



# MEETING MINUTES

## FINANCE REVIEW TASK FORCE MEETING #1

Development Services Building  
San Tan Conference Room  
22358 S. Ellsworth Road, Queen Creek, AZ  
November 24, 2008  
7:00 p.m. – 9:00 p.m.

### Committee Members

Steve Sossaman, Chair  
Carlos Acuna  
Dru Alberti  
Bob Brita  
Kyle Robinson  
Rustyn Sherer  
Michael Shirley  
David Weiss

### Staff

John Kross  
Patrick Flynn  
Shane Dille  
Tracy Corman  
Yolanda Bracamonte  
Debbie Gomez  
Gregory Flynn  
Lisa Padilla  
Troy White  
Dick Schaner

### Observers

**Facilitation:** Lance Decker, LL DECKER & ASSOCIATES, INC.  
**Summary:** Lois Reilly, LL DECKER & ASSOCIATES, INC.

## MEETING SUMMARY

### Introductory Remarks

Patrick Flynn welcomed participants and staff and provided an overview of the Finance Review Task Force charter. This series of meetings are to look at the Town of Queen Creek's parks and transportation programs, to assess what methods for funding these programs might be available, and make recommendations to the Town Council on what financing mechanisms might be most appropriate to successfully take Queen Creek into the future. Patrick provided an overview of the previous Finance Review Task Force initiated in 2003-2004 and indicated that Steve Sossaman had been a member of that group.

Lance Decker, leading the project's facilitation and support team, explained meeting protocols and reviewed the project meeting guidelines (see attached) to clarify expectations and support meeting productivity. There will be "homework" that participants are expected to complete in advance of each meeting, and the group will complete an action plan and evaluation at the end of each meeting. Meeting notes are required to be publicly posted in 72 hours from the close of the meeting. Notes will be emailed to participants and be discussed/approved as part of the next scheduled meeting. When participants receive their summaries, they are requested to review these notes, make substantive comments, and provide any suggested changes to Lance and Lois in advance.

Several other administrative issues were raised and discussed as follows:

#### **What are the roles of meeting observers?**

- ✓ They are welcome to observe the process, and give periodic feedback on the process and substance when called to do so.
- ✓ Observer comments will be made at the end of the meeting.
- ✓ At the beginning of each meeting members of the public may briefly address the Task Force regarding relevant topics that are not on the printed agenda; no further discussion or action can be taken until an item is formally placed on an agenda.

#### **Has the meeting been well publicized?**

- ✓ While there has been public notice and attention given to this Task Force, the topic and long-term nature of the discussion probably doesn't make this a hot topic for most residents.

#### **What's the role of the facilitator?**

- ✓ Lance's role is much like a traffic cop, keep the meeting organized, productive and flowing. If you believe the meeting is going too slowly, let him know. If you think the group needs more time, let him know that, too.

### Participant Introductions

Lance asks all participants to consider what they hoped to produce from this investment of time in the Finance Review Task Force, and place their thoughts on three by five inch index cards. Participants were then asked to introduce themselves to the Task Force, note where they were born and raised, their job titles and comment on the index card they submitted.

