



**ARROYO ROBLE RESORT COUNCIL OF CO-OWNERS, INC.
ANNUAL MEETING**

Date: Wednesday, November 5, 2025

Time: 1:00 PM AZ

Location: 100 Arroyo Roble Rd.
Sedona, AZ 86336

Zoom: <https://zoom.us/j/91000266952?pwd=bv9N4fiZeR1qlpa9maYheBtCniLJm.1>

Agenda

- I. Call to order, introductions, and appointment of recording secretary
- II. Proof of notice, quorum certification
- III. Approval of prior meeting minutes
- IV. Financial report
- V. Management report
- VI. Election of directors
- VII. Unfinished business
- VIII. New business
- IX. Questions and comments
- X. Adjournment

Please see pages 3 – 14 for candidate bios for the 2025 board of directors election for Arroyo Roble Resort Council of Co-Owners, Inc. All information was supplied by the candidates. All candidate bios were limited to 250 words. Candidate bios are presented in alphabetical order.

Neal Deacon

Neal Deacon Qualifications

SVP Bank of America – 12 Years
COO Aztec Engineering – 15
Years AZ Realtor – 10 Years
Arroyo Roble Owner – 2 Intervals / 30 Years

Bio

I have a strong background with Owning and running a successful business in Phoenix AZ. Aztec Engineering has been an integral part of the growth in phoenix for decades, designing roads and freeways with a 200-employee firm. We sold the company in 2007.

I also spent 12 years with Bank of America as a SVP in Phoenix AZ.

I currently operate as an independent Realtor servicing the Scottsdale area for my clients with investment and resale advice and transactions.

My experience in Finance, Real Estate and business management makes me a strong addition to the Arroyo Roble Board of Directors.

Thoughts going forward

I am fully supportive of our plan to implement a modern rental system that would increase our revenues from non-owners and create a more streamlined process for owners to reserve Time. We have an incredible resort in one of the best locations in Sedona and this will only become more desirable in the coming years. It is imperative that we maintain the standards within our resort and create a destination that people will want to return to, year after year.

Recent financial issues have created an opportunity for us to create additional revenue that will only benefit the owner group, this is something that I believe we will need to focus on this next year. The most recent owners meeting

Deborah Ekstrom

I have visited Sedona annually for over 50 years--as an owner at Arroyo Roble since 2009. Though I live in Massachusetts, Arizona has long been a second home to me. I own 6 intervals at ARR; I spend six weeks on site every winter.

I am retired after 40 years as a healthcare executive, including 16 as the CEO of a non-profit healthcare center that had 1,200 staff; 20,000 patients; and over 40 buildings. I understand how to manage an operation with lots of people coming and going and attend to the constant daily issues and the longer range planning essential to good facility management.

I have served on the boards of seven non-profit organizations. Having worked as an executive who reported to a board and volunteered as a board member, I understand both roles well.

Twice I was hired as the chief executive for non-profit companies that were functionally bankrupt. I brought both to solvency, and ultimately to thriving. I understand what it takes—diligent planning, unwavering focus, and teamwork—to make that happen.

Priorities for the next few years:

- **Building financial stability and strength** will require tough decisions, fiscal discipline, and the capacity to flex effectively if external factors interfere with the plan.
- **Creating a marketing plan, for both sales and rentals** with vigorous execution.
- Finding a reasonable way to finance and schedule villa renovations **necessary to compete** in today's Sedona market.
- **Greater transparency is critical to rebuilding and maintaining owners' confidence** in the organization.

Susan Elrod

Susan Elrod ARR Board Qualifications and Priorities

Biographical Information and Qualifications

- My family has been coming to ARR since the beginning and I have personally been an owner for 15 years (four intervals). We bring our children and grandkids to ARR to experience the serenity and natural beauty of Sedona's red rock landscape. Our favorite activities when we come to ARR are swimming in the pool and creek, BBQing at the Resort, hiking, visiting sites in the area, wine tasting, and shopping.
- I am an experienced organizational leader with extensive experience leading universities with operational budgets in the tens of millions; the most recent had a budget of \$65 million.
- I have overseen the implementation of deferred maintenance plans, building renovations, and new construction on university campuses on projects upwards of \$10 million.
- I have led the successful turn-around of a university, recovering from a significant budget deficit, improving revenue streams, restructuring operations, building partnerships, and enhancing community and stakeholder engagement.
- I have reported to boards and have served on boards, moving one non-profit board from a managing board to a strategic board, and have effectively led, chaired or managed dozens of committees, councils, and other groups.
- I have hired and developed dozens of staff and leadership positions, built strong leadership teams, and used a shared leadership approach to engage employees.
- I am a nationally recognized and published expert on systemic change leadership and shared leadership.
- I am now retired from formal leadership positions but offer consulting services to colleges

