



November 21, 2014

John Salamone
Town Manager
Town of Newington
131 Cedar Street
Newington, CT 06111

John,

Thank you for the opportunity to serve the Town of Newington by facilitating the Focus Groups related to the Town Hall & Community Center projects.

We enjoyed meeting with the groups. There was definitely some lively discussion. As a result, the work product of the groups was informative, thoughtful and formidable.

The group participants were pleased to get the opportunity to influence the conversation on this very important issue, since it will have a direct impact on their Town.

We hope the enclosed information will serve a meaningful purpose as the Building Committee and the Town leaders deliberate potential options for discussion.

Respectfully submitted,

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Decision Point LLC

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Town of Newington Focus Groups Report

Background:

Three separate Focus Groups met to discuss their views on the Newington Town Hall/Community Center project. The groups met on November 12, 13 and 15, 2014. The first group had 16 participants, the second group had 15 participants, and the third group had 6 participants.

The groups were all told:

- That their mission was to have an interactive discussion on their thoughts regarding the Town Hall/ Community Center Project.
- That the goal was to hear individual member's ideas, feelings and concerns. The forum would allow the group to generate group conversation on the topic, gain clarity on the real concerns, and potentially uncover some new ideas for the Town and the newly formed Building Committee to consider going forward.
- That their ideas could be fully researched thoughts and ideas; or could also be creative, purely speculative, or even just a kernel of an idea that was not necessarily completely supported by a thorough knowledge of the facts or issues involved.
- That the member's role was not to convince others members of the Focus Group of the merits of the views they presented. Divergent views were welcome and would be documented. The goal was not to gain consensus positions on any ideas presented.
- That they all needed to show respect to each other and keep an open mind so that new ideas could surface.
- That the collective opinions from all three Focus Groups would be shared with the Town Council and specifically used by the Building Committee as they begin their work in a few weeks.

At the beginning of each Focus Group, the members were asked to:

1. Introduce themselves and give the reason they volunteered for the Focus Group or provide compelling idea that they wanted to be shared with the group and documented for the Town.
2. Decide on the specific areas of interest that the group wanted to address.

November 12 Group decided on:

- Getting clarification on some issues surfaced in the phone survey.
- Getting ideas on how to improve communication with the electorate.
- Getting ideas on potential solutions for the Building Committee to consider
 - Scope of the project
 - Building new or other options
 - Location
 - Budget
 - Cost of delay

November 13 Group decided on:

- Getting ideas on potential options for the Building Committee to consider
 - Needs versus wants assessment
 - Getting clarity on Town vision impact – not taking a “band aid” approach
- Getting ideas on how to improve communication with the electorate.
 - Attitude of Town leadership
 - Qualifications of the members of the Building Committee

November 15 Group decided on:

- Getting ideas on potential solutions for the Building Committee to consider – our opportunity to influence the discussion
- Getting ideas on how to improve communication with the electorate.
 - Gain some clarification on issues surfaced in the phone survey

The following information represents the actual verbatim discussion points of each Focus Group:

Newington Focus Group 11/12/14

Reason I volunteered - idea I want to ensure is communicated – open forum

- Believes Town needs a separate Community Center
- Project did not include passive solar
- Believes Town needs 2 gyms
- Library and library expansion not included
- Wanted a Town Center complex
- Preserve the scenic view
- Renovate – fix, not go overboard
- Wanted to know if land was available from school bus garages
- Communication lack of information – specifically not told about the garage and where the money was really coming from – too many secrets.
- Wanted closure of communication and misinformation on Facebook answered/corrected
- Wanted a level of respect and accurate information from Town officials
- Wanted open minds to options regarding cooling and heating replacement options – also many zones for better efficiency
- Wanted to know why Town Hall roof can't be fixed
- Wanted to know how come money wasn't spent to maintain Town Hall building
- Wanted to know why Town Hall building out of code.
- Wanted to know if it really cost more to renovate
- Need to get support of people who do not attend Town meetings
- Something needs to be done
- No waiting – need to take action
- Need open areas – need easy access for all
- Concern for cost of project
- Reconstruct space– utilize space better.
- See what we can do with this building – enhance and expand – beautify
- Add Library to project
- Against Mill Pond Park
- Get taxes lower
- Why isn't Board of Education in one of the school buildings
- Consider moving departments out of Town Hall to other locations
- Look at entire Town for solutions
- Select new architect or at least put project out to bid again for new architect
- If don't see a need for a new architect – just a better direction for the architect

