and Council Support

- The staff is very good about keeping the Council informed, but the Council members must be willing to read the info, ask questions in advance of the meeting, and be prepared to make a decision that is supportive of the community.
- We've got John and the staff to help guide the Town, and the decisions we make today can and will make a difference in our future.
- Staff could prepare the "Reader's Digest" version of their reports and if a Council member wants more info they could go to John or Patrick.
- Criticism that we don't get enough information about issues is just a smoke screen for not doing homework in advance of the decision. John and the staff will give you enough information to make your eyeballs roll to the back of your head if you want it.
- Ongoing transparency of the Town with constituents; staff does a great job of serving residents; they normally ahead of the curve even before I get a question.

Fiscal Issues

- We need to get through the next budget cycle in a positive way.
- I'd like to see us invest some money in the future and catch up with some capital items that we've put off since the recession began.
- The Council needs to give more respect to the Budget Committee that supports the Council. Council should read the reports and do more homework on questions about the budget before the Council meeting to approve it.
- Strategic investments. The budget is important. We're ready to start taking action to benefit from the recovery, but at the same time not fall back into practices of the past that we don't want to repeat. It's a great time to refocus on long-term strategic impact.

- Capital improvements are needed. Purchases of land that might be acquired as an investment.
- Investments in future items that are priced well or positioned to advance our strategic direction.
- How would adding rooftops affect QC?

School Resource Officers

- Partnerships with the schools are good. Resource officers at the high school are probably a good idea, but why does QC bear the burden? Many students who attend don't even live within the town. What benefits come to the Town from these officers?
- Is there really a problem? The school district that owns the issues should figure out how to cover the cost. Why should we feel obligated to pay for the officers?
- The school district override didn't go through so the district is having to make some cuts.
- School/Town relationships and cooperation is on the uptick with a new superintendent and John meeting monthly. We need good communication with the District.
- I'm not sure how to handle the request that the Town pay for the school resource officer for the schools.
- Public safety issues revolve around school resource officers.

The General Plan Amendments and 2015 Update

- General Plan amendments are going to be asking to increase densities.
- Council isn't aligned on how to consider General Plan amendments. What's the policy? Are we making QC a bedroom community? Do the impact fees cover the real costs of development?
- What's the benefit of increased density verses a change in basic character of QC? It's a big picture item for the Council.
- Cultural identity is a question.
- What's the vision of QC? Growth? Increased density? Retaining jobs and employment areas?
- Are we willing to change to a bedroom community? Do we embrace a new vision or stick to a historical view? And, how should be set policy on these matters?
- Landowners want to change employment areas to housing. This has created a stir within the Council, which is divided over the issue.
- My concern is that if we reduce the land available for jobs we won't be making good long-term policy.
- General Plan and land use issues. This year it's going to be tough with 6 General Plan amendments almost didn't even get approved to even consider.
- None of us are excited about what's being presented, but it's a democratic process that the Town needs to go through to let people have their day to present their case.

Infrastructure Development and Improvements

- Development needs to pay for itself.
- I'm tired of people who want more service, better schools, faster response, more parks, but don't see how taxes are the way these things are paid for. Want more service? Better service? They cost money, and that means taxes and fees.

- Bike lanes, trails and open spaces need our attention. Connectivity between different paths and a map showing how to use these trails would be helpful.

Horseshoe Park and Equestrian Center

- HPEC is like a house that was built too big. Now that we're into the deal, we can't just sell it, or put it in mothballs.
- HPEC needs to be resolved, and if not full agreement, then we must agree to disagree. But when we walk away from the table on Friday night we need to have agreement on how to proceed. I'm really looking forward to the Friday discussion of HPEC.
- This is a new park and will require patience while it's being developed.
- I don't even want to be in the room when we discuss HPEC. We've discussed it and discussed it, and I thought we had the issue put to bed.
- We probably need to rip the park (HPEC) apart before we put it back together. Maybe Doreen should be part of the discussion, but not Tim. The Park is his baby and there are things that need to be said that may offend Tim. He's put his heart into making it work.
- HPEC is on the agenda. We need to come to consensus or if not put some metrics into the mix so that we'll know what we're doing on this issue.
- With HPEC the topics I'd like to address include 1) a list of CIP, 2) equipment purchases, 3) multiple year maintenance schedules with costs.
- I love the park but probably wouldn't have voted for it had I been on the Council when it was approved.
- We can't just close it up because it's like having a house that's underwater. If we sell it, we still have to pay the gap between what we owe and what we've sold it for.