**Task Force Members:**

Carlos Acuna  
Dru Alberti  
Bob Brita  
Cathy Miner

Kyle Robinson  
Rustyn Sherer  
Michael Shirley

Steve Sossaman  
David Weiss

The following were participant' responses to the question of investment of time:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>✓ An understanding of maintenance costs</li><li>✓ I hope to ensure that projects are considered for all of their merits, as, often in my experience the least cost option is not always the most beneficial</li><li>✓ Direct and guide the town's future</li><li>✓ A steady dependable flow of revenue without impacting local citizen's wallets</li><li>✓ How to maintain/improve own quality of life</li><li>✓ Set in place finance mechanisms to operate facilities once they are obtained or developed</li><li>✓ Financially feasibly solve the town's growth needs for the foreseeable future</li><li>✓ Assist to identify alternate funding sources to aid in the infrastructure of the Town</li></ul> | <ul style="list-style-type: none"><li>✓ A balanced budget for the community</li><li>✓ Maintain the balance of employment, recreation, housing and retail</li><li>✓ Understand where the money comes from and where it goes</li><li>✓ I want to feel that I contributed to Queen Creek's financial state</li><li>✓ Find funding solutions for Parks and Recreation capital &amp; operational costs</li><li>✓ To provide the Town Council with recommendations to fund 2 very large processes in town - Parks &amp; Transportation</li><li>✓ Forward a unified recommendation to the Council that is comprehensive and reflects the future project and financial needs of the community</li></ul> |
|--|---|

**Comments from the Town Manager's Office**

John Kross welcomed everyone and summarized the previous Task Force's work program and achievements. Copies of the 2003-04 Task Force' recommendations were distributed to all current Task Force members. The goal of the 2003-04 group was to study overall capital and operational financing of Queen Creek's future. The mission of the current Task Force is to develop funding options for parks/recreation and transportation plans. John also stated that Queen Creek is a unique and special place that encourages citizens to work with the staff in studying and planning programs.

**Selecting a Task Force Leader**

In order to fully consider Task Force leadership, members were asked to identify the characteristics of someone who would make a good Task Force chair. The following were their responses:

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>✓ Control</li><li>✓ Flexible</li><li>✓ Commitment</li></ul> | <ul style="list-style-type: none"><li>✓ Maintain order</li><li>✓ Stimulate discussion</li><li>✓ Keep forward progress</li></ul> |
|---|---|

- ✓ Ability to acknowledge and consider items/suggestions (not just their own agenda)
- ✓ Keep meeting moving forward
- ✓ Ability to respectfully point out when someone goes off task
- ✓ Commitment (to process)
- ✓ Decision-making (as needed)
- ✓ Objective (when evaluating ideas)
- ✓ Time to serve
- ✓ Reliable
- ✓ A desire to do that which is beneficial to the community as a whole
- ✓ Stay on task
- ✓ Keep order
- ✓ Help direct discussion to conclusion
- ✓ Detailed approach
- ✓ Organized
- ✓ Fairness
- ✓ Knowledge
- ✓ Leadership

The group was then asked to consider their responses and toward the end of the meeting, make a selection of the person who would lead their work.

### **Discussion of Task Force Goals**

Participants were asked to identify their initial understanding of the goals of this group. The following were their responses:

- ✓ Long term idea - what we're doing needs to be considered long term
- ✓ Operational costs should be in place
- ✓ Problem solving - working toward solutions outside the box to help town solutions
- ✓ Current stakeholder - been here a long time and rest of his life and wants to determine needs vs. wants
- ✓ Participant works with counties regarding creativity in funding and has personal knowledge on how to help
- ✓ Determine the goal of the group
- ✓ Identify revenues or look at revenues & expenses and come up with a balance
- ✓ I think very clearly and like to keep my money in my pocket
- ✓ Keep realistic framework, long-term financing is a bottomless pit - transportation and parks/recreation – there's no end to the imagination, look at possibilities.
- ✓ I use trails on regular basis; everything is a compromise, look at options for funding opportunities
- ✓ Best way to obtain revenues - influx of revenues, not to tax citizens if possible – look at budget to see if we can cut the fat out of it
- ✓ Focus on broader way to fund programs
- ✓ Avoid the money-dipping from program to program
- ✓ We need two different strategies (one for Parks & Recreation; and one for Transportation) and evaluate them separately
- ✓ We need to identify and prioritize projects
- ✓ Immediate review and understanding; focus only on two and then proceed to find funding mechanisms

During this discussion a participant asked, "What was previous task force goal-set?" Patrick Flynn responded by indicating the previous group was to 1) study the full range

of needs and wants for public facilities and services, 2) identify all the fiscal possibilities for paying for such services and improvements, 3) discuss the various interests that have expectations for what to do and how to pay for it, 4) consider the most appropriate ways to address the wants and needs, and 5) make recommendations to the Town Council on specifically what and how the Town's finances should be organized in the future.