Phone Survey Clarification:

- If location was primary reason for no vote , why do you think location change would not change vote:
 - Parks & Rec should stay in current location – move not acceptable
 - 30 million reasons
 - Misinformation
 - Question on survey not clear – not sure where else was being considered. A second location could have been as unpopular as the proposed location.
 - Tax implication would still be a factor
 - Still a combination deal that might not have universal appeal. For some, it was “Town Hall was the hostage \Community Center was the ransom...or... Community Center was the hostage \ Town Hall was the ransom”
- Why do you think a large percentage of voters would still vote no even if the overall cost was reduced:
 - Information has to make sense and have to be completely communicated.
 - Will taxes go up? Loaded question. Show costs. How will it go up year to year? Clearly communicate numbers. People voted negatively because they didn't know all the facts.
 - Needed to clearly identify location of buildings – people did not know the exact location, so they were easily confused about the site location.
 - Referendum date made people think that they were trying to affect voter turnout & the vote.

What should we do with Communication:

- Offer tours of Town Hall so residents can see the needs to build new Town Hall
- Important to communicate why renovation not a good option. Background study about the ability to renovate.
- Communication with electorate:
 - Be clear about options
 - Terminology – use plain English
 - Explain bond process – use layman’s terms
 - Taxes – show real total cost
- No tax increase - Paid by CIP –assumes no other things would adversely impact CIP in the future
- Make Building Committee members phone numbers/contact information available
- Building Committee Facebook page
- Need to encourage electorate to come to meetings and be informed early
- Meetings – need two way dialogue.
- Mail or email list of dates for important meetings to electorate
 - Town Crier website – dates of meetings, summary meeting notes, pertinent information from credible sources
- Town Hall meetings with Building Committee members present – so trust in both groups is built
- Prominent display of minutes in Town Hall and Library
- Identify a “Go To Person” assigned to the Building Committee for electorate to contact about questions/concerns
- Need creative means of communication with electorate
- Have focus group meetings with committee members during process to ensure they are on “the right track” and communicating effectively
- Address population with findings – explain/educate in layman’s terms – report to the people

What should we do with project from a process standpoint:

- Process – did we as a Town investigate renovation? If so, where are the reports to support reasons renovation not selected – cost estimates, etc. People need to know if there is a report about the Town Hall condition. Public need to see reports about cost of renovation vs building new.
- Hire independent Structural Engineer before architect to ensure renovate option is considered before building new
- Communicate “grand plan” – “big picture” for this project effect on 5 year, 10 year, 20 year plan for Town
- Start with a total needs assessment- not a wants assessment.
 - Have department heads justify needs.
 - Have Department Heads make presentations
 - Have them provide date-by-date comparisons of needs then, now and into future.
 - Have them provide options to extra space
- Architect should start from ground zero – not adjust or change current Plan A, consider and offer Plans B & C
- Really investigate renovation - re-evaluate building by building, space by space...specific attention should be given to renovating Town Hall Auditorium
- Look at other Towns for ideas – how did Rocky Hill and Cromwell address this aging infrastructure

What should we do with current Buildings:

- Town Hall – address these basic needs:
 - Working HVAC
 - Atrium – not good option – high cost of heating/AC
 - OSHA compliant
 - Handicap ADA compliant
 - Adequate parking
- Town Hall – address these additional needs:
 - Should consider Solar power
 - Real privacy for people using Human Services
 - Must consider property owned by Library Board – not possible to use for additional parking lot without their approval. Library might give up if library expansion considered.
- Town Hall – consider these changes – may affect needs analysis:
 - Town Hall and Community Center together - move Human Services and Parks & Rec
 - Board of ED - put elsewhere. Have them renovate/build their own building/space
 - Some other offices can be elsewhere - IT for one
 - Easy access for people who need to get services - One stop shopping

What should we do if we build new buildings/structures:

- Suggestions for new building...
 - More floors – build up
 - Connect Library
 - Maintain outdoor space
 - Spend today to save tomorrow
 - Demolish current building, build on same footprint, start with an lowest level underground parking area
 - Save Parks
- Community Center needs:
 - 2 gyms
 - Real theatre
 - Space for rehearsals – Auditorium
 - Meeting space for groups
 - Multi-purpose rooms
 - Teen center
 - Combine with library
 - Pre-school
 - Perhaps could Incorporate retail space
- Suggestions for new building location...
 - Consider asking Golf course to donate land for Community Center
 - Use bus depot Land across from skate park
 - Factory near Best market
 - Kenney Building next to High School
 - Hartford Hospital Land.
 - Fafnir building
 - Churchill park
 - Crest auto\cedar street
 - Alumni Road
 - Milk Lane – ropes course
 - Young farm
 - Cedar Crest Hospital
 - Day Street

Newington Focus Group 11/13/14

Reason I volunteered - idea I want to ensure is communicated – open forum

- We need bigger picture – need to consider entire Town. Everything a bandaid
- Wanted to get clear information
- Heard about disrepair of town Hall...wanted to know how it got that way...why can't we maintain that building
- Wanted to keep taxes in line...don't over-spend
- Wanted to introduce the concept of "sharing"
- Have productive expectations of Focus Group
- Frustrated with what happened - wanted to give input
- Questions about needs - is there a real need for this tax increase
- Wanted to share in process and contribute
- Wanted control
- Wanted to point out that no one connecting the dots – this used to be a farm community. Now changed so much waste in town. Aware of building deficits, but we need to recycle old buildings.
- Wanted to hear other folks
- Don't believe our leaders representing our town...need better vision
- Suspicious of architect
- Wanted leaders to look at all options...there has to be another way. Is disenchanted with town leaders.
- Don't put in park. Town wasted \$42K on a referendum for a building in the wrong place
- Want to save money ...renovate
- Focus \$ on what we need... anything else, not needed.
- Wanted leaders to remain skeptical – look for reasonable cost effective options
- Parks & Rec – need to find another way to meet their needs
- Disenchanted by Park & Rec support by Town Leaders
- Wasted space in current building
- Wrong approach in new building
- Renovation saves land and money
- Character of Town needs to be maintained
- Discover needs – build and renovate to that
- Wanted to be part of solving problems
- Wants leaders to ask for community help and ask for community advice
- Believes building condition not really known, e.g. gyms
- Believes Town gave no information...did things behind our backs
- Human services needs extra space – food stored all over the building – not safe
- Believes extra space not needed.
- Wanted to know how move forward
- Wanted a clear assessment of needs vs wants
- Wanted to know why put a roof over courtyard
- Wanted to know the qualifications of committee members
- Wanted to know why just sports related issues addressed – not music and arts...e.g. lack of piano in atrium
- Wanted to know why Community theatre not up to code...why not get up to code.

What should we do with project from a process standpoint:

- Start with a needs analysis
 - Perform gap analysis for all issues/needs presented before building plan is discussed
 - Need to change mentality to “fix” rather than “buy new” as a starting point
 - Look at demographics of town – age of current population. Establish realistic needs of current and future population – consider that first in the needs analysis
 - Community Center needs decreasing
 - No need for fitness center
 - Don't build for demographic we are not and needs we don't have
 - Build for required needs that are the responsibility of a Town to provide
 - Use space and monies we have without adding additional debt
 - Really identify needs – reallocate uses to other buildings
 - Remain skeptical – look for reasonable cost-effective options
 - Do an environmental study of the Town Hall building – avoid last minute issues/cost
 - Perhaps don't need more space – find ways to free up space:
 - Some employees could work from home - only those who directly serve the public need to be at Town Hall. Identify which is which...then, consider all public needs and services that are used – consider all buildings/options available to satisfy needs
 - Consider asking other organizations (e.g. non-profit organizations) to offer some services, with or without Town staff or support – will reduce needs for space
- One Community thinking – share our capacity/facilities/gyms and all assets with each other and with other communities and Towns
 - Regional solutions need to be considered
 - Allocation of what we have – move departments around according to current assets
- 20/20 Conservation and Development plan needs to be required reading and needs to be adhered to going forward
 - Open space needs to be maintained
 - Building Committee needs to look at 5/10/20 year building plan...and then ensure that building plans are addressed in this initial plan
 - If new complex is built, plan for use of current complex
- Keep in mind – this is an office building – build/renovate to the needs of an office building
- Consider Solar energy – get Federal Grants for every building with solar power
- Use existing expertise of Town residents – ask them to volunteer and use their expertise for the Town
- Town Council needs to act with leadership
- Be aware of costs that the Town is assuming before adding new debt. – e.g. Board of Ed already has \$40 million request, plus salary increases.
 - Be aware that our total debt ceiling as a Town is \$30 million
 - Outsource services to reduce asset needs - save space & money
 - Building Committee needs to be informed of the other decisions made by the Town that could impact decisions made in their plan, e.g. Town is considering adding Two-Tier buses so need a bus garage that can fit two-tier buses
 - Portable buildings will be needed during construction
 - 8 school gyms already available for use.
- Ensure the budget includes a budget for maintenance of building and all mechanicals. Do not depend on product warranties to cover the costs of long term maintenance of new products (e.g. HVAC equipment)
- Change or add people on building committee – ensure credentials and expertise are appropriate – at least publish credentials to build trust.
- Understand legal/union constraints of any actions