Gerry Hartman

Candidate Priorities – Gerry Hartman

- **Control Costs to Owners & Reduce Foreclosures:** Find options to stabilize maintenance fees and minimize special assessments to help owners retain their units and preserve the resort's financial footing.
- **Preserve Quality While Managing Expenses:** Maintain the resort's standards while ensuring efficient spending, long-term planning, and wise capital investments. For example, reading in the newsletter that we are removing stairlifts after investing in them is most unfortunate.
- **Improve Transparency & Communication:** Foster open, candid dialogue with owners to build a sense of community and ensure decisions are made collaboratively and clearly explained.
- **Explore Revenue Growth & Strategic Options:** Pursue ways to boost occupancy and long-term financial value—whether through stronger rental/booking partnerships, expanded marketing, or evaluating broader structural changes like conversion from fractional ownership.

Candidate Statement for Arroyo Roble Resort Board of Directors – Gerry Hartman

My name is Gerry Hartman, and I've been an owner at Arroyo Roble since the early 1980s. Like many of you, I've enjoyed the resort for decades—but I'm increasingly concerned about a potential "doom loop" of rising maintenance fees and special assessments leading to more foreclosures, which, in turn, places even more burden on remaining owners. I'm running for the board because I believe we're at a critical juncture, and I want to help find solutions toward a more stable and sustainable future.

I'm asking for your vote to help ensure Arroyo Roble's long-term sustainability. I am offering to bring my creative & analytical mindset, collaborative approach, and commitment to transparent

Stephen T. "Terry" Lee

Fellow Members of the Arroyo Roble Resort Community:

My name is Stephen T. Lee, commonly known as "Terry" Lee. My wife, Virginia (Ginnie), and I own 3 weeks (1504, 3051, & 3052). We purchase our first unit in 2019 and have visited the resort several times each year since.

I am a retired attorney. I have previous board experience from my ownership of a condominium in Carlsbad, CA (Tanglewood) where I was a board member and president for approximately 2 years.

I currently live in our home in the Cooper Ranch Homeowners Association development in Gilbert, AZ. I served on that board from about 2008 to 2018, and was both Vice-president and President at times. I also chaired the Architectural & Landscape Committee for several years.

Given our current budgetary problems, presumably arising from having several hundred association-owned interval weeks, I don't believe making area-wide upgrades is financially wise. Certainly, we need to maintain the property, but cosmetic upgrades can and should wait until we have our finances in order.

Imposing a second 'special assessment' just over 2 years since the last one is a burden that will, in my experience, simply drive more owners to abandon their property to avoid the financial drain. If elected to the Board my priority will be keeping costs down while maintaining the beauty of Arroyo Roble.

S. Terry Lee, J.D.

Retired Attorney

Mailing Address:

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Gilbert, Arizona 85233

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Timothy Little

Timothy Little, Candidate

My wife and I have been devoted visitors to Arroyo Roble since the 1990s and owners since 2005. As lifelong Arizona residents who grew up appreciating Sedona's beauty, we understand ARR's unique value to families like ours.

I'm a Certified Public Accountant and licensed real estate salesperson with extensive operational leadership experience. My 40 year career in home building included 20 years as division president for national home builders, where I had complete responsibility for running \$200 million businesses. My board service includes treasurer roles for private schools, industry associations, and numerous homeowner associations.

As a leader in the Arroyo Roble Owners Alliance, I've worked alongside hundreds of concerned owners advocating for transparency and accountability. This experience has given me deep insight into owner priorities and concerns.

My board objectives for Arroyo Roble focus on the following key areas:

Governing in the Best Interests of Owners: Providing complete transparency by implementing comprehensive monthly owner communications to include board meeting notices, board minutes, financial information, and reports of all board actions. Further, the board will develop a system to include owner opinions in major decisions.