Specifically, the Town Council needs the Task Force to make recommendations on how to fund park and transportation programs over time. Revenues and expenses are all on the table. The group will be given an overview of the Town's complete financial picture, including revenue and expenditures... capital improvement and operating budgets. The group will talk about current park/recreation and transportation revenues and what's being achieved, and then be asked to make recommendations about how the future should be funded for these programs.

Pat continued by stating there may be opportunities the Town hasn't considered. Maybe a bond election is in the cards since it hasn't happened in Queen Creek before. We've done a bond issues, but not bond elections. The goal is really how to get the needs in the community financed, and then how to manage the community's expectations.

Additional comments from the group included:

- ✓ Transportation and parks / recreation are important.
- ✓ Be respectful of everyone's time.
- ✓ The earlier Task Force recommendations assured that the Town stayed focused and was successful.

### **Overview of the Parks Master Plan**

Debbie Gomez presented information about the Town's parks and recreation plans. The following are key points in her presentation (see attached):

- ✓ These plans are implementation tools for our residents.
- ✓ The Town will sustain and improve quality of life in Queen Creek.
- ✓ There was a focus on the Facility Plan Analysis for 5 and 10 year needs funding.
- ✓ Within these plans is a focus on three themes that are clearly stated:  
Interconnectedness; opportunities for interaction; preserving character.
- ✓ The Parks Master Plan is on the Town's website.
- ✓ In order for us to understand the types of facilities an inventory was completed. The inventory asked questions about needs vs. wants.
- ✓ Inventory included facilities, trail easements, programs and services.
- ✓ Programs and services focuses mainly on youth with a lack of focus on seniors because youth populations are greater here than in other parts of Metro Phoenix
- ✓ The Town has a relatively small percentage of people age 60 and over.
- ✓ There might be a need to increase organized sports.
- ✓ The ways that the Town funds these programs this is really important.
- ✓ Facility Inventory Analysis review shows the Town is not too far behind schedule.

Currently we have 430 acres of open space, but we need 1410 acres of open space at build out, but there's just not 1400 acres of land to buy in Queen Creek anymore. Some needs are being met by Queen Creek Unified School District

**Questions:**

C - Is there an opportunity to buy property and set up basketball courts working with private businesses to solve the problems?

A - Based on current number of housing permits, the population is expected to double by 2018. Debbie states that according to statistical information, the Town might hit a growth spurt. The slides represent a conservative approach. Steve agrees we will find normal growth in 5 years. There is a need for multi-generational recreational center.

Q - Lance asked the group what they felt their project discussion boundaries were in framing these discussions. Does the Task Force accept the various plans as they are? What additional information about these plans is needed to make informed decisions?

A - It's good that the members are getting information about the details so they can make informed decisions. They need to know specifically what's in there. We also need to find out the baseline for projects and services so we know what's new and what's maintenance. The group should be looking at prioritizing projects and services for funding. They should accept that the plans that are in place as the baseline for discussion. The job of the Task Force is to figure out how to fund them.

Q - Could we tie fees to housing permits?

Q - How do I know if money coming in from new residents is sufficient to cover these costs?

A-\$15,500 is collected per house and \$5,579 of that is for parks.

Q - Does the town want to grow this fast?

Q – What are the national and local standards for parks and recreation? How does Queen Creek stack up?

A – Troy White responded to the question using a matrix included in the presentation. *(see presentation)*

**Comments**

Regarding development fees ... there are seven development fees governed by state law. The Town shows charges are growth related and builds a case of proportionality.

Regarding build out implementation costs... cost estimates are from \$287 to \$306 million depending on population growth. All require streets, sewers, electric... for new park. It was stated that we already own land and that a number of your questions can be answered by looking at the formal plans from the website, and in future meetings where staff will provide specifics about costs. The Master Plan is on the website in .pdf format so it's printable.