What should we do with current Buildings:

- Renovate current Town Hall
 - Renovate within current footprint
- Get more space by:
 - Moving transitional academy to schools
 - Moving Police Dept.
 - Moving Park and Rec
 - Moving buses to Milk Way. This will expand parking space
 - Moving food pantry and Human Services to Senior Center
 - Could food be handled better by non-profit agency
 - Consider outsourcing school buses or other departments
 - Human Services – needs to be relocated/consolidated
- Consider “Build up”:
 - Add more floors to Senior Center for Community Center needs – move CT Health District and Human Services to this space. This addresses the confidentiality, access and space issues needed by Human Services
 - Add more floors to Town Hall
 - Add more floors to present Town Clerks office – add second story
 - Add second floor at Senior Center – move CT Health District and Human Services to this space. This addresses the confidentiality, access and space issues needed by Human Services
 - Add additional floor to Town Hall – for Board of Education
- Keep “all under one roof” – in existing foot prints - saves on maintenance
- This building needs to include Library/Senior center
- Include Board of Ed, Fire Dept., Library, etc. in plan
- ADA accessibility needed – entrances & exits need to comply
- Address the 7 year requirement - all public buildings need to meet code standards and all applicable laws for “publicly accessible space” within 7 years
 - Maintenance needs to bring entire building up to code
- Create logical layout of town offices – Clerks & Assessors
 - Current entrances/exits don’t serve public needs for privacy and public access
- Reduce the size of hallways – expensive but not useful
 - Current locker space used for storage
- Need more parking – library area could be one big parking lot
- Need to replace the heating system
- Need dedicated safe food storage area
- Consider different entrance and use for present gym space – perhaps potential office space
- Put solar farm on roof of bus garage

What should we do if we build new buildings/structures:

- Suggestions for new building...
 - If additional space is needed, build an addition on the front of the building...a 3 story addition starting at the top step of the front staircase to the front of the building actually matches exactly or slightly exceeds the floor plan and square feet of the original proposed plan
 - Add a parking garage for the public
 - Avoid Atrium - waste of space
 - Avoid flat roof on additions
- Community Center needs:
 - Don't only consider needs of just sports...include Art and Music in plan
- Suggestions for new building location...
 - Mill Pond location was a swamp – not good site location since it would need costly pile-on support system
 - Pick a place other than Mill Pond to put one of the current occupants
 - Consider other locations for future renovation/building – e.g. Hartford Hospital site
 - Additional Gyms and Stage could be added onto current schools – rather than building a new Community Center with these features
 - Build on school properties – 40-60% State funding
 - Other locations/buildings to consider (potentially free or low cost):
 - VA Hospital
 - Cedar Crest
 - Lottery headquarters
 - Lawrence Tech
 - Crest Pontiac
 - Golf Course
 - Land near Newington arena - Alumni Road
 - Add buildings on Fenn Road
 - Busway land
 - vacant buildings
 - build onto the High School

What should we do with Communication:

- 5 pm difficult time for meetings...need to be convenient for the public
- Publication of minutes
 - On website
 - In the paper
 - email
 - Texts & phone calls
 - Post minutes in lobby of Town Hall
 - Social media – Town should have a Facebook Page
 - TV
 - Digital tape available
 - Post information prominently in library
 - Liaison person on committee
- Include all costs before going to referendum
- Encourage public to attend meetings
- Demand due diligence from Building Committee
- At certain intervals, have public meetings – “milestone meetings” or “Toll gate meetings” – gives feedback to Building Committee on how they are doing, before they move forward in a direction that would not be acceptable to the electorate
 - Building Committee needs to provide interim reporting of ideas/ suggestions, rather than waiting for their final report
- Impose a reasonable deadline for Building Committee to complete its work – publish and communicate deadline
- Use Focus Groups throughout the process – before decisions are made final
- Forum for 2 way conversation
 - Public statements need to be listened to
 - Public statements need to be publicly evaluated
 - Public statements need to be addressed and/or responded to
 - Allow public to send Email questions to committee prior to meetings
- Hartford Courant, Rare Reminder & Town Crier – Building Committee should use these resources to share progress and share calendar of events – e.g. next meeting dates, etc.
- Create Town website Page on Town website dedicated to this issue - publish every pertinent handout, etc.
- Sometimes it seems that the Board of Ed has too much influence and becomes Board of Ed vs Town of Newington
- Wants respectful two-way communication

Newington Focus Group 11/15/14

Reason I volunteered - idea I want to ensure is communicated – open forum

- Wanted to state my belief that Parks & Rec should not be part of Town Hall
 - Major communication error of last referendum
 - Some who didn't approve of site were unaware – eventually pool & pool house are in poor condition and would have been moved to accommodate anyway - nothing would be lost
 - Serious questions were not answered at meetings – understand not answered due to Robert's Rules constraints of meetings...but should have found a way
 - Impact on Park too strong a consideration
 - Need to have two separate buildings
- Wanted to be part of the communication plan and process plan
- Wanted to ensure that the Building Committee remembers that Town has a Master Plan – Open Space 2020
 - Lack of trust - Look at all the things that need fixing rather than just going ahead with one
 - No buy-in on Master Plan or referendum because not “socialized” or communicated well – poor Interaction between committee and public.
 - Those in favor of maintaining and upgrading buildings communicated their message well
- Wanted to remind Building Committee that this \$30 million price tag – largest single project ever in Town history
 - Price doesn't include site improvements
 - Aging population – we will have other increases in needed services
 - If this bond passed, future bonding not available for Master Plan
 - No funding for Library expansion
 - Need to address consequences
- Wanted to voice disappointment with interaction between Committee/Town Council meetings and public
 - Wanted responses to questions asked
 - Wanted answers to questions on impact on Mill Pond & wetlands
 - Thought there was a complete breakdown on communication
- Wanted to ensure technology was considered:
 - Renewable resources – e.g. Energy for heating and cooling
 - Geothermal heat pumps
 - Ice chilling systems
 - Solar
 - Might cost more at first, but lower in the long run
 - Look for Gov't grants to offset initial cost
- Wanted to note that failure of referendum was a trust issue
 - Told this is what we are doing
 - Didn't look at options – started with a solution
 - Needed to consider all areas – and the impact of other services
 - Needed to prioritize and communicate priorities better
- Wanted to remind committee that the Library expansion and Library parking lot needed to be considered
- Wanted to express frustration –No response to public at Town Council meetings
 - Questions and suggestions not answered or addressed – at meeting time or any later date or method. Council not listening. Felt ignored.

What should we do with project from a process standpoint:

- Town needs two separate facilities for Town Hall and Community Center
 - Despite cost of project
 - Costs do need to be addressed
 - This needs to be done even if some residents ask themselves “Can I still afford to live in this Town?”
 - Proper site needs to be chosen
 - Can’t use Town-owned open space
 - Establish criteria for proper site
- Should be pleasing to the eye – shouldn’t look “cheap”
- Building needs to be attractive to potential new residents – need to attract potential new home-buyers
 - Some new residents and/or potential residents will find a new Community Center attractive
- Stop looking at artificial boundaries between groups/departments in Town (Parks & Rec, Board of Ed, Senior Center, Human Services, Library)
 - All these groups say they need “their space” - should be “One Newington”
 - Library could consider using library property for project, if approached with the right plan
- Think outside the box get creative
 - Other locations
 - Shared facilities
 - Build onto schools
 - Etc.
- Start with Master Plan
- Consider other locations, e.g. Cedar Street, Hartford Hospital
- Utilization would continue no matter where the buildings are located, but would prefer if we could be a “one campus/one complex” environment – must consider ultimate cost
- Aim a returning to “One Community”
 - Ensure all constituencies are reflected in final solution/option
 - Make it a balanced approach
- Look at “whole picture” – if we have to “fix” things like ADA compliance in other buildings – need to look at cost of all of those costs before deciding how much is really available for this project
- Need to know What is included and what is not covered in costs
 - Be inclusive
 - Transparency on all costs
 - Include on-going costs in proposal – e.g. cost for heat/AC, janitorial services, etc.
- Town has to give Building Committee the license to make hard decisions
 - Empowered to make wise decisions
 - Listen to the electorate – but do their work