Financial Strength: Putting the resort on solid financial footing through annual planning, five-year strategic planning, current reserve studies, and reserve building.

Market Support: Creating a strong support system for unit resales and rentals to enhance owner investments.

I'm committed to bringing robust communication, financial planning and owner-centric leadership to the board to secure ARR's future. Thanks for your vote.

Randy McGrane (incumbent)

Randy McGrane was born and raised in Los Angeles and entered the construction industry through trade school. He began his career at 19, and while working as chief engineer on a hotel project, met the future partners with whom he co-founded Ensemble Investments in 1989. Ensemble has since become a leading commercial real estate development firm, focused on planning, ownership, and management.

Ensemble acquired the Best Western Arroyo Roble in 2019, and Randy has served on the ARR board as its representative since approximately 2021. Now semi-retired, he splits his time between Flagstaff and Phoenix and is actively involved in volunteer efforts in both Sedona and Phoenix.

Ensemble is planning a major renovation of the Best Western, along with development of the adjacent vacant land. The relationship between the hotel and Arroyo Roble Resort is both unique and essential. The seven villas owned by the hotel are a critical part of its room mix, and Ensemble is committed to supporting the continued strength of the Resort so these rooms and amenities remain part of the guest offering.

Randy brings over 40 years of commercial real estate experience to the board. He has consistently provided practical input and is committed to supporting strong operations and thoughtful long-term planning.

David Pettengill

I, David Pettengill, am interested in running for the Board of Directors at Arroyo Roble Resort.

I was born 1955 and raised in Arizona, primarily Prescott. Having visited Sedona for the last 60 years, I have seen the beauty of Sedona

and have many cherished and memorable times there. Our family has owned at Arroyo Roble for almost 40 years. We have 4 weeks.

For the first time, as an owner, I am concerned for the viability of the resort. Hence, my interest on being on the board.

For 40 years, I have been involved in the Athletic Club business, tennis clubs, tennis camps, college, and high school teams as part owner, manager,

tennis director, tennis coach, and teaching professional. I took a club that had gone into bankruptcy and made it profitable in 3 years. That club

had to be renovated, membership increased, insurance researched and changed, and the city building inspector scrutinized for his unfairness. The

experiences from that investment alone would help with maintaining Arroyo Roble's future as a viable entity.

Arroyo Roble has some big issues that need to be addressed and resolved. I want to help in that process to insure that my additional \$10,000

is a good investment. I would appreciate that opportunity.

Howard Slayen

Candidate Statement – Howard Slayen

I bring over 50 years of experience as a financial expert, attorney, and CPA to my candidacy for the Arroyo Roble Resort Board of Directors. Throughout my career, I have focused on financial stewardship, problem-solving, and governance.

After graduating from Claremont McKenna College in 1968 (Accounting & Economics) and Berkeley Law in 1971, I joined Coopers & Lybrand and was promoted to partner at age 29 — one of the youngest in the firm's history. I retired from PricewaterhouseCoopers in 1999. My leadership roles included Partner-in-Charge of the San Francisco and Silicon Valley Tax Practices, the West Region Financial Advisory Services Practice, and the San Francisco/Silicon Valley Mergers & Acquisitions Practice.

Following my retirement from PwC, I served as CFO of a public company, CFO of two technology startups, and as a director on 14 public, private, and nonprofit boards. I chaired three public company audit committees, was twice appointed by courts as a court appointed special director. I served as an expert witness on fiduciary duties.

Today, I continue to serve on the board of a semiconductor equipment company and on the board of the California Association of Court Appointed Special Advocates.

Beyond my professional career, Arroyo Roble Resort and Sedona hold a deep personal connection for me and my family. I have owned three intervals here and been a part of this community for nearly 15 years. My youngest son proposed here and was later married at Crescent Moon Ranch. ARR is a property we

James “Scott” Thomson

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928-707-1394

8/14/2025

Nominating Committee

Arroyo Roble Resort

Sedona, AZ

Dear Members of the Nominating Committee,

I am writing to express my strong interest in becoming a member of the Board of Directors at Arroyo Roble Resort in Sedona, Arizona. As a passionate advocate for high-quality hospitality and a long-standing owner, 21 years, at Arroyo Roble, I am eager to contribute my experience and insights to help guide the future of our amazing resort.