Lance requested that when participants have substantive questions they should write them down and send him and email. He will collect these questions and get them to staff prior to the meetings to save time and give good responses. His email address is: [ldecker@lldecker.com](mailto:ldecker@lldecker.com)

Patrick stated that the last page of the Plan shows the amount of money the Town needs. Please review this before the next meeting.

A comment was made that a cost/benefit analysis is needed to determine what you give and get for public services. The group may not want to recommend something that will cost more money than give back in benefits.

## PLANNING FOR ACTION

<b>ACTION PLAN</b>		
<b>What needs to be done?</b>	<b>Who is responsible?</b>	<b>When will it be complete?</b>
Prepare the meeting notes from 11/24 and send to Patrick Flynn to post for public information.	Lois Riley Lance Decker	Wednesday 11/26, close of business (COB)
Provide information on the acres-needed per amenity and provide a link to that information if it exists on the website	Troy	
Provide a website link to the Five-part Parks Master Plan	Troy	
Provide a website link to the Parks Trails and Open Space Master Plan	Troy	
All members should go to the Towns website and become familiar with these various planning documents.	Task Force Members	
All members should review the recreation-needs assessment materials.	Task Force Members	
All members should review the previous Task Force final report on what was implemented in the last planning document.	Task Force Members	
Provide information at the next meeting regarding how implementation of the previous Task Force recommendations are proceeding.	Debbie G	1/12/09
Prepare for the next Task Force meeting	All	1/12/09

**Announcements:**

- ✓ The timeframe for completing the Task Force work is 6 months... by June 1, 2009
- ✓ The Task Force will hold monthly meetings...usually on the second Monday of the month @ 6PM.
- ✓ There will be no meeting in December

**Meeting schedule and curriculum:**

- ✓ November 24, 2008
- ✓ January 12, 2009
- ✓ February 9, 2009
- ✓ March 9, 2009
- ✓ April 13, 2009
- ✓ May 11, 2009

Q - Can you vote by proxy?

A – No, however you can be included in the meeting by teleconference.

**Chair selection**

Steve Sossaman was nominated and accepted the position of the Task Force chairman.

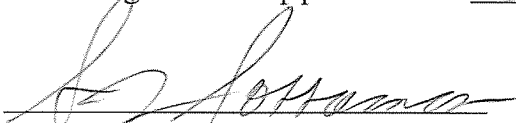
**Adjournment**

Lance and Patrick thanked everyone for their attendance, their time and their investment in Queen Creek. If you have questions about the group, you're unable to attend a meeting, or need some special accommodation, let Lance know..

**Respectfully submitted,**

**Lois Reilly**  
**LL DECKER & ASSOCIATES, INC.**

Meeting notes approved on January 12, 2009

  
Steve Sossaman, Chairman





# RULES FOR A GOOD MEETING

## CODE OF COOPERATION & RESPONSIVENESS

- ▲ Critique ideas, not people and show respect for the views of others
- ▲ Ask honest questions
- ▲ Make clear comments
- ▲ Avoid side conversations
- ▲ Listen with an open mind
- ▲ Focus on functional, constructive controversy
- ▲ Speak for yourself and own your words
- ▲ Everyone is responsible for advancing our agenda

## ADMINISTRIVIA

- |  |  |
|--|--|
| ▲ Pagers and cell phones                     | ▲ Thirty second soapbox?<br>⌚  |
| ▲ Where are the rest rooms?                  | ▲ Communicate effectively by listening actively                            |
| ▲ Where are the telephones? ☎                | ▲ What's the rule on confidentiality? Default is "you say it, you own it!" |
| ▲ Room temperature                           | ▲ Make good decisions  |
| ▲ Meeting breaks???                          | ▲ Plan for action  |
| ▲ You're not glued to your seat!!!           | ▲ Enjoy your time together<br>😊  |
| ▲ Pretend you're one hundred miles from home |  |
| ▲ When in doubt, review these ground rules   |  |