Incubator

- The Queen Creek Incubator is an issue. Because of the process we went through to consider support for non-profits, I felt backed into a corner to vote to approve the American Legion proposal. An alternative went through the Budget Committee and didn't get full discussion.
- I didn't think the mission of the Incubator was to solve the American Legion problem, but to support business development and bring new jobs to QC.
- I know that staff was trying to be helpful by offering the Incubator as an alternative to the Legion, but it set a bad precedent.
- Is the Incubator viable? Is it currently successful? <Example: At Home Solutions company.>
- Over half of the Incubator was dedicated to At Home Solutions, but the company didn't generate any tax revenue, and brought in nothing for the town.
- What is the mission of the Incubator? What are the specific goals and objectives? What metrics are we using to gauge success?

Housing Development

- CFD's are ways to levy taxes on future property owners to pay for today's development. The CFD keeps the price lower for the current buyer, and shifts the tax burden to the future.
- Developers are now proposing QC set up community facilities districts (CFD's) to pay

for roads, parks, water and sewer, and other amenities.

- In 5 or 10 years when the people who live here want to know why they're paying more taxes than their friends across town, it will be future Councils that have to explain how CFD's work.
- In the end, the Town gets to levy the tax and wear the black hat.
- Community Facilities Districts are ways to avoid paying impact fees up front, and shifting them to the future. This is a problem and no one seems to recognize how it really works.

Council Protocols

- We must put our best foot forward for QC as elected officials. How we look...how we speak...how we behave while in the public eye are all important.
- We have unique personalities serving on this Council.
- I'd like us to remember that when we communicate with the public it's often not so much the message but rather the way we deliver the message that makes the difference in public reaction.
- We're doing some 360-degree evaluations with Council members.
- I sense that individual personal philosophies may get in the way of our communication.
- Election season is approaching and political posturing might negatively affect a productive Council team engagement. The best long-term interests of the Town should be our only objective.
- When we discuss tough issues and set a direction on an item, we need to pursue it as a group. Specific, detailed action items that will get something done. Not just agree to study it.
- Need to have a discussion about being accountable to each other for Council decisions. If we, as a group, decide to take some action...even if we don't fully agree with the direction, we must support the decision and not undermine the decision with the public.
- It's hard to explain to our constituents why the Council doesn't decide the way they want on an issue. Can we help Council members find ways to promote constituent understanding when a vote doesn't go their way?
- When considering competitive grants, everyone competing must follow the same rules. We need to discuss time lines and fairness as a component of the competition.
- The budget cycle, Council cohesion, rules/policies should be discussed, agreed to, clearly understood, and then followed.
- How can we make the Council stronger as a cohesive group?
- Are there ways to help Council members who feel they're on the outside of decisions?
- Part of the problem is managing community expectations. How does staff contribute to that? How does the Council manage expectations?
- I look forward to these retreats because they give us the opportunity to talk with each other and to hear what's really on our minds. It's easy to obscure true feelings when it's just one-on-one, but in the group...you'll get called out if your statements don't line up.

Economic Development

- We have a huge neighbor (San Tan) that is not incorporated, thus no restrictions or standards for developing businesses. If we don't embrace an "open for business"

standard, we'll be jumped over for business development.