I am 55 years old, married, and the proud parent of two children, a son and a daughter who have grown up with fond memories of our stays at Arroyo Roble. Our family has been visiting the resort for over 20 years, and it holds a special place in our hearts. In fact, my spouse and I were married in the courtyard by the creek at the timeshare in 2004, adding a deep personal connection to this beautiful location.

With over 30 years of experience in hospitality and finance management, I have developed a solid understanding of the challenges and opportunities that come with running a successful hotel/resort. My professional background with Coconino County, Arizona Snowbowl, Los Abridados, Radisson Hotels, Bank of America, Sodexo and NAU High Country Conference Center, has equipped me with the skills necessary to contribute a wealth of information to the Board, particularly in areas such as financial oversight, strategic planning, and enhancing the guest experience and hotel management.

Andy Tobin

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Lane Paulden, AZ 86334
Andy@tobinbusinesssolutions.com c-928-710-2351

Tobin Business Solutions LLC - President/Owner

January 2023 - Present

Strategic Economic Development and planning for business efficiencies/goals.
Assist business and government entities to provide solutions and available options.
Government/Private Communications - development coordination.
Internal and external recommendations and implementations. Sales force assistance and policy development/achievement. Local, Statewide and National support and experience.

Arizona Department of Administration – Director

May 2019 – January

2023 Managing Administrative Divisions including, State Procurement - COOP Admin, General Accounting (Payroll) Comptroller's Office, Government Service Facilities Division, ASET - Arizona Strategic Enterprise Technology Office (IT and Cyber Security), State School Facilities Services, State Human Resources, State Risk Management Division, Grants and Federal Resources, Governor's Regulatory Review Council (GRRC) and Employee Benefits/Payroll Division, Co- Designer/Founder Leadership Forum.

<https://doa.az.gov/andy-tobin>

<https://azgovernor.gov/governor/news/2022/11/governor-ducey-launches-one-stop-shop-start-business-arizona>

Reduced state government footprint by almost one million square feet, developed efficient processes and Procedures for Accounting, Procurement now procuring billions of services for an expanded government program, Risk Management converting almost all state risk to self-funded programs and developed a Risk Cyber Pool, Communications - developing a "News Show" and vastly accessible communication network state wide, Human Resources - finalizing a new Job board, improved retention and improved staff satisfaction and well as the states shift to virtual work processing and tracking (Currently now building the new HRIS system), Asset Management reduced costs and improved policy and process, Cyber and IT Development and Management.

Developed new processes and efficiencies for the building renewal and new school construction

Brian Tobin

My name is **Brian Tobin**, and I am running for a position on the **Arroyo Robles Board of Directors**.

I bring nearly four decades of public service, leadership, and fiscal oversight experience to this candidacy. I began my career with the **Phoenix Fire Department** in 1983 and steadily advanced through the ranks, ultimately retiring in 2019 as **Assistant Chief of Operations**. During my time with the department, I had the privilege of serving in many critical roles that required accountability, transparency, and a deep commitment to the public good.

After the September 11th attacks, I was honored to be called upon by the International Association of Fire Fighters to assist FDNY. I helped implement the **UFA and UFOA Delegate Support Center**, managing the distribution of \$160 million from the **New York 9/11 Firefighters Disaster Relief Fund**.

My dedication to community service and governance extends beyond the fire service. I was appointed by the Phoenix Mayor and Council to the **Community Development Block Grant Committee** (1997–2000), served five terms on the **Phoenix Fire Pension Board**, and held appointments under **Governor Napolitano**, **Governor Brewer**, and **Governor Ducey** to the **Public Safety Personnel Retirement System Board of Trustees**, serving as **Chairman** for eight years.

I've earned multiple degrees, including:

- **A.A.S.**, Phoenix College (1995)
- **B.A., Summa Cum Laude**, National Labor College (2001)
- **M.A. in Legal and Ethical Studies**, University of Baltimore (2004)
- Completed programs at **Harvard University**, **ASU**, and other executive institutions.

Since 2020, I have served as **Fire Chief of the Daisy**