What should we do with current Buildings:

- Start with Needs assessment
 - What is it being used for now?
 - What % is it being used?
 - When is it used?
 - What other facilities could be used to accomplish the same goals?
- Repair the buildings
- ADA compliant – all buildings
- Move school bus garages
 - Needs approval of Board of Ed
- Don't feel I can make an informed decision since don't really know needs and cost of options
 - Or what other options we should consider or were considered
 - What other land/buildings/other facilities could be used to fill needs
 - Why can't we use places where people congregate now for some of these needs
- Senior Center – build more floors to accommodate extra needs
- Community Center /Gym should be torn down

What should we do if we build new buildings/structures:

- Tear down Gym/Community Center
 - Start from scratch
 - Deal with the inconvenience of construction and lack of facility during construction
 - Build on same footprint
- Community Center
 - space must be used and available for ALL to gather
 - must contain multiple-use community spaces
 - gyms could be used as common space if protected floors and had moveable dividers
 - should have rooms that can be arranged in various multi-configuration plans
- Build one new building if we need gyms
- Build 2 gyms on school sites or 1 gym at Senior Center
- Add renewable resources into plan – e.g. Energy for heating and cooling
 - Geothermal heat pumps
 - Ice chilling systems
 - Solar
- No Atrium – too big and a waste of space

What should we do with Communication:

- Get the word out in a forum that would also allow public to ask questions and get answers
 - Create a “communication loop”
 - See if we can get a special area - an “Our Corner” - in any of the print media
 - Newington Life
 - Newington Town Crier
- Publish meeting dates
- Publish minutes
- Publish and update FAQ’s
- Post in library – special bulletin board
 - All relevant information available
 - Tear sheets
- People need to pay attention – it is their responsibility
- Town Hall and Community Center became a “two in one” referendum – needs of each need to be identified and each needed to have their own unique messages communicated
- Explain completely the budget plan – also explain how other future Boards or Councils might impact the budget assumptions
- Current Building Committee needs to create a sub-committee specifically responsible for communication
 - Needs to be Bi-Partisan, transparent, and able to respond to questions from the electorate
 - The sub-committee will create a communication plan that decides what, when, how and where to communicate
 - Consider using churches, town groups (e.g. PTA/PTO, Kiwanis, Scout troops, Senior groups, etc)
- Look at other Towns for ideas:
 - How they communicate with the public
 - How they get interest to get involved
- Critical information was given at the end and with little time to process
- At the Extravaganza, Town had a booth – but no one there to man the booth and explain options. Anti-referendum forces had a manned booth
- Town communicated exclusively through familiar means (public hearings, Town Council meetings, Town website, newspapers) – Town should have gone to Social Media as well due to many benefits:
 - Could have posted Internet links to pertinent data, e.g. minutes, etc.
 - Viewed by public as easy/efficient means to get information
 - Can be used by Communication Sub-Committee of Building Committee
- Town needed more time to process information
- Referendum should never have been in the Summer when so many people were away
- A lot of people in Town don’t use Town Hall or the Community Center, so they don’t know or understand why we need to do anything
 - We need to communicate “why we need this” to that group in ways that make sense to them
 - We need to communicate to new residents and potential residents on the benefits of services provided by the Town

Phone Survey Clarification:

- Open space and cost main concerns – noted problem on survey.
- Informational mailer sent out too late. Problems needed to be addressed prior to sending. Created confusion.
- Trust diminished by referendum date
 - Went to referendum before going to other commissions
 - Date felt “rushed” to “ram thru”
 - Time too short – Too much information to learn in 2 months
 - No time to explain all aspects
 - Money explanation didn’t make sense
 - Referendum should have been in November – would have given public 5 months to learn
 - Use community groups to communicate
- Facebook brought out emotions. Some sports groups not listened to – so raised mistrust
- Some groups “fired up” over Cedar Mountain got caught up in “save the Park”
 - Lead to miscommunication
 - Very emotional arguments