- I want to see the movie theater we discussed in the past get built, and a hotel constructed within the Town limits of QC
- Residential permits are skyrocketing.
- We have some opportunities and pitfalls: Everyone on Council will say that QC is "open for business" but we're seeing policies that don't appear to support this statement.
- What does "open for business" mean? More staff working on attracting business? How about incentives? What else might the Town do to attract business?
- Back to square-one with the 20 acres. We got a proposal for a theater, but didn't work out. Then we got two theaters; one is a Harkin's.
- The issue of picking "winners" and "losers" in making policy. Non-profits? Private businesses?

Annexation

- Annexation is an issue. It was on my mind last year but we didn't get any action on it. Annexation has the same issues as those we face in the general plan... what about the public cost of annexation? How do we address the addition of existing property without development fees?

Signs

- Signage is still hot.
- Sign ordinances are lightning rods around here. Things are heating up. Council has discussed this issue over the past 6 years.
- Signage issues are created some controversy. There's a spectrum that we need to consider, so what are the ends of the spectrum, and where could we all agree to live on this continuum?
- Signs and signage; how is QC "open for business" when we aren't allowing for bigger signs?

Interaction with Nonprofits

- Funding of the QC Chamber of Commerce is an issue, but may be premature to discuss at this time.
- Balanced funding of non-profit groups.

APPENDIX C

THE ISSUE DEVELOPMENT PROCESS

A standard part of the LL DECKER & ASSOCIATES facilitation model is the Issue Development Process. Participants are asked to follow this five-step process in developing answers to key questions. I've found that this discussion process assures all have a voice ... and no one dominates the conversation, so I insist that participants learn and use this technique as part of the retreat.

Driving Question - One person with a good understanding of the topic is asked to describe, in two minutes or less, "everything we need to know" about the subject. During this first step, the speaker introduces us to the issue, illustrates why this issue needs attention, gives the group an initial starting position for discussion, and provides an initial direction for resolution.

Discussion - Participants are asked, "Who has a different position than the one just suggested?" With that, others who may hold opinions about the topic can provide alternative points of view as to what is "at issue" and the kinds of actions that might advance the organization or resolve the controversy. At this point no debate occurs... just presentation of opinions about the topic and direction that might be appropriate. Participants are also asked to keep their comments to 30 seconds or less... termed a "thirty-second soapbox."

Questions and Concerns - When all participants have had an opportunity to describe the issues in their own terms, then a second round of discussion can occur that focuses on questions and concerns. Having listened to the differing opinions surrounding the topic or issues, participants are encouraged to raise questions and identify any concerns they may have about the recommendations presented by others. Again, debate is not an appropriate format at this point. Participants simply state their questions about what has been said, and listen to the answers. The intention is to direct questions and concerns toward the issue...not at each other.

Alternatives - Once all participants have had an opportunity to speak, the group is challenged to summarize what they heard and propose any alternatives that have not yet been suggested. Hopefully, through this process, new ideas and different possible solutions may have come to light that can overcome concerns and help the group reach a better recommendation. Again, individual debate...pro/con... is not appropriate. Simply state the preferred alternative and the benefits generated by that alternative. It is unnecessary to disparage the recommendations or suggestions of others.

Possible Actions - NOW, IT'S TIME TO DEBATE! When stating why one alternative is better than another, avoid comments that would be overly contentious, personally directed or unnecessarily provocative. Personal attacks directed toward the wisdom of another participant's suggestion are not productive to the decision, extend/delay decisions, and are discouraged. The group is challenged to mix and match features of the various recommendations; by doing so they may find better ways to resolve the issues and improve the relative position of all interests.

Summary - Keep in mind the fundamental questions, 1) "What actions will we agree to collectively take... or decisions might we collectively make... to resolve the controversy or

address the topic?” and 2) “What direction and actions will the immediate group and other stakeholder interests collectively support?”

Using this Issue Development Process, the group generated information, recommendations and direction. As with all retreats, no final decisions were reached during the meeting; tentative suggestions by the group are subject to reconsideration and additional discussions, considerations and actions at a